

STATE OF FLORIDA  
GOVERNOR  
CHARLIE CRIST

AGENCY FOR WORKFORCE  
INNOVATION  
DIRECTOR  
MONESLA BROWN

OFFICE OF EARLY LEARNING  
(850) 921-3180  
DIRECTOR  
GLADYS WILSON

OFFICE OF PROGRAM  
EFFECTIVENESS AND ANALYSIS  
TIM ELWELL

REVIEW SUPERVISORS  
TAMARA PRICE  
PATRICIA WEYER

REVIEW STAFF  
REGINAL WILLIAMS  
ED HACHENBERGER  
CHERYL BLANTON  
BETTY WALLACE  
GINGER TATE  
COURTNIE WHEELESS  
LAURA KATE BARRETT

INTERNAL QUALITY  
ASSURANCE  
WINSTON CROFT

REPORT NO. 07-06  
MAY 2007



## PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF NORTHWEST FLORIDA MAY 2007—REPORT 07-06

### Results in Brief

In accordance with Florida law, the Agency for Workforce Innovation's Office of Early Learning conducted a performance and accountability review of the Early Learning Coalition of Northwest Florida, Inc. (the coalition, or the Northwest Florida coalition) February 5-8, 2007.

The Northwest Florida coalition's overall implementation of early learning programs is thorough and innovative. In most aspects of program implementation, the coalition is operating its programs in a manner that complies with or exceeds state and federal rules and regulations. Notable accomplishments include:

- An effective orientation program for new board members and innovative administrative tools strengthen governance and operations.
- Innovative performance-based contract services provide greater control over service providers.
- Well-planned delivery of educational services increase parental choice and improve the quality and availability of child care programs.

While overall program implementation is effective, the review found some issues that could diminish the coalition's success if not addressed in a timely manner. These issues include:

- A consistent pattern of non-attendance by a few key board members could jeopardize the coalition's ability to conduct business.
- The board meeting schedules published on the coalition website do not match the actual meeting location and times, compromising public access to the coalition's business meetings.
- The coalition's performance-based contracts could be strengthened by improving scope definition, performance expectations, and deliverable acceptance processes.
- Issues with missing procurement documentation and missing prescribed standard contract language create vulnerabilities to litigation for the coalition.
- Parents may be denied necessary program information due to inadequate website support for the CCR&R program.
- School Readiness program procedures for eligibility determination require strengthening to prevent inconsistent application of policies.

## Scope and Methodology

Florida law requires the Agency for Workforce Innovation to monitor and evaluate the performance of each early learning coalition's administration of the School Readiness and Voluntary Prekindergarten (VPK) education programs (s. 411.01(4)(l), F.S.). To accomplish this, the Office of Early Learning developed performance expectations or criteria to provide a framework for measuring a coalition's effectiveness in implementing early learning programs (See *Appendix A—Indicators/Expectations/Standard Levels of Service*).

These performance expectations include a mixture of indicators relating to compliance with state and federal laws and regulations, as well as indicators for additional activities that could assist early learning coalitions in maintaining high quality programs and operations. Specific areas of program implementation covered by the expectations include: governance and operational processes; grants and contract administration; eligibility determination and verification of provider qualifications; and educational service delivery.

In addition, the Office of Early Learning developed a series of indicators and standards known as the *Child Care Resource & Referral Network CCR&R Standard Levels of Service* (Standard Levels of Service), which local coalitions should meet in delivering child care resource and referral services to families. These standards address issues such as customer service expectations, staff training and certification, consumer services and information, and database maintenance. See *Appendix A—Indicators/Expectations/Standard Levels of Service* for a more detailed description of the Standard Levels of Service.

To measure the extent to which the Northwest Florida coalition is meeting the performance expectations and the Standard Levels of Service, the OEL review team interviewed the coalition executive director, coalition staff, board members, parents, providers, and personnel from the coalition's contracted service provider. The team examined the various documents, such as the coalition's contracts, board meeting minutes, mini-grant program guidelines, provider agreements, and coalition reports. The team also conducted a review of client files for both the School Readiness and VPK programs, and analyzed various data contained in the Enhanced Field System.

## Background

**Incorporation.** Early Education & Care, Inc. (representing Bay, Calhoun, Franklin, and Gulf counties), the Early Learning Coalition of Washington/Holmes Counties, and the Early Learning Coalition of Jackson County merged to form the Early Learning Coalition of Northwest Florida, Inc. on February 20, 2006. Currently, the coalition's 23-member

board of directors serves as the policy-making entity that delegates authority to the coalition's executive director.

At the time of the review, the board consisted of 4 non-voting and 19 voting members. Of the voting members, 10 were from Bay County; 5 represented Gulf (2), Calhoun (1), Franklin (1), and Jackson (1) counties; and 4 represented multiple counties (including Washington and Holmes). Membership composition includes representatives from both the private and public sectors. *Appendix B—Early Learning Coalition of Northwest Florida Board Membership* depicts board membership as submitted with the coalition's plan on November 1, 2006.

**Children Served.** For fiscal year 2006–07, the Northwest Florida coalition served a total of 1,815 children in VPK and 4,950 children in the School Readiness program.

**Organization and Staffing.** The coalition has an administrative staff of eight employees implementing the programmatic aspects of the coalition's mission. These include the executive director, finance director, program development director, quality assurance officer, contracts coordinator, operations officer, family services director, and administrative assistant. The coalition provides two staff, a quality coordinator and a literacy specialist, to support the Partners in Education and Research for Kindergarten Success (PERKS) grant awarded by the Children's Forum. Satellite staff dedicated to family services coordination and support includes one health literacy specialist, one family/provider service specialist (both contracted through the Calhoun County Library), two family service coordinators, two family/provider service coordinators, and five family service specialists. See *Appendix C—Coalition Organizational Structure* for a diagram of the coalition's organization.

The delivery of services for the Northwest Florida coalition's early learning programs are provided through five major contracts with Early Education and Care, Inc. (EEC), the Calhoun County Library (two contracts), the Children's Forum, and the Children's Home Society. EEC and Calhoun County Library are the principal contractors providing School Readiness services, as well as providing the Child Care Resource and Referral program (CCR&R), Voluntary Prekindergarten (VPK) program, and the Refugee and Teenage Parent (TAPP) program. These contracts total approximately \$2.4 million for the three major service providers. In addition to these major contracts, the coalition had 6 additional active agreements during the audit period for program services. *Appendix D—Northwest-Florida Coalition Contracts for 2006–07* lists these contracts by contractor, services provided, contract period, and amount.

## Findings

### Governance and Operations

Overall, the Northwest Florida coalition has the executive leadership and managerial elements it needs to form a strong organizational structure that is responsive to community needs. The coalition's board and committee structure facilitates decision-making. In addition, the coalition has an effective orientation program for new board members and has implemented administrative tools to effectively manage coalition business. However, as discussed later in this section, the coalition continues to experience challenges based on the size of the geographic area it serves.

#### ***The Northwest Florida coalition has created valuable administrative tools to support coalition operations***

Coalitions are challenged with recurring administrative planning and scheduling tasks. Many of these tasks suffer from insufficient documentation and operations guidelines, and as a result are frequently found to vary widely in thoroughness and efficacy over time. To address these issues, the coalition has developed two management tools that are potentially beneficial for other coalition boards.

- **The coalition adopts a minimum number of items to be included in its annual calendar, based on the requirements of its bylaws.** The schedule/calendar provides a strategic time management tool, addressing action items that are fundamental to coalition operations and planning. In effect, this practice creates an operational calendar based on the fiscal year. The inclusion of the calendar in the coalition's bylaws may be considered a best practice.
- **A meeting checklist ensures proper noticing of board and/or committee meetings.** The checklist uses a step-by-step approach that includes an itemized list of tasks to be completed prior to a board and/or committee meeting. Proper noticing of meetings is a requirement of the Sunshine Laws, s. 286.011, F. S. This is considered a best practice to be shared with coalitions throughout the state.

#### ***The coalition's board member orientation is well-designed and comprehensive, providing all board members recurring opportunities to improve their knowledge of early learning programs***

The coalition has implemented board member orientation on a quarterly basis to provide an educational continuum for new and veteran board members. The coalition provides a complete and thorough board orientation packet that addresses critical compliance issues and program

requirements, including Sunshine Law requirements. Providing an orientation program of this scope and depth for executive leadership promotes an environment of continuing education and process improvement, setting a standard for executive and staff training across all Florida early learning coalitions.

#### ***The coalition did not enforce policies for board member participation and public access to meetings***

The coalition's board is comprised of members from a large area consisting of Bay, Calhoun, Franklin, Gulf, Holmes, Jackson, and Washington counties. Maintaining participation in board activities can be challenging for board members from outlying counties, requiring travel over long distances in order to attend. The coalition has taken action to mitigate the problems caused by its geographic challenges, including creating a rotating meeting schedule through the rural counties and using teleconferencing. However, as described below, some issues remain.

- **Three board members have missed three or more consecutive meetings.** It should be understood that if a prospective board member cannot fulfill the obligations of membership (including regular attendance), that board member should not be nominated and/or appointed to the position. Board meeting minutes from October 2005 through January 2007 reveal that three board members missed at least 9 of the 14 meetings held. If circumstances arise that preclude current board members from fulfilling board responsibilities, actions should be taken to identify and correct the cause of the absences or to replace the board member. This practice should be followed regardless of the board member's voting status.
- **The coalition did not follow its published schedule for rotating board meetings between Bay County and the six rural counties.** According to the schedule posted on the coalition's web-site, the location of the board meetings rotate between Bay County and the other 6 rural counties. A review of board meeting minutes from November 2005 to November 2006 found that only 2 of 12 board meetings were held in the rural counties. While it is noted that having more than 80 percent of the board meetings in Bay County does not facilitate physical access to the board meetings by the public, the teleconferencing option, which is extended to the public, does allow audible access by the public or other interested stakeholders. However, during board member interviews, the board members acknowledged the need to follow through on the rotation of the board meetings in accordance with the coalition's stated objectives. Improper noticing of meetings is a violation of the Sunshine Laws, s. 286.011, F.S.

**Although in compliance with the OEL-approved coalition plan, the board's policy of using teleconferencing to establish/recognize a quorum for decision making is not supported by Florida's Attorney General**

With respect to decision-making by quorum, the coalition's bylaws state that "voting members may participate and vote in meetings by telephone and are considered present." Review of board meeting minutes from November 2005 to November 2006 revealed voting members participated via phone and were used to establish a quorum. It is noted that the coalition is spread out over seven counties.

The OEL's Executive Summary (prepared in recommending the approval of the coalition's plan) recommended the coalition follow the Attorney General's Office legal opinion (AGO 2003-41) regarding teleconferencing. The Attorney General's opinion allows teleconferencing to be used only in situations where a member is medically unable to physically participate in a meeting. Even in this case, the AGO 2003-41 opinion states that a physical quorum must exist in order for the member to participate via teleconferencing media.

There is no OEL policy or state regulation that specifically addresses this issue, although OEL has recommended that coalitions should not use a telephone to establish/recognize a quorum. While this is not a compliance issue, this practice is not supported by the Florida Attorney General.

## **Contracts and Grants Administration —**

The Northwest Florida coalition has generally established effective policies and procedures for procuring goods and services. In addition, the coalition is using an innovative performance-based approach for its major contracts. However, as discussed later in this section, some opportunities for improvement remain.

**The coalition has developed an innovative performance-based contractual arrangement with its principal contractors; however, there is room for improvement in communications over deliverables**

The major programs administered by the coalition are initiated through four major contracts, all of which are performance-based. This is a unique contractual arrangement as it permits the coalition to regularly monitor the contract deliverables and assure compliance with the conditions set forth in the contract. The reviewer discovered during discussions with the finance directors of the coalition and EEC that disagreement over certain deliverables exists between the coalition and the contractor. While this type of performance-based contract may sometimes create periods of

re-negotiation between principals, the current disagreement over deliverables is evidence that contractual processes are working as planned. As the vendor and the coalition are continuing to refine performance measures and customer acceptance issues on both sides of the contract, the need to further revise the contract for plain language, clearly defined expectations, and a more streamlined conflict resolution process may be indicated.

**Gaps in procedures for procurement and contracting create opportunities for challenges to the coalition's business processes**

Although the coalition's procurement and contractual processes are generally in compliance with its policies, there are gaps in both business procedures that need further attention. As discussed below, the OEL review team found several issues with the Northwest Florida business records for fiscal year 2006-2007. These issues create unnecessary vulnerability to challenges for the coalition.

- **Missing required procurement information.** Based on an examination of a number of minor service contracts, the OEL review team found that several service contract files were missing specific procurement documentation, quotes, and cost analysis information in accordance with coalition policy and procedures, the AWI grant award, and s. 287.057, F.S. For example, the contract files for the Children's Forum for system design, for M2 IT Solutions for computer support, for Amstaff Human Resources, Inc. for payroll services, and for GTE Technologies for phone services did not contain verification that the coalition had followed the required bid process.
- **Missing standard contract language.** Although the coalition's program contracts are in general compliance with federal law, state law, and the AWI grant requirements, the coalition's service contracts are missing some elements of standard contract language. Some of the agreements examined by the review team did not include certifications for lobbying, debarment/suspension, drug-free workplace, and discrimination. For example, the agreements with M2 IT Solutions, Amstaff Human Resources, Inc., Harrison, Rivard & Bennett, GTE Technologies and Tipton, Marler, Gardner & Chastain did not include the prescribed contract language. The statements supporting these conditions are requirements of the AWI grant award.
- **Procedural errors.** The OEL review team found that some service contracts, although in general compliance with federal law, state law, and the AWI grant requirements, demonstrate irregularities in the review and

approval process. Some of the contracts had no expiration dates, exceeded the budget period, or received approval by the board subsequent to execution. For example, the Amstaff Human Resources, Inc. contract was executed on August 25, 2005, although the board's approval was dated October 17, 2005.

### **Failure to include legal oversight for contracts results in liabilities for the coalition's contractual processes**

In reviewing the contracts, the OEL review team found the contract review process did not include a review by the coalition's contracted attorney. While not a statutory requirement, it would be beneficial to the coalition if contracts were reviewed for legal sufficiency by an individual having proficiency in contractual language. This would help assure the coalition's contracts contain all pertinent information in accordance with and prescribed by statute, OMB circulars and the AWI grant award.

### **Child Care Resource & Referral**

Child Care Resource and Referral (CCR&R) should serve as the access point to all services offered through early learning coalitions and/or their contracted service provider. All parents, regardless of socio-economic status, seeking and/or needing financial assistance with child care should receive complete CCR&R services. All parents should be offered the option of receiving assistance with finding child care and information that will help them make an informed decision, as well as additional information and community resources as appropriate.

#### ***Overall, the Northwest Florida coalition is implementing an effective Child Care Resource and Referral Program (CCR&R)***

The coalition's contractors, Early Education and Care, Inc. (EEC) and the Calhoun County Library (CCL), have met most of the Standard Levels of Service for CCR&R. Management and coordination of CCR&R services have resulted in seamless delivery of child care quality and access information to parents and families across the seven-county area served by the coalition. However, some issues remain that prevent the coalition from achieving the highest levels of service.

#### ***Parents may be denied necessary program information due to inadequate website support for the CCR&R program***

At the time of review, the coalition's website did not adequately support the CCR&R program, which may have prevented parents from obtaining necessary information. The contractor's (EEC) website provides all the required

information for CCR&R services. The coalition website does not indicate that Child Care Resource & Referral information is available through the EEC, or provide site visitors a hyperlink connection to the EEC website specifically labeled CCR&R.

### **Eligibility Determination**

The Northwest Florida coalition currently contracts with Early Education and Care, Inc. (EEC) to provide School Readiness services, as well as the Voluntary Prekindergarten (VPK) program, and the Refugee and Teenage Parent (TAPP) program. Service requirements include timely and accurate eligibility and re-determination services; management of provider application, agreement and qualification process; management of voucher and Certificate of Eligibility process; management of the simplified point of entry and unified wait list systems for families; utilization of EFS for the processing and reconciliation of provider payments; determination of parent fees for School Readiness children; and provider compliance monitoring and development of corrective action plans when applicable.

#### ***Internal quality assurance processes have not prevented errors in eligibility determinations for School Readiness***

The OEL review found the coalition's written internal quality assurance procedures complete and sound. However, after reviewing 76 child or client files for the coalition's school readiness program, the OEL review team found consistent patterns of deficiencies or inadequate documentation in several areas. The 76 files reviewed represented parents and children who received care through different sources of funding and eligibility requirements. Specific deficiencies found are:

- **Lack of/inadequate income verification**—Fifteen of 76 records did not contain verification for six weeks of income. Six of the 76 had income calculation errors, including not using six current and consecutive income weeks. One case's eligibility determination ignored an indication of additional income in the household.
- **Unique errors**—Two of the 76 cases examined by the review team had unique errors. One of the cases contained a misapplication of an out-of-home referral by setting up a placement with the parent. Another case extended eligibility beyond the eligibility period.

**Coalition policies and procedures for verifying VPK child eligibility and provider qualifications are effective, ensuring families access services within established guidelines**

The coalition has established strong programmatic procedures to implement its VPK program, making accurate eligibility determinations for children and sufficient verification procedures for provider and instructor credentials. Of 13 coalitions reviewed by the OEL for VPK implementation since September 2005, only the Northwest Florida coalition has achieved 100 percent compliance for verification of instructor qualifications.

- **The coalition accurately verifies child eligibility for VPK services.** The coalition and its contracted agency achieved 100 percent compliance with this standard.
- **The coalition ensures all providers and instructors participating in VPK programs meet qualification requirements.** The coalition and its contracted agency achieved 100 percent compliance with this standard. The examination of the provider files found only two VPK providers with expired licenses; however, the licenses were in fact renewed and the information contained within the files was updated before the review team left the site.

## Educational Services Delivery

Chapter 411.01, Florida Statutes provides an outline of components for each coalition's school readiness programs, including the use of developmentally appropriate curricula by providers, and the implementation of health and developmental screenings and assessments for children participating in the program. As provided for in statute, coalitions must address these elements as part of their school readiness plans, and the plans must be approved by the Agency for Workforce Innovation.

The Early Learning Coalition of Northwest Florida is implementing comprehensive educational services for School Readiness and VPK through a unique delivery system across the seven counties in its service area. The ELC of Northwest Florida offers a variety of provider initiatives and professional development opportunities, as well as collaborative projects for the communities served. Educational services are delivered primarily through the coalition's professional staff and their contract with EEC.

**The Early Learning Coalition of Northwest Florida's approach to educational service delivery is comprehensive and innovative while supporting options for parental choice**

The coalition's educational service delivery plan is clearly delineated through school readiness providers' standard agreements (contracts) to ensure compliance with F.S. 411.01, while supporting options for parental choice as mandated in CCDF. Parents can choose a child care provider who has signed a standard contract or statement with the coalition based upon their provider type. A licensed provider will sign a School Readiness Provider Standard Contract that identifies eighteen compliance areas such as the use of an approved developmentally appropriate curriculum, screening and assessment participation, parental involvement, professional development and program evaluation. Provider statements are also available for Voucher, Informal and School-age care that includes varying adherence requirements. A detailed chart can be found in *Appendix E—Educational Services Delivery* depicting the requirements for each type of provider agreement.

**The coalition supports providers and families with quality enhancements and collaborative community projects**

The Northwest Florida Coalition has implemented various quality activities and community projects to increase parental choice and improve the quality and availability of child care programs. The coalition's *Educational Service Delivery Plan* (ESDP) involves combining professional development and intense mentoring to increase successful child outcomes.

**Quality Enhancements.** The ESDP consists of the Professional Development Program (PDP) and a voluntary pilot project identified as the Performance of Excellence Rating Initiative (PERI) that are available to school readiness and VPK providers.

- **The PDP** involves a strategic five-step process for teachers to evaluate their current educational level and develop an individual professional development plan.
- **The PERI project** consists of a four-tiered rating system available to providers with a School Readiness Provider Standard Care Contract and/or VPK Agreement. Director's symposia, early learning seminars, Family Childcare Home Networking Meetings, and parent involvement partnerships are some approaches offered by the coalition to connect educational services with providers, families and children. Incentives for participation include scholarships, stipends, academic and professional support and mentoring, as well as coalition-wide recognition.

- **Collaborative Community Projects.** Community projects impacting school readiness children and their families are designed to support specific services and community needs unique to a particular population or county. Some of the community projects are:
  - **The Circle of Care project,** a community partnership offering parental support and child care to families participating in the Homeless Resource Day Center (HRDC).
  - **Teddy Bear Bags,** a collaborative effort between the coalition, law enforcement, DCF staff, churches, business leaders and foster care counselors to distribute teddy bear bags holding personal items, a book and school supplies to protective service children removed from their homes due to drug abuse or other related issues.
  - **The Health/Literacy Family Support Initiative,** which supports consenting parents and children by providing a certified health professional (nurse) to conduct initial screenings and tracking of a child's height, weight, vision and hearing at readiness provider's sites. The Health/Literacy specialist makes referrals and conducts follow-ups to other community organizations based on preliminary screening results.
  - **Rotary Read Aloud, which** matches 25 child care programs with 5 feeder schools with low School Readiness Uniform Screening System (SRUSS) scores. The purpose of this project is to increase child literacy outcomes through partnerships with participating schools, parents and programs through mentoring, books and technical support. Data will be recorded on child growth, teacher achievement, and parent reading time.

***The coalition has a thorough and effective monitoring process to ensure the VPK program is being delivered as intended***

The Northwest Florida coalition has developed a bi-annual monitoring process that is included in the performance based service delivery contract with Early Education and Care (EEC). The coalition's latest monitoring of the EEC is contained in the VPK Program Monitoring report for November 2006, and reflects that of 89 providers reviewed, all are delivering the VPK program as intended. In order to ensure that individual providers are complying with VPK program requirements and are delivering effective programs, consistent and timely monitoring of providers is essential.

The coalition's current schedule of bi-annual reviews for programmatic service satisfies the essential criteria for ensuring effective delivery of VPK.

## For Action

The Northwest Florida coalition's processes and plans are thorough and well-developed. The coalition continues to succeed in most aspects of program implementation by operating its programs in a manner that complies with or exceeds state and federal rules and regulations. To correct the few weaknesses found by this review, the OEL recommends that the coalition:

- Ensure board members understand and adhere to quorum requirements, including the requirement for physical attendance in order to form a quorum.
- Strengthen bylaws, making provisions for corrective action to limit excused absences from board meetings by members.
- Update calendars and public announcements to reflect the true location and time of board meetings.
- Strengthen the procurement process by providing additional development training for the contract coordinator. Specific training in procurement processes and contracts is available through the Agency for Workforce Innovation.
- Establish an administrative work flow for business that includes legal review of the coalition's contracts prior to board approval.
- Revise and strengthen contract scope, performance expectations, quality and effectiveness measures, and a comprehensive conflict resolution process for performance-based contracts.
- Provide and label a hyperlink for CCR&R information from the coalition's website to the service provider's CCR&R web page.

In addition, the coalition should submit a detailed corrective action plan to OEL within 30 calendar days from the receipt of this report to demonstrate the steps it will take to strengthen its internal quality assurance processes, specifically its oversight of eligibility determination processes, and train staff on the new procedures. The coalition should examine and correct all School Readiness case file errors (eligibility and re-determinations) identified by the OEL review.

Also, the coalition should submit evidence within 30 calendar days from the receipt of this report that any fiscal irregularities created by these errors are being resolved. Further, the coalition should submit evidence to the OEL within 90 calendar days from the receipt of this report reflecting the coalition has taken the following steps:

- initiated a re-examination of all case files for correct eligibility and re-determinations
- begun resolution of any financial errors in payment found by the coalition's review

The OEL reserves the right to re-examine the coalition's records and make provisions for restitution of improperly applied funds as necessary.

## Appendix A

### **Indicators/Expectations/Standard Levels of Service**

#### **Performance Expectations for Governance and Operations**

---

- 1 The coalition clearly delineates the roles and responsibilities of the board and the executive director in order to promote effective working relationships.
- 2 The coalition organizes efficient board meetings that are accessible to the public.
- 3 The coalition clearly defines its organizational structure, including procedures to effectively manage coalition personnel.
- 4 The coalition's process for managing information supports daily operations.
- 5 The executive director and coalition board exercise effective oversight of the coalition's financial operations.
- 6 The executive director and coalition board exercise effective oversight of the coalition's programmatic allocations and development.

#### **Performance Expectations for Grants and Contract Management**

---

- 1 The coalition has policies and procedures to ensure effective and efficient procurement of commodities and services.
- 2 The coalition has policies and procedures to ensure the awarding of a contract is fair, equitable and cost-effective.
- 3 An individual(s) is (are) assigned responsibility for managing coalition contracts.
- 4 The coalition has policies and procedures in place to monitor both administrative and programmatic aspects of all contracts.

#### **Excerpts from the Standard Levels of Service for Child Care Resource & Referral**

---

- 1 Each ELC is responsible for the coordination and/or provision of CCR&R services in their service area. Each ELC must ensure all CCR&R services are provided, including but not limited to the following responsibilities:
  - Designating/training/supervising CCR&R Staff
  - CCR&R services for all families and providers
  - Resources for families and providers (including but not limited to information on resources, VPK, financial assistance, School Readiness, Florida Kid Care Insurance, CCEP, employer initiatives)
  - Designating/training/supervising inclusion services/Warm Line staff
  - Provider outreach and recruitment
  - Community outreach and collaboration
  - Reports (Monthly, Quarterly, ad hoc) and community awareness plans
  - DCF Reports and Information
  - Data collection/updates (for providers/families)
  - Coalition Continuity of Operations Plan (COOP)

---

**Excerpts from the Standard Levels of Service for Child Care Resource & Referral (cont.)**

- 2 CCR&R Coordinator/designated trainer must use the Quality Assessment form to observe each CCR&R specialist, (including but not limited to School Readiness staff/ELC staff) conducting a complete family interview and generating referrals at least twice a year.
  - The Quality Assessment Roll-up Report must be sent to the CCR&R Network Office during the second and fourth fiscal quarters detailing the staff name, date of assessment, and result (Excellent, satisfactory, poor).
  - The Quality Assessment form must be kept on file at the ELC/R&R office for review by Network staff during assessment visits and/or onsite training/TA visits.
- 3 Each ELC must complete an internal CCR&R Programmatic Assessment. Assistance is available from coalition analysts and CCR&R Network staff.
- 4 ELC and CCR&R Staff must respond in a timely manner to the AWI-OEL monitoring staff's request for a scheduled monitoring date, be available for interviews, and provide all necessary documents as requested during the monitoring session.
- 5 Work to promote awareness of the Child Care Executive Partnership and other employer initiatives. Training and TA is available upon request. Possible activities may include but are not limited to:
  - Speaking at employer benefit events
  - Speaking at local Chamber of Commerce meetings
  - Speaking at Kiwanis, Rotary, or other service club meetings

---

**Performance Expectations for Eligibility Determination**

- 1 The coalition adheres to eligibility priorities consistent with laws, rules, and polices.
- 2 The coalition has policies and procedures in place to ensure, regardless of the method of registration, the application, enrollment, and re-determination processes are easily accessible for parents and families.
- 3 The coalition has policies and procedures in place to ensure an effective and efficient eligibility determination process that complies with laws, rules, and policies.
- 4 The coalition has policies and procedures in place to ensure all families receiving school readiness services are assessed an appropriate parent co-payment fee.
- 5 The coalition has a process in place to verify that providers meet acceptable standards.
 

The coalition has an efficient process in place for processing provider payments and meeting attendance verification requirements.

---

**Performance Expectations for Educational Service Delivery**

- 1 The coalition has a comprehensive plan for improving the educational services of early childhood providers in its service area.
- 2 The coalition supports providers in using curricula that are effective and developmentally appropriate.
- 3 The coalition ensures that providers use pre and post assessment data to make sound decisions about teaching and learning.
- 4 The coalition has identified a process to demonstrate that its board has discussed, chosen, and approved the assessment instrument and implementation process.
- 5 The coalition/service provider has an effective and comprehensive health and developmental screening program that is relevant, utilizes available resources, and facilitates parental participation.
- 6 The coalition has a system in place to offer and track training to all providers for professional development and on the health and developmental screening process.

## Appendix B

### Board Members

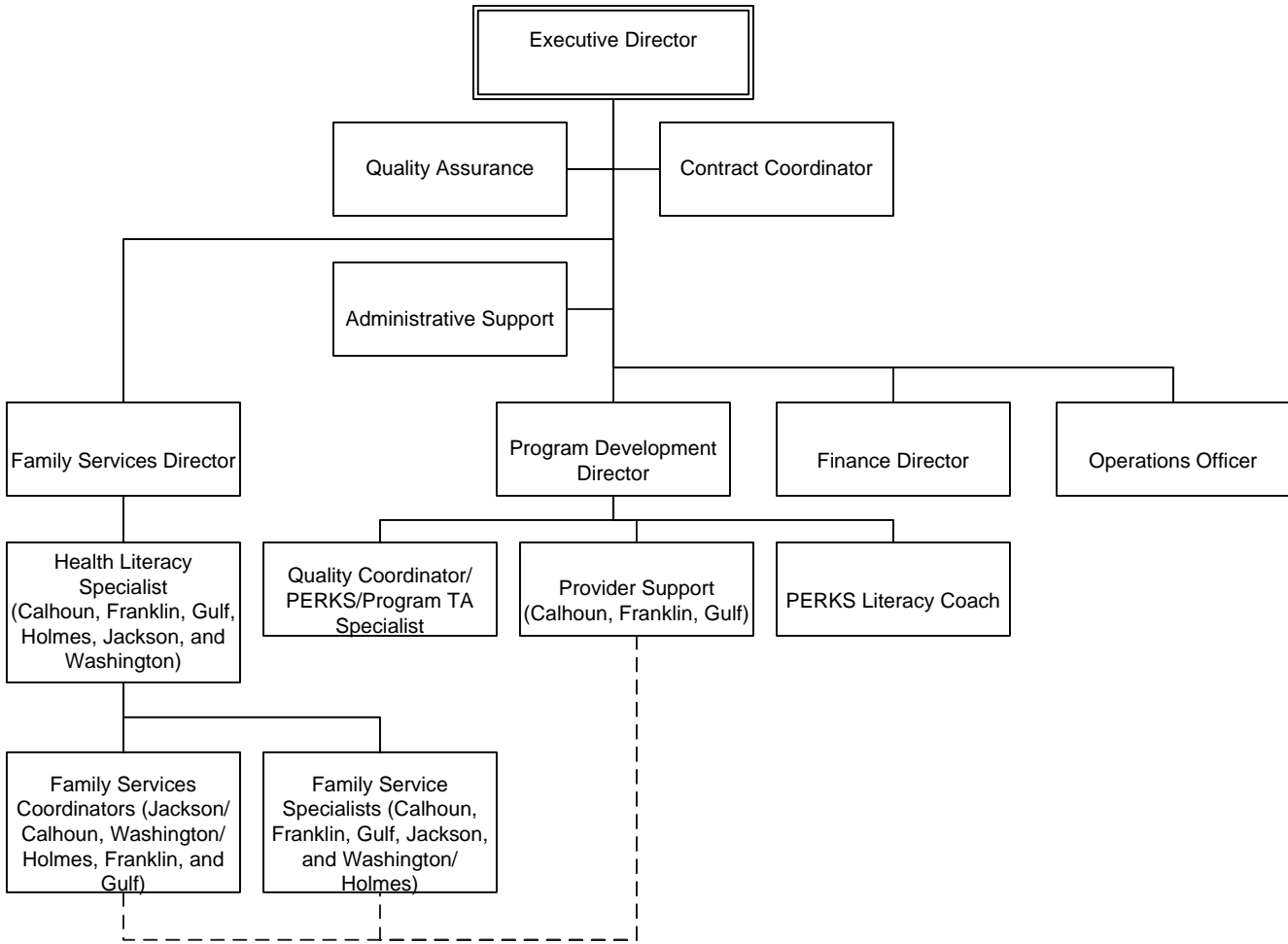
Name	Contact Information	Designation	Mandatory/ Voting	Affiliation	County	Term/Ends
Steve Southerland II	100 East 19 <sup>th</sup> Street Panama City, FL 32405 (850) 785-8532 steve@southerlandfamily.com	Chair, appointed by the Governor	Y/Y	Private Sector	Bay	4 year—4/30/09 (1 <sup>st</sup> term)
David Melvin	4428 Lafayette Street Marianna, FL 32446 (850) 482-3045 davidmelvin@melvineng.com	Private sector appointed by the Governor	Y/Y	Private Sector	Jackson	2 year—4/30/07 (1 <sup>st</sup> term)
VACANT		Private sector appointed by the Governor	Y/Y	Private Sector		3 year—4/30/08 (1 <sup>st</sup> term)
Jerry Sewell	500 West 11 <sup>th</sup> Street Panama City, FL 32401 (850) 872-7648 jerry_sewell@dcf.state.fl.us	Department of Children & Family Services district administrator or designee	Y/Y	State Department of Children and Families	Bay, Calhoun, Franklin, Gulf, Holmes, Jackson, and Washington	2 year—6/30/07 (1 <sup>st</sup> term)
Steve Griffin	701 E. Pennsylvania Ave. Bonifay, FL 32425 (850) 547-9341 griffins@hdsb.org	District superintendent of schools or designee	Y/N	County School District	Holmes	2 year—6/30/08 (1 <sup>st</sup> term)
Richard Williams	P.O. Box 947 Chipley, FL 32428 (850) 718-0456 richardw@onestopahead.com	Regional workforce development board chair or director, where applicable	Y/Y	Regional Workforce Board	Calhoun, Holmes, Jackson, and Washington	2 year—6/30/08 (2 <sup>nd</sup> term)
Jill Jones	2475 Garrison Avenue Port St. Joe, FL 32456 (850) 227-1276 jill_jones@doh.state.fl.us	County health Department director or designee	Y/Y	County Health Department	Gulf	2 year—6/30/08 (2 <sup>nd</sup> term)
Dr. Willie Spires	3094 Indian Circle Marianna, FL 32446 (850) 718-2232 spiresw@chipola.edu	President of a community college or designee	Y/Y	Chipola College	Calhoun, Holmes, Jackson, and Washington	2 year—6/30/08 (1 <sup>st</sup> term)
Arthur Cullen	201 Harrison Avenue Panama City, FL 32401 (850) 785-3377 arthurcullen@comcast.net	Member appointed by Board of County Commissioners	Y/Y	Board of County Commissioners	Bay	2 year—6/30/08 (2 <sup>nd</sup> term)
Sharon Gaskin	P.O. Box 38 Wewahitchka, FL 32465 (850) 639-5080 sharon@headstartnf.org	Head Start Director	Y/N	North Florida Child Development, Inc.	Gulf	2 year—6/30/08 (2 <sup>nd</sup> term)

Name	Contact Information	Designation	Mandatory/ Voting	Affiliation	County	Term/Ends
Linda Hood	1012 Brickyard Road Chipley, FL 32428 (850) 638-5437 kidsworldchipley@bellsouth.net	Representative of private child care providers	Y/N	Kids World of Chipley, Inc.	Washington	2 year—6/30/08 (2 <sup>nd</sup> term)
Judy Boyd	1009 North Rangeline Street Bonifay, FL 32425 (850) 547-5434 ncccpre-k@earthlink.net	Representative of faith based child care providers	Y/N	Northside Christian Preschool	Holmes	2 year—6/30/08 (1 <sup>st</sup> term)
Shelly Bear	700 W. 23 <sup>rd</sup> Street, Suite H100 Panama City, FL 32405 (850) 747-5411 Shelly.bear@chsfl.org	Representative of program under Disabilities Education Act	Y/N	Children's Home Society	Bay, Calhoun, Franklin, Gulf, Holmes, Jackson, and Washington	2 year—6/30/08 (2 <sup>nd</sup> term)
N/A		Children services council or juvenile welfare board chair or executive director, if applicable	Y/Y			
Lee Anne Case	500 West 11 <sup>th</sup> Street Panama City, FL 32405 (850) 872-4440 Leeanne.case@dcf.state.fl.us	DCF Staff	N/Y	State Department of Children and Families	Bay, Calhoun, Franklin, Gulf, Holmes, and Washington	2 year—6/30/07 (1 <sup>st</sup> year)
Todd Gallati	449 W. 23 <sup>rd</sup> Street Panama City, FL 32406 (850) 747-7100 todd.gallati@hcahealthcare.com	Private Sector	Y/Y	Gulf Coast Medical Center	Bay	2 year—6/30/07 (1 <sup>st</sup> term)
Jerry Sowell	626 Laverne Avenue Panama City, FL 32401 (850) 769-2371 jsowell@sssj-cpa.com	Private Sector	Y/Y	Segers, Sowell, Stewart, and Johnson, P.A.	Bay	2 year—6/30/07 (1 <sup>st</sup> term)
Scott Clemons	405 Oak Avenue Panama City, FL 32401 (850) 763-4451 scott@theclemonsco.com	Private Sector	Y/Y	The Clemons Company	Bay	2 year—6/30/07 (1 <sup>st</sup> term)
Olivia Cooley	712 Moore Circle Panama City, FL 32401 (850) 785-8160 coolbyrd49@aol.com	Private Sector	Y/Y	Cooley Management, Inc.	Bay	2 year—6/30/08 (2 <sup>nd</sup> term)
Rick Dye	469 West 23 <sup>rd</sup> Street Panama City, FL 32405 (850) 747-4505 rdye@amsouth.com	Private Sector	Y/Y	AmSouth Bank	Bay	2 year—6/30/07 (1 <sup>st</sup> term)

Name	Contact Information	Designation	Mandatory/ Voting	Affiliation	County	Term/Ends
Al McCambry	235 W. 15 <sup>th</sup> Street Panama City, FL 32401 (850) 215-4842 alfred.mccambry@knology.net	Private Sector	Y/Y	Knology	Bay	2 year—6/30/08 (2 <sup>nd</sup> term)
Bill Byrd	613 Harrison Avenue Panama City, FL 32401 (850) 769-2313, ext. 120 bbyrd@wmbb.com	Private Sector	Y/Y	WMBB TV- News Channel 13	Bay	2 year—6/30/08 (1 <sup>st</sup> term)
VACANT		Private Sector	Y/Y	Private Sector	Bay	2 year—6/30/08 (1 <sup>st</sup> term)
Mary McKenzie	15168 N.W. Oglesby Road Altha, FL 32421 (850) 762-3229 marym@oglesbytc.com	Private Sector	Y/Y	Oglesby Plants International, Inc.	Calhoun	2 year—6/30/07 (1 <sup>st</sup> term)
Elizabeth Kirvin	91 22 <sup>nd</sup> Avenue Apalachicola, FL 32320 (850) 653-8360 staceki@aol.com	Private Sector	Y/Y	Speech Therapist	Franklin	2 year—6/30/08 (2 <sup>nd</sup> term)
David Warriner	P.O. Box 280 Port Saint Joe, FL 32457 (850) 227-1111 david@tappercompany.com	Private Sector	Y/Y	Tapper and Company	Gulf	2 year—6/30/07 (1 <sup>st</sup> term)
VACANT		Private Sector	Y/Y	Private Sector	Holmes	2 year—6/30/07 (1 <sup>st</sup> term)
VACANT		Private Sector	Y/Y		Washington	2 year—6/30/07 (1 <sup>st</sup> term)
VACANT		Private Sector	Y/Y	Private Sector	Rural	2 year—6/30/07 (1 <sup>st</sup> term)
Ad Hoc		Parent	N/Y			
Ad Hoc		Family Home Provider	N/N			

# Appendix C

## Coalition Organizational Structure



## Appendix D

### Northwest-Florida Coalition Contracts for 2006–07

Contractor	Services Provided	Contract Period	Contract Amount
Early Education and Care, Inc.	Family, Provider, Child and Special Support Services	July 1, 2006 thru June 30, 2007	\$2,300,000
Calhoun Library	Family and Provider Support Services	July 1, 2006 thru June 30, 2007	\$40,000
Calhoun Library	Health Services	July 1, 2006 thru June 30, 2007	\$60,000
Children's Home Society	Infant and Toddler Prevention and Intervention services	July 1, 2006 thru June 30, 2007	\$25,000
Children's Forum	System's Design	To be determined	\$4,000
Children's Forum	Monitoring	To be determined	\$4,200
Children's Forum	WAGE\$	2006-07 fiscal year	\$50,000
AmStaff	Human Resources (payroll services)	Open	Percentage of payroll
M2 IT Solutions	Computer Services	Open	\$1,800
GTE Technologies	Phone Service	April 6, 2006 thru April 5, 2007	\$65-95 per hour
Harrison, Rivard & Bennett	Legal Services	Open	\$125-\$175 per hour
Tipton, Marler, Gardner and Chastain	Audit Services	Upon completion of the audit	\$8,000

## Appendix E

### Educational Services Delivery

Requirement	SR Provider Standard Contract	School-age Care Agreement	Voucher Agreement	Informal Agreement
Health and safety assurance	X	X	X	X
Health and safety check	X	X (self-check)	X	X
Educational Care Services	X	X	X	X
Background screening as required	X	X	X	X
Educational Care Services	X	X	X	X
Payment Requirements	X	X	X	X
Maintaining documents/records	X	X	X	X
3-hour Orientation	NA	X	X	X
Professional Development and training	X	May request assistance	X	May request assistance
Compliance with F.S. 411.01 and F.S. 402.305	X	X	X	
Minimal adherence to licensing requirements relevant to care level	X	X	X	
Curriculum and character development	X	X	X	
Developmental Health Screenings	X-ASQ for children enrolled prior to July 30, 2006	X	X	
Program Evaluation	X	X	X	
Parent Involvement and Skill Building Opportunities	X	X	X	
Current state child care licensing	X	Exempt, but can request coalition assistance		