EPISCOPAL
Children's
Services

BELIEVE. ACHIEVE. SOAR.

Episcopal Children's Services

BELIEVE. ACHIEVE. SOAR.

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MISSION

To create opportunity so that the children we serve can achieve their full potential.

EPISCOPAL
Children's
Services

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Who
We Are

A recognized leader in early childhood education for close to 60 years, ECS serves over 25,000 children and their families in 14 counties: Baker, Bradford, Clay, Duval, Nassau, Putnam, St John's, Alachua, Marion, Lake, Citrus, Gilchrist, Dixie, and Levy. We believe that educating a child not only improves their odds for success but also strengthens the entire community.

EPISCOPAL
Children's Services

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What
We Do

Episcopal Children's Services helps underserved children in Northeast and Central Florida build a strong foundation for educational success. Working with children from birth to age 5 – the most critical years for cognitive development – ECS' dedicated teachers and staff use curriculums based on the latest research and best practices to help families ensure their youngsters enter school ready to learn.

The official ECS logo is a visual representation of the organization's brand both internally and externally.

The logo variations should be used in all print and digital marketing materials.

For internal and external communication efforts, the ECS logo must be used correctly at all times on all printed and digital material.

There are three variations of the ECS logo for use; vertical with tagline; horizontal with tagline; or the bird image without the tagline. The logo may also appear in all black or reversed to white when warranted.

The logo should not be recreated.

Defining Logo with Wordmark and Tagline

COLOR

Horizontal with Wordmark and Tagline

Vertical with Wordmark and Tagline

Without Wordmark or Tagline

On materials that are black and white, one of the options on this page may be used. These logos should only be used on non-color materials. Email communications@ecs4kids.org for usage approval.

The logo should be used only for approved purposes and cannot be altered in any way. Sizing can be adjusted while maintaining its proportions. The logo may not be recreated, combined with other marks or logos or changed.

The color or black horizontal logos should be used on letterhead, business cards, news releases and media advisories.

Logos for specific events and programs may not be created without the expressed consent of the Chief Executive Officer or designee.

LOGO VARIATIONS & USAGE

Defining Logo with Wordmark and Tagline

BLACK & WHITE

EPISCOPAL Children's Services
BELIEVE. ACHIEVE. SOAR.

To ensure the consistency of the logo, the colors and fonts on this page should be used by vendors if needed or requested.

The fonts used in the logo are
- Museo Slab 900
- Gotham Bold

IMPROPER LOGO USAGE

Unauthorized alterations to the logo can affect the integrity and image of ECS. Keeping a consistent brand identity will strengthen the agency's status and recognition amongst its stakeholders.

DO NOT
- enlarge logo to poor quality
- alter proportions of logo
- add elements to logo
- alter elements alignments
- copy/paste logo from other source
- rearrange elements of logo

BRAND + STYLE GUIDE

LOGO VARIATIONS & USAGE

Color Palette and ECS Fonts

The fonts used in the logo are Museo Slab 900 and Gotham Bold. To use these fonts in graphics or additional text, contact communications for the file and to approve usage.

Museo Slab 900

Gotham Bold

PINK	BLUE	GREEN	PURPLE	ORANGE
Hex Code #c23891	Hex Code #85c3eb	Hex Code #91c750	Hex Code #92278f	Hex Code #fcaf40
CMYK 0-100-0-0	CMYK 100-0-0-0	CMYK 50-0-100-0	CMYK 50-100-0-0	CMYK 0-35-85-0
RGB EC008C/ 236,0,140	RGB 00AEEF/ 0,174,239	RGB 8DC63F/ 141,198,63	RGB 92278F/ 146,39,143	RGB FBB040/ 251,176,64

ECS has selected a font family that is approved for correspondence in print and digital materials. It is strongly encouraged to use the fonts listed here when communicating as a part of the agency. See examples and descriptions of the three fonts on this page for reference. All of these fonts can be found within the Microsoft Office Suite

Consistency is key to building and elevating our brand.

TYPOGRAPHY

ECS Font Family

ARIAL

The Arial® typeface is one of the most widely used designs of the last 30 years. Drawn in 1982 by Monotype Imaging designers Robin Nicholas and Patricia Saunders for use in an early IBM® laser printer, Arial has become a staple for textual content. While some believe Arial has its design roots in the Helvetica typeface, its foundation is actually in the Monotype Grotesque® design, drawn at the turn of the last century.

CENTURY GOTHIC

A spacious, modern version of a classic mid-century font, the Century Gothic® design embodies the digital age with its sleek sans serif style, but still retains the graceful geometric look common to early 20th-century typefaces. It is supported by all major browsers on the web and is therefore considered a "safe" font to use for web design as it will translate well across multiple platforms.

CALIBRI
DEFAULT EMAIL FONT

Stemming from advancements made during the development of e-book technology, Microsoft found itself in the early 2000s with a unique software-based system for improving the resolution and display quality of fonts on any hardware. With that in mind, Microsoft assembled a group of designers in 2002 to design a font collection that would accentuate the strengths of the new rasterizer in a wide array of languages, including Greek and Mandarin.

Episcopal Children's Services has designed templates for correspondence that are consistent with agency branding. Letterhead and envelopes should only be used for official business correspondence. Without prior consent, no ECS letterhead should be used, adapted or contain additional names other than the names of the individuals listed in the template. Logos and address placement must be retained and no additional logos or wordmarks should appear on the letterhead.

The recommended typface for body copy is Arial, Century Gothic or Calibri as listed in the branding guide.
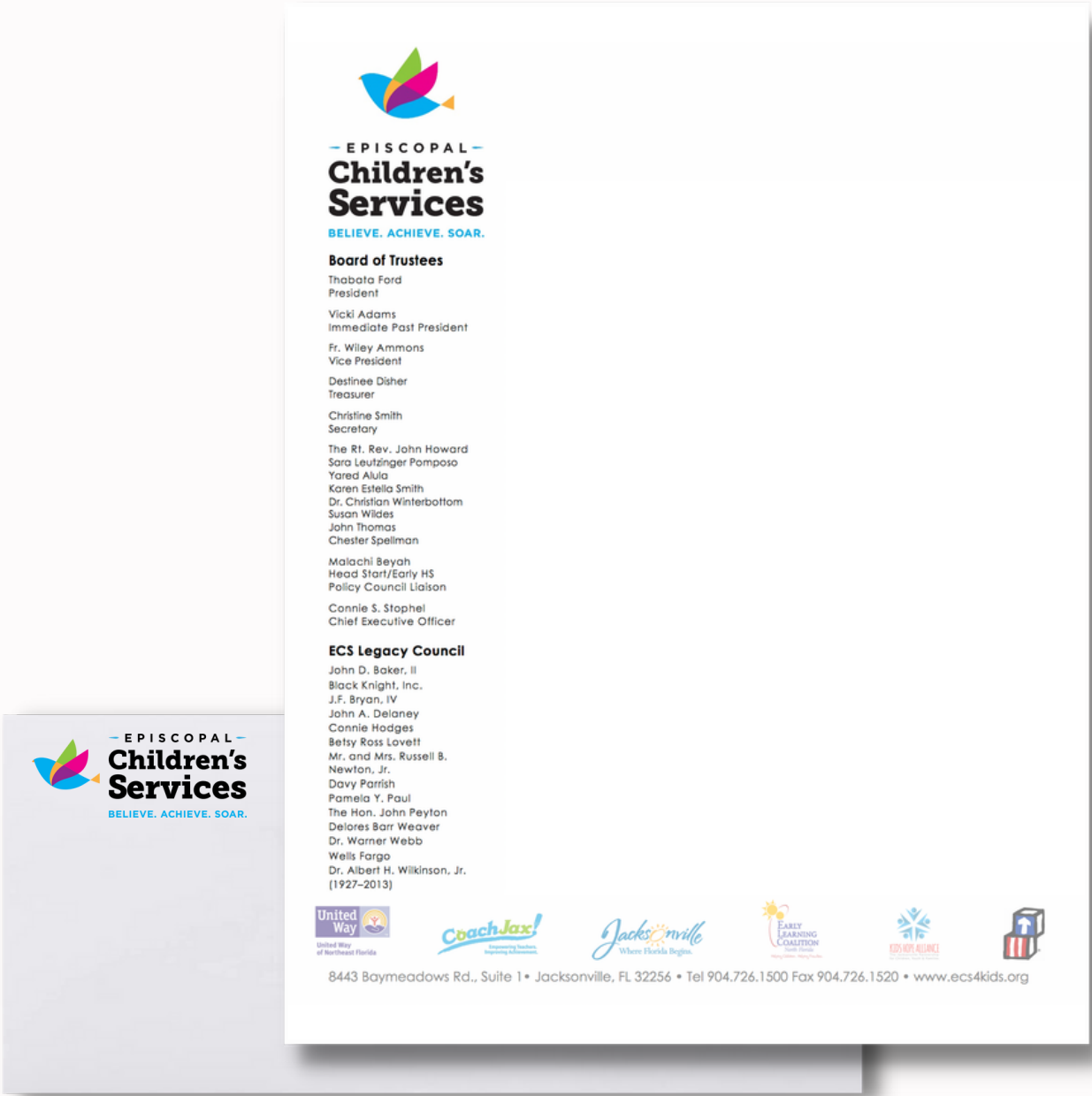
Business cards should also adhere to the same guidelines. Cards cannot be individually designed and must be ordered through the admin help desk. Please contact your supervisor for directions on ordering business cards.

PRINTED CORRESPONDENCE MATERIALS

Letterhead and Business Cards

LETTERHEAD

BUSINESS CARDS

All email signature blocks should be the same representation of Episcopal Children's Services with generally similar information. Font should be "black" in color, size 10 or 11 in the standard email Calibri (body) typeface or Century Gothic. Employees have the option of adding personal pronouns to his or her signature. Instructions on how to add a signature to email can be found on Sharepoint from the Vice President of Information of Technology.

ECS employees should adopt the layout for their signatures in order to achieve a professional and consistent look agency-wide.

According to programs, responsibilities and events, email signatures may vary at any point, however the general information and format should be consistent. Please contact communications for approval to add additional information (above) to your block.

DIGITAL CORRESPONDENCE MATERIALS

Email Signature

[SHAREPOINT LINK TO SIGNATURE INSTRUCTIONS (DIGITAL COPIES ONLY)](#)

FULL SIGNATURE BLOCK

First Name Last Name (Optional Pronouns) (all bolded)
Title (and Center if applicable)
Episcopal Children's Services
Direct Line: (000) 000-0000 | Cell (000) 000-0000 (optional)
Office: (000) 000-0000 Ext. 0000 | Fax: (000) 000-0000
8649 Baypine Road, Bldg. 7, Ste. 300, Jacksonville, FL 32256 (or your specific office location)

The ECS horizontal logo should be added directly under the address in the full standard signature.

The six social media blocks should also be added directly under the horizontal logo and linked to the corresponding ECS social media page. Instructions to assist with this can be found from IT on SharePoint.

The individual bird logo should be added directly under the preferred phone number on the short/informal signature.
The six social media blocks should also be added next to the bird logo and linked to the corresponding ECS social media page. Instructions to assist with this can be found from IT on SharePoint.

SHORT SIGNATURE BLOCK

First Name [[optional Last Name (Optional Pronouns)] (all bolded)
Title (and Center if applicable)
Episcopal Children's Services
Office: (000) 000-0000 Ext. 0000 (or preferred contact number)

ECS employees should use a professional/casual looking headshot for their profile pictures in Outlook. Headshots as outlined on this page should be an image from the shoulders up with minimal background distraction.

If you do not already have a profile photo consider these tips in taking or choosing a photo:

- Choose a solid, jewel-toned top. Black or white is very harsh and pastels wash out on camera.
- Jewelry, whether understated or bold, is a personal preference.
- If using a phone, take the photo in vertical view.
- Consider angling your posture instead of posing straight to the camera.

BRAND + STYLE GUIDE

DIGITAL CORRESPONDENCE MATERIALS

Outlook Profile Picture

FORMAL PROFILE PHOTO EXAMPLE

CASUAL PROFILE PHOTO EXAMPLE

EPISCOPAL
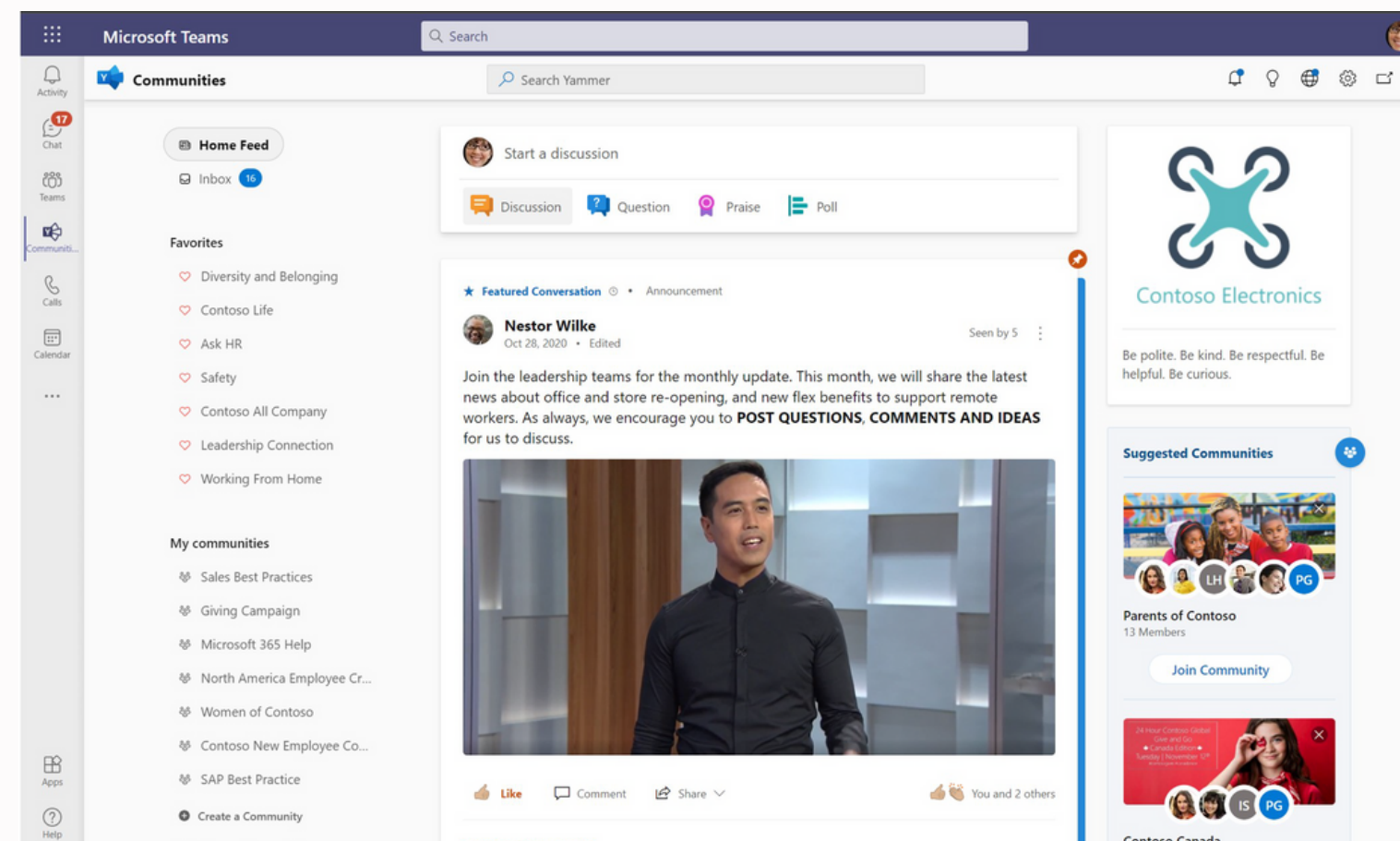**Children's
Services**
BELIEVE. ACHIEVE. SOAR.

Yammer is an inner-office networking tool to openly engage and connect across the organization. In a remote and inner-office environment, Yammer promotes communication, collaboration and group discussions within the Microsoft Office software.

ECS employees should adopt the use of Yammer in place of emails sent to "ECS Everyone" for notifications. Examples include celebrations (birthday, anniversaries, milestones), agency-wide discussions, and larger group messaging and discussions that could result in several emails within a period of time.

All ECS employees will receive an email invite to activate Yammer. No additional activation is required.

Separate training and learning tools will made available to employees requiring assistance.

INTERNAL COMMUNICATIONS NETWORK

Yammer

CONNECT TO EPISCOPAL CHILDREN'S SERVICES YAMMER FEED
(DIGITAL COPIES ONLY)

ECS has approved flier templates for the needs of the agency to be downloaded and edited. These templates are to be used for programs, events or meetings. The templates help to ensure consistency in branding and messaging of materials. These templates are available on sharepoint.

The Communications Department is available to design a flier for an event, program or meeting with appropriate lead time. This can be done by submitting a help desk ticket.

When designing posters or fliers for centers or classrooms, strive for simplicity. In general, use clean, sans serif typeface with a secondary typeface used sparingly. Be consistent with the typefaces, not using more than two.
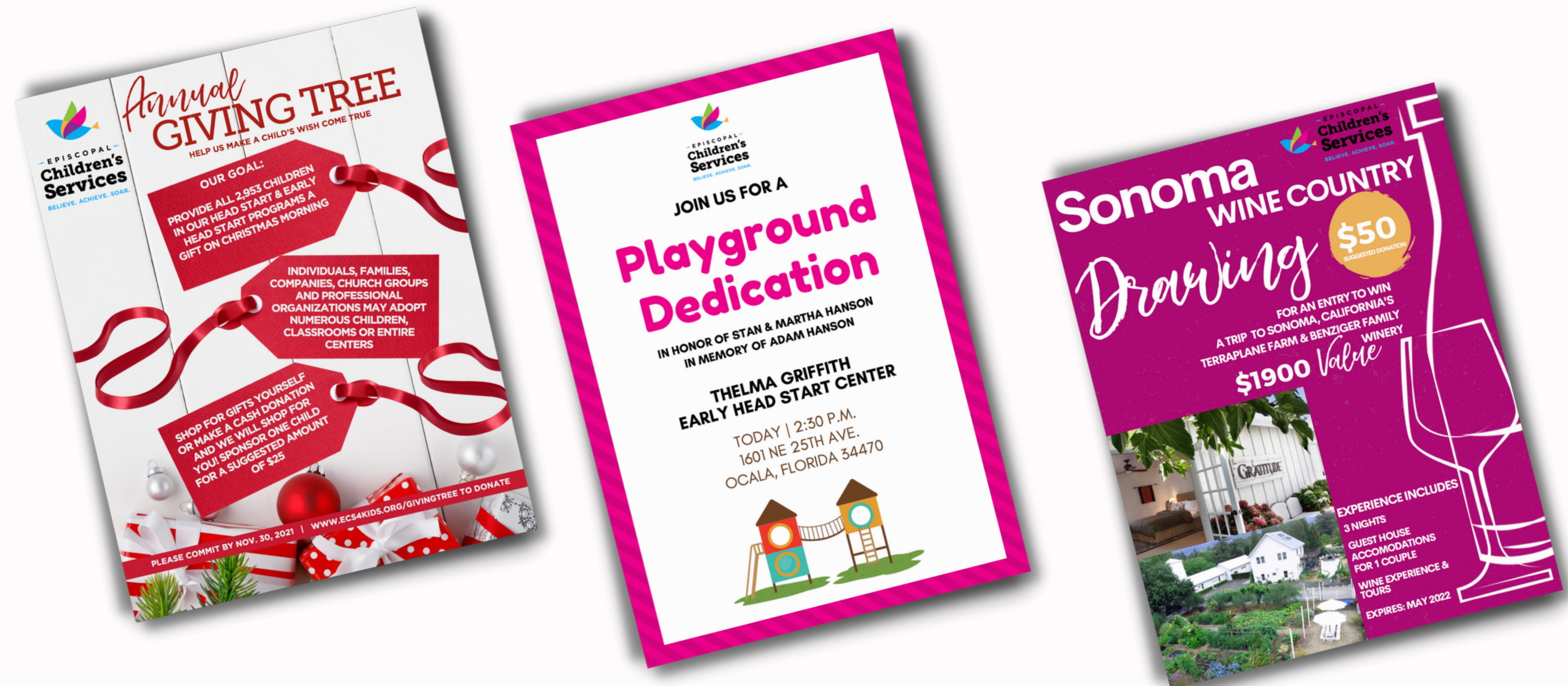
Avoid:

- adding type on photos or other graphics, unless clear.
- huge blocks of type or small type.

MARKETING COLLATERAL

Fliers

EXAMPLES OF FLIERS DESIGNED BY COMMUNICATIONS

SOCIAL MEDIA

As stated in the employee handbook regarding social media:

All employees must act professionally and refrain from behavior, both on and off the job that could adversely impact ECS reputation or mission. Employees must always treat co-workers and others respectfully using social media. Social media includes but is not limited to social networking websites (Facebook, Instagram, Twitter, LinkedIn, etc.) chat rooms, mailing lists and web logs (blogs). Nothing in this policy is intended to interfere with employees' rights under the National Labor Relations Act.

ECS Social Media Use Policy

While ECS supports employees use of social media for social and business networking, employees must understand the following:

- An employee must not present him/herself as a representative of ECS. When using social media an employee indicating his/her place of employment must include a disclaimer that the opinions provided do not represent the views of ECS. Content placed on social media regarding the agency or its officers, management employees, vendors or customers must be free of any impressions that the views expressed are anything more that personal opinions.
- Do not disparage or post derogatory comments about Episcopal Children's Services, its officers, management, employees, vendors or client either by name or by implication.
- Respect the privacy of other employees and refrain from posting photographs, opinions or other information that may portray other employees, ECS or business relationships with ECS in a negative manner.
- Do not place content on social media that violates ECS policies.
- Do not post any information about those individuals Episcopal Children Services assists.
- Do not publish confidential information including but not limited to trade secrets, proprietary information and all other non-public information and data about ECS and its business.
- Do not let the use of social media interfere with work commitments or performance.

All ECS social media sites are a public display of the agency's brand. Within the organization only a few employees have access to post on Episcopal Children's Services pages.

Any use of the social media channels by creation of a new profile/page/group for the use of a program within ECS must be approved by communications. Accounts that have not been approved are not in compliance and may be deleted.

Due to frequent updates and changes in technology and specifically social media, this may be adjusted regularly to reflect current trends.

SOCIAL MEDIA

ECS Social Media Sites

@ECS4KIDS

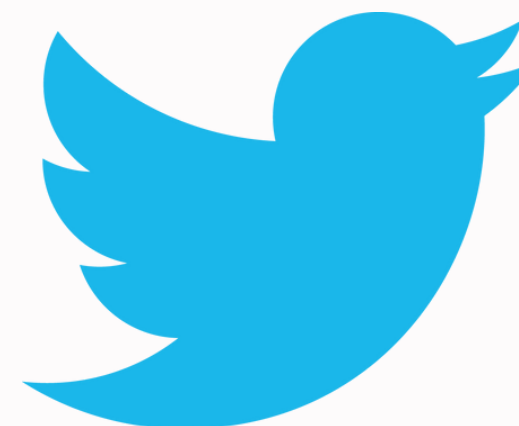LinkedIn: www.linkedin.com/company/episcopal-children's-services-inc.

YouTube: https://www.youtube.com/channel/UCjMS_T-Ufl75j4sIUvJk4FA

Facebook: www.facebook.com/ecs4kids

Twitter: www.twitter.com/ecs4kids

Instagram: www.instagram.com/ecs4kids

TikTok: www.tiktok.com/@ecs4kids

Photographs and images are essential to telling the ECS story. Dynamic images help to tell the story of our children and families in fantastic ways.

The organization has a media release form available for parents or guardians to sign at each center. All children must have a signed release on file that will specify if the child may be photographed or not.

As a best practice, when using photos or images for ECS communications, try to use photos of children in our programs with media releases. Stock images should only be used as a last resort.

Tips:
- Crop to only focus on the featured individuals.
- Use clear images. Ensure the file size is large enough so photo will not be grainy.Recommended size is over 2MB.

BRAND + STYLE GUIDE

PHOTOGRAPHY

EXAMPLES OF IMAGES

GOOD EXAMPLES

EXAMPLES NEEDING IMPROVEMENT

ECS has a dedicated Flickr site that has numerous images that can be used for purposes of the organization's communications and promotional use. This can be accessed from the ECS website. All images belong to ECS and can be used free of charge for Episcopal Children's Services purposes.

Do not use external images without first receiving permission from the copyright holder. Just because it is on the internet, does not mean it is free. Check with the communications department if you have questions about the usability of certain images.

Additional Tips:

- Frame images in a way that others are not seen, ensuring that all pictured in the frame can be photographed.
- Photograph subjects on their level to increase interest. For example, if taking a photo of a child on a mat, move to the ground to snap photo.

BRAND + STYLE GUIDE

PHOTOGRAPHY

EXAMPLES OF IMAGES

VIEW ECS' FLICKR WEBPAGE (DIGITAL COPIES ONLY)

GOOD EXAMPLES

EXAMPLES NEEDING IMPROVEMENT

The Associated Press (AP) Stylebook is a writing guide for journalists. It is published and updated annually to reflect changes in writing style and new guidelines. Since its initial publication in 1953, the AP Stylebook has become a must-have reference for writers, editors, students and professionals. It provides fundamental guidelines for spelling, language, punctuation, usage and journalistic style.

Listed on the next few pages is an abbreviated list of the grammar and punctuation guidelines to which all ECS writing should adhere.

STYLE GUIDE

This guide is based on The Associal Press Stylebook. Similar to the Stylebook, this section is organized as a dictionary.

Abbreviations

Avoid abbreviations except as necessary. When used, capitalize abbreviations of capitalized words: Aug. (August), Mon. (Monday), St. (Street). In tables and calendars, there should be no punctuation after abbreviations.
Capitalize specific degrees and their abbreviations following proper names. Lowercase the subject of study if it is not part of the formal name of the degree. Set the generic or informal form of the degree (e.g. bachelor's) in lowercase.
- John Doe graduated with a Bachelor of Arts in political science from Mercer University.
- Linda Smith earned a master's degree in public policy from the University of North Florida
- Susan Jones graduated from Edward Waters College with an M.A. in literature. (Note: Use periods with the abbreviated form.)

Acronyms

List the full name or title followed by the acronym (uppercase in parentheses) in the first reference on a page. Then use the acronym.

Academic degrees

Use an apostrophe in bachelor's degree, a master's, etc., but there is no possessive in Bachelor of Arts or Master of Science.

Address format

Use the abbreviations Ave., Blvd., and St. only with a numbered address: 8649 Baypine Rd. Spell them out and capitalize when part of a formal street name without a number: Baypine Road. Lowercase and spell out when used alone or with more than one street name: Laura and Duval streets. Spell out all other similar words (alley, drive, street, terrace).

STYLE GUIDE

Age
Always use figures.
- Even a 10 year old could understand this sentence (no hyphens)
- Her son is 5 years old (no hyphens)
- Girls ages 16-20

Use hyphens for ages expressed as adjectives before a noun or as substitutes for a noun.
Do not use hyphens when you are simply stating the age of something.

- John is 16.
- John is 16 years old.
- John is a 16-year-old.
- John is a 16-year-old boy.
-

a.m., p.m.
Use "a.m." and "p.m." in lowercase, with periods. Do not use ":00" for hours. Avoid redundancies, such as 10 a.m. on Tuesday morning. See also time of day

Ampersand (&)
In general, avoid use of the ampersand (&).

And
Use the word and (instead of the ampersand) in most titles if space allows. Do not capitalize.

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STYLE GUIDE

Apostrophes
Form plurals without an apostrophe, e.g. Agents and Brokers Licenses. Do not use an apostrophe when referring to a decade, e.g. the 1990s.

Articles
Unless they begin a sentence, set articles, conjunctions, and short prepositions in lowercase (also lowercase a, an, and, at, for, from, in, of, on, or, the, to, with).

Capitalization
City
Capitalize city as part of a proper name.
- Examples:
    Kansas City, New York City, Oklahoma City

Lowercase elsewhere, including all "city of " phrases.
- Examples:
    A California city city government city of Los Angeles

Children
In general, use the first and last name of a child on first reference. Call children 15 or younger by their first name on second reference. For ages 16 and 17, use judgment, but generally go with the last name. Use the last name for those 18 and older.

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STYLE GUIDE

Colons

Capitalize the first word following the colon if it begins a complete sentence or is a proper noun.
- Examples:
  The goal was simple: Keep customers first.
  Three words best describe the day: wet, dreary, disappointing.

Colons and semicolons are never enclosed within the ending quotation marks unless they are part of the quotation.

Commas

Use commas to separate items in a simple series, but not before the conjunction.
- Example:
  The items on our agenda included workshops, community service projects and upcoming meetings.

However, use a comma before the conjunction if there is a possibility of confusion without it.
- Example:
  Among those attending the conference were the deans of social sciences, applied sciences and the arts, and humanities and the arts.

Use a comma to separate a name and academic degree.

When used with quotation marks, commas and periods are always enclosed within the quotation marks.
- Example:
  "The parking lot is crowded," she said. "I should have left home earlier to attend the Founders Day luncheon."

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STYLE GUIDE

A comma is needed before the word "including."
- Example:
 Six scholarship applicants met the criteria, including three years of community service involvement, enrollment in an accredited school and two years of work experience.

Computer terms
Capitalize the word Internet as a proper name to distinguish it from other kinds of nets. It may also be referred to as the Net, also capitalized. Some of the spellings of Internet-related words below are aligned with the "AP Stylebook."
cyberspace . download . dot-com (informal adjective) . email . emoji . firewall . home page . hyperlink . Internet . Internet radio . intranet IP address (Internet protocol address) . Java (a trademark) . listserv . login . logoff . logon . online . screen saver . selfie . URL (Uniform Resource Locator) . World Wide Web (a proper name) . the Web, website, webcast, webmaster

Always include a period at the end of a sentence even if a web address or email address appears at the end.

Directions
Directions are not capitalized if they refer to a compass direction.They should be capitalized; however, if they refer to a region, are part of a proper name or denote a widely known section of a city or state.When in doubt, use lowercase.

Ellipses
The three dots represent omitted words or a pause in speaking.They are preceded and followed by spaces.
- Example:
    She talked about the morning traffic, her previous vacation, her son's wedding plans … and enough other topics to bore everyone.

Fundraising, fundraiser
It is one word in all forms and uses. Do not hyphenate.

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STYLE GUIDE

Hispanic

The terms "Hispanic" and "Latino/Latina" can be interchangeably used when referring to individuals from a Spanish-speaking land or culture or from Latin America. Usage varies depending on context and the audience being addressed.

Hyphens

In type, hyphens are different from dashes. Hyphens are sometimes used to avoid ambiguity.
- Example:
  He recovered from financial collapse.
  He re-covered his sofa in gray leather.

Identity

Racial, ethnic, sexual and gender identity is personal. Ethnicity is not synonymous with race; gender is not synonymous with sex; and gender identity is not synonymous with sexual orientation. Although labels should be avoided whenever possible, it is sometimes relevant to the article, press release or report. In general, utilize the term people prefer to be called, especially when dealing with race and ethnicity.

Sometimes the common conventions of language inadvertently contain biases toward certain populations, e.g., using "normal" in contrast to someone identified as "disabled." It is important to be aware of how the choice of terminology may come across to the reader, particularly if the reader identifies with the population in question.

Its, it's

Its is a possessive pronoun, while it's contracts "it is" or "it has." A simple way to determine which term is needed is to read the sentence using "it is." If the sentence doesn't make sense, its is needed, not it's.
- Examples:
  Nothing can take its place. It's a small world.
  It's been good to know you.

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STYLE GUIDE

<u>Kids</u>

Use "children" unless referring to goats.

<u>Latino/Latina</u>

"Latino" is the masculine word while "Latina" is the feminine. Latino can refer to a mixed group of both genders.The terms "Latino/Latina" and "Hispanic" can be interchangeably used when referring to individuals from a Spanish-speaking land or culture or from Latin America. Usage varies depending on context and the audience being addressed.

<u>Numbers and numerical references</u>

As a general rule, numbers from one to nine should be spelled out; numbers 10 and above should be left in numerical form. Use numerical figures; however, when referring to sections of a book, grade point average and scores.

- Examples:
    A GPA of 3.0
    An ACT score of 8

Spell out the word percent in text. Do not use the symbol "%" except in tables and technical text.

- Example:
    More than 20 percent passed the test with a score of 85 or better.

Spell out ordinal numbers (first, second, third) first through ninth. For the 10th ordinal and above, use figures.

- Example:
     First, second, 10th, 23rd, 31st

When describing money in text, do not include the decimal places for whole dollars.

- Example:
    Tickets cost $5 for general admission, $3 for students and $2.50 for children under 12.

When describing time, do not use minute placeholders for whole hours.To avoid confusion, always use noon, not 12 p.m., to refer to middle of the day.

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Plurals

Compound words
For those terms that include two or more separate words or a hyphenated word, add the s to the most significant word.
- Examples:
  Attorneys general
  Daughters-in-law

Multiple letters
Add an "s" with no apostrophe.
- Examples:
  ABCs
  VIPs

Numerals
Add an "s" with no apostrophe.
- Example:
  1990s

Single letters
  Add " 's" to avoid confusion.
- Example:
  His report card was full of A's and B's.

Quotation marks
In text, place quotation marks around names of songs, poems, lecture titles and other items listed under "Composition titles." Periods and commas, when used with quotation marks, always go within the quotation marks.
- Example:
  The project is "long overdue," said Angela.

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STYLE GUIDE

Quotation marks, con't.
Dashes, semicolons, question marks and exclamation points go within quotation marks only when they relate to the quoted matter.
- Example:
  Ask him,"How do you plan to implement the proposal?"

Seasons
Always lowercase fall, spring, summer, winter and derivatives such as springtime, unless part of a formal name.

Semicolon
Use the semicolon to indicate a greater separation of thought and information than a comma can convey, but less than what a period implies.
- Example:
  He leaves a daughter, Susan Jones of Los Angeles; three sons, Jim Smith of Los Angeles, John Smith of Chicago and Jay Smith of Denver; and a sister,Tammy Hill of NewYork.

Spaces
One space should be placed after all punctuation, including periods and question marks, at the end of sentences.

Titles
Do not combine titles such as Mr., Mrs., Ms., Dr., or Esq. with another title or with the abbreviation for an academic degree.
- Example:
 Dr. Anthony Fauci or Anthony Fauci, Ph.D.
 Incorrect: Dr. Anthony Fauci, Ph.D.

Best practices for the ECS brand and other communications efforts help guide the agency in our goal to create a cohesive internal and external voice to present to our fellow employees, partners, donors, community and most of all, our children and families.

BEST PRACTICES

General methods that have been accepted as industry standards

Social Media

For staff: think twice before posting. Consider what could happen if a post becomes widely known and how that may reflect upon you and the organization. Posts live long after the initial creation and can be forwarded, copied or reproduced. If you wouldn't say it in public, consider whether it should be posted online. If you are unsure about posting, it's probably a good idea to hold on to it.
For communications: If the post would not translate well if it is said at a conference or to a member of the media, consider whether it should be posted online. If unsure, review with the communications staff and request input.

Media Relations

As a not-for-profit agency serving Northeast and Central Florida's children, Episcopal Children's Services has a responsibility and commitment to disseminate information about its programs and activities and to be responsive to media inquiries. Therefore, it is paramount that information about the agency be properly and accurately interpreted by the public it serves. Because ECS operates numerous programs, the procedure below will ensure that all information coming from ECS remains consistent and accurate.

ECS employees shall not release to the media information about programs, events and other activities. Should an employee be contacted by a member of the media, please inform him or her that ECS policy requires that all media requests must be forwarded to the CEO or designee (director of communications) so that the most knowledgeable staff member on the topic can be made available to the media. All news releases (letters, announcements, articles, etc.) from ECS must have the CEO or designee's approval prior to distribution. Requests for written news releases and requests for media coverage of events should be forwarded to the CEO or her designee.

Adapted from the Episcopal Children's Services Employee Handbook

EPISCOPAL Children's Services

BELIEVE. ACHIEVE. SOAR.

EXECUTIVE TEAM

CHIEF EXECUTIVE OFFICER
CONNIE STOPHEL

CHIEF OF CENTER OPERATIONS
JEANNE DILLARD

CHIEF OF PROGRAMS
TERESA MATHENY

CHIEF ADMINISTRATIVE OFFICER
TEMPLE DEPLATO

CHIEF DEVELOPMENT OFFICER
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