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PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF MARION CPR 07-09

Results in Brief

In accordance with Florida law, The Agency for Workforce Innovation (the Agency) conducted a performance review of the Early Learning Coalition of Marion County (the coalition, the Marion coalition). The on-site review took place the week of July 16-19, 2007. The review examined the period of coalition operations from July 2005 through June 2007. A review of eligibility determination for early learning programs in Marion County is contained in a separate report dated September 27, 2007.

The Marion coalition's overall implementation of early learning programs is efficient and commendable in meeting most service delivery and operational requirements. In many aspects of program implementation, the coalition is operating its programs in a manner that complies with or exceeds state and federal rules and regulations. Some notable accomplishments include:

- Maintaining strong board processes and community partnerships that engage board members in the coalition's day-to-day business operations.
- Implementing comprehensive contract management processes.
- Developing well-designed monitoring tools that effectively manage early learning program services.
- Building relationships with parents, child care providers and the Marion County community.
- Increasing child care resource and referral (CCR&R) awareness through community collaboration.
- Offering numerous child care provider training opportunities.

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

- Poor performance in key areas of CCR&R service delivery.
- Failure in ensuring providers are submitting their curricula for coalition approval.

Scope and Methodology

Florida law requires the Agency for Workforce Innovation (the Agency) to monitor and evaluate the performance of each early learning coalition’s administration of the School Readiness (SR) and Voluntary Prekindergarten (VPK) education programs: [s. 411.01(4)(l), F.S., s. 1002.75(1), F.S., and 45 CFR 98.11(b)(6)]. Additionally, Florida Statutes s. 411.01(3)(m) gives the Agency authority to identify best practices for early learning coalitions, and to improve the outcomes of school readiness programs by providing coalitions with quality indicators for sound business practices.

To accomplish this, the AWI 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, and Standard Levels of Service*). These performance expectations include a combination 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; grant award and contract management; program access and availability, child care resource and referral, and educational service delivery.

In addition, the Agency developed a series of indicators and standards known as the *Child Care Resource & Referral (CCR&R) Network Standard Levels of Service* (Standard Levels of Service), which local coalitions should meet in delivering CCR&R 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, and Standard Levels of Service* for a more detailed description of the Standard Levels of Service.

To measure the extent to which the Marion coalition is meeting the performance expectations and the Standard Levels of Service, the Agency’s 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 various documents such as the coalition’s contracts, board meeting minutes, mini-grant program guidelines, provider agreements, and coalition reports. The team also conducted focus groups for both the SR

and VPK programs, and analyzed various data contained in the Enhanced Field System (EFS).

Background

History of Operations. The Early Learning Coalition of Marion County, Inc. began operations on November 18, 1999, in response to the passage of Chapter 411, F.S. by the Florida legislature. The coalition reported a budget of approximately \$13 million for SR and VPK early learning programs in 2005–06; and \$15 million in 2006–07. Key budget areas and reported expenditures appear in the table below.

Early Learning Coalition of Marion Reported SR Expenditures		
Area	FY 2005–06	FY 2006–07
Administration (97BBA and 97LCA)	\$212,260	\$211,033
Monitoring w/other non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$229,301	\$229,300
SR Quality Initiatives (97QOO)	\$634,261	\$487,751
VPK Quality Initiatives (97QVP)		\$55,829
Resource & Referral (97Q14)	\$65,214	\$66,078
Inclusion Services (97QIN)	\$16,181	\$16,181
Eligibility Determination (97BDE)	\$354,062	\$334,000
Infant & Toddler Quality (97INT)	\$73,527	\$73,527
CCEP (97PPA-97PPO)	\$9,497	\$4,386
Program Services (97ROO-97TNW, 97LCA and 97GSD)	\$8,390,498	\$9,107,641
Gold Seal (97GSD)	\$489,498	\$424,732
Disaster Enrollment (97HKR)	\$13,976	
Total Expenditures	\$9,998,777	\$10,585,726

Source: Agency for Workforce Innovation, Office of Early Learning, FLAIR-OCA Reconciliation, October 31, 2007.

Early Learning Coalition of Marion Reported VPK Expenditures		
Area	FY 2005–06	FY 2006–07
Administration (VPKADM)	\$59,982	\$151,697
Enrollments (VPENR)	\$59,971	\$61,363
Monitoring (VPMON and VPMNI)	\$16,572	\$23,417
Outreach and Awareness (VPLPI, VPLCM, VPLTR)	\$5,692	\$10,949
Program Services (VPPRS)	\$2,730,494	\$4,309,167
Total Expenditures	\$2,867,019	\$4,522,227

Source: Agency for Workforce Innovation, Office of Early Learning, FLAIR-OCA Reconciliation, October 31, 2007.

At the time of the review, the Marion coalition had one principal contracted service provider, Childhood Development Services, Inc. (CDS). The coalition’s contract with CDS totaled approximately \$9.5 million, and included SR and VPK eligibility determination services; health and developmental screening administration; provider reimbursement, recruitment and training; family support services; and CCR&R services. However, the coalition retained all other VPK services in-house, which includes overseeing programmatic implementation and ensuring that performance standards and accountability measures are being met. *Appendix E—Marion Coalition Contracts for 2006–07* lists the contractor’s name, the contracted services provided, and the agreed payment for delivered services.

Governance. The coalition’s board of directors serves as the policy-making entity for the coalition, delegating authority to the coalition’s executive director. At the time of the review, the 24-member board consisted of 8 non-voting and 16 voting members representing Marion County. Membership composition includes representatives from both the private and public sectors. *Appendix B—Early Learning Coalition of Marion Board Membership* depicts board membership as of May 2007.

The board is supported by three (3) standing committees, made up of both voting and non-voting board members. *Appendix C—Committee Membership* lists these committee members. These committees provide executive, fiscal, and programmatic guidance for the board’s activities.

- **The Executive Committee** reviews strategies and operations of the coalition, making decisions on behalf of the coalition in between coalition meetings and acting as the overall leadership for the coalition.
- **The Finance Committee** is responsible for the overall management of coalition funds, including the development and review of fiscal procedures, annual budget review with staff and other board members, and oversight of other fiscal issues.
- **The Program/VPK Committee** selects and approves the curricula used by child care providers within Marion County. It also ensures all required elements are met in early learning programs and services that directly impact the school readiness of children.

Children Served. For fiscal year 2005–06, the Marion coalition served a total of 1,541 children in VPK and 5,376 children in the School Readiness program, with 376 children receiving services from both programs. In 2006–07, the coalition served 2,553 in VPK and 5,646 in SR, with 473 children receiving services from both programs.

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, operations director, community resource manager, quality assurance director, records verification coordinator, support services director, and administrative assistant. The coalition provides four additional staff, a literacy coach, VPK provider coordinator, a Success By 6 Partnership coordinator, and a Partners in Education and Research for Kindergarten Success (PERKS) technical assistance specialist, who provide multi-layered expertise in the delivery of educational services. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

Findings

The analysts observed coalition accomplishments, compliance issues, and business practices during the site review. Recommendations regarding business practices (best practice issues) appear separately in the *Management Assistance Addendum to Report 07-09 Performance Review of the Early Learning Coalition of Marion County*. The following report of findings summarizes coalition accomplishments and compliance issues observed by the review analysts. All compliance issues require a corrective action plan to be submitted by the coalition within 30 days of the report’s

publication, and a subsequent six month follow-up status report to be submitted by the coalition analyst.

Governance and Operations

To ensure the success of the School Readiness (SR), Voluntary Prekindergarten (VPK), and Child Care Resource and Referral (CCR&R) programs, coalitions must have an effective executive leadership structure. Specifically, coalitions must ensure constructive and trusting relationships between their boards, committee members, the executive director, and coalition employees. These relationships are in jeopardy when the parties do not understand, or fail to adhere to, their distinct roles in the governance process.

A coalition may use both formal and informal mechanisms to ensure each entity adheres to its proper roles and responsibilities. The board should be the policymaking entity for the coalition, and the executive director should have the primary responsibility for implementing and managing these policies. All major policies should be implemented with the board's approval. At a minimum, the coalition should establish clearly written bylaws and governance policies that comply with state and federal statutes regarding these roles and responsibilities.

The Marion coalition clearly delineates the roles and responsibilities of the board and executive director, which promotes effective working relationships. The bylaws define both the powers and duties of the executive director and the roles of the standing committees that report to the board, which ensures the coalition runs smoothly with clear assignment of responsibility.

ACCOMPLISHMENTS

Strong board processes and community partnerships engage board members in the coalition's everyday business

The executive director and the coalition board have implemented procedures to ensure members are aware of important procedures and that they are involved with the Marion community. These include:

- **Orientation process.** All new board members receive an orientation packet that includes comprehensive information on the Florida Sunshine Law requirements and are required to attend orientation with the executive director. The orientation packet also includes: information on pertinent statutory provisions; bylaws, including quorum definition and

working committees; and a conflict-of-interest clause signing document, among other important information. Board members, during interviews with the Agency's analysts, stated that they have a thorough understanding of Florida Sunshine Law and that the law has been emphasized by the executive director. Only one board member was not well-versed in the law, but this board member was new and had not yet attended orientation.

- **Board retreat.** The board uses an annual retreat to familiarize the members with the coalition's fiscal and programmatic operations. The 2006–07 retreat took place May 9, 2007. The board provided further training and direction to members, set priorities for the coalition's workload, and assessed the coalition's progress on its goals and objectives.
- **Community involvement.** The Success By 6 Partnership program focuses on the development of parent education services in Marion County. The coalition has assumed this initiative from the United Way, and the program's coordinator now works from the coalition's office. The Success By 6 Leadership Council serves as a governing board and its members are appointed by both the coalition and the United Way of Marion County.

Additionally, the executive director of the Marion County Alliance for Children is an optional member of the coalition board. The alliance received three contracts from the coalition for after-school programs.

Grant Award and Contract Management

Effective and efficient contracting is crucial to successful coalition operation. To ensure effective and efficient procurement processes, early learning coalitions must have in place policies and procedures to ensure compliance with state and federal laws and regulations, specifically with s. 287.057, F.S. To ensure compliance with Florida Statutes, early learning coalitions must maintain all documentation relating to the contract and/or grant award selection process including the method of selection used. Without the proper documentation, there will be insufficient evidence that the proper procedures were followed according to Chapter 287, F.S., and the Agency's policies. Failure to adhere to the requirements could result in conflicts of interest, bid protests, and poor quality work performed by the service provider.

The Marion coalition meets most requirements for procuring goods and services, awarding contracts, and performing contract file maintenance. The coalition's overall procurement process is both systematic and efficient, and serves well in ensuring contracted services are delivered as intended.

ACCOMPLISHMENTS

The coalition's current structure and process for managing contracts is commendable

The coalition has developed and implemented a comprehensive organizational structure that ensures contracted services are effectively delivered. The following key elements support this strong structure:

- **Separation of duties.** The coalition has implemented effective separation of duties of persons involved in the procurement of commodities. The finance director and the support services director purchase all commodities with final approval by the executive director. The quality assurance director serves as the contract manager, with the scope and limits of the position defined in the job description. The contract manager carries out the majority of the monitoring associated with the contracts to ensure the terms and conditions of the contract are being met. Contract status or monitoring reports are routinely made by the quality assurance director to the executive director and the full board, along with any corrective action that may be necessary.
- **Board input.** The coalition encourages board input in managing contracts, with all contracts approved by the full board, especially contracts totaling more than \$6,000. The coalition's ad hoc Request for Proposal (RFP) committee evaluates all proposals and makes selection recommendations to the executive committee, which in turn makes recommendations to the full board. This process is commendable, establishing a level playing field that is transparent, open, and fair to all potential bidders. Although the RFP committee is responsible for recommending a contractor, coalition staff members assist in developing the initial draft RFP, which the RFP committee ultimately uses when making decisions on a contract.
- **Effective contract control.** The Agency analysts confirmed the grant award files contained all required information. The coalition manages and maintains fiscal records. Each contract document details the

program services that each contractor provides, along with all necessary information regarding the control and maintenance of all fiscal records.

- **Well-designed monitoring process.** The coalition has developed well-designed monitoring tools, which effectively address key elements of the contract with Childhood Development Services, Inc. (CDS, the contractor) for the SR and VPK provider contracts. The monitoring tools are thorough and complete, providing the board with a comprehensive status of the contracted service deliverables for each program. The following are examples of items included in each tool:
 - The degree of compliance for each contracted service deliverable (for example, full, partial, or non-compliance)
 - The quality assurance director's monitoring method (for example, observation, documentation, interview)
 - The person responsible for ensuring that the line item for each deliverable is achieved

The coalition publishes a monitoring schedule for VPK, SR, CCR&R services, and the summer programs, and provides sufficient notice to CDS to inform them when monitoring will occur for their programs. This notice includes detailed file requirements and work schedules. In an effort to obtain a truer picture of VPK operations, the coalition makes "no-notice" monitoring visits to VPK providers.

It should also be noted that CDS performs on-site monitoring of SR providers. The coalition reviews SR and CCR&R to validate CDS' monitoring results.

Program Access and Availability _____

Early learning coalitions are responsible for serving families in their service areas including those from diverse backgrounds. Family needs are as unique as their makeup, including differences in household income, English speaking skills, and families facing challenges related to children with disabilities and special health care needs. The coalition's procedures, policies, and practices must support program standards for access and eligibility priorities, as well as incorporate mechanisms for quality assurance and continuing improvement in services delivery to providers and families.

Coalitions are also responsible for ensuring that training and skill-enhancement opportunities are available to staff and providers. A well-educated coalition staff will help increase the opportunities for children to learn. Coalitions should collaborate with local community education institutions such as universities, community colleges, and vocational institutions to provide on-going training for provider staff.

The coalition effectively ensures program access and availability in Marion County. The coalition has a plan in place to increase the quantity and improve the quality of provided services, and the Agency analysis confirms the coalition plan is being followed.

ACCOMPLISHMENTS

Relationships with parents, child care providers and the Marion County community are cultivated and maintained

The coalition engages stakeholders in the education of Marion County’s young children through several outlets. The coalition’s strong community ties allow it to bring better service to parents and child care providers. Examples of how the coalition works with these community partners include:

- **Community.** The coalition and CDS partner with the USDA food program, Head Start, and Healthy Families, among others. The services provided by these partners include supplying back packs, school supplies, surplus food, and other items essential to helping children receive a quality education.
- **Parental involvement and family awareness.** The coalition has implemented quality activities and community projects to increase parental awareness and involvement in child care programs. The coalition, together with CDS, provides parent training and resources to increase parent participation in the early learning experiences of their children. For example, the coalition offers a variety of free parent training on a monthly basis through partnership with the United Way and the Success By 6 Partnership program, including the *Powerful Parenting* seminars.

Additionally, the coalition emphasizes parental involvement in the education and skill building of young children through its involvement with the Early Literacy and Learning Model. The Early Literacy and Learning Model is a Success By 6 Partnership joint venture with the coalition and the United Way. Its focus is bringing together volunteers from business,

government, non-profit organizations, and the community and increasing awareness of the needs of young children and their families. It also provides SR outreach in the rural communities of Weirsdale and Romeo by forming community parent resource centers.

Child Care Resource & Referral

Child Care Resource and Referral (CCR&R) should serve as the “front door” to all services offered through the early learning coalition and its contracted service providers. All parents seeking or needing financial assistance with child care should receive complete CCR&R services regardless of income or status. Every parent 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.

The coalition contracts with CDS for CCR&R services. The contract totals \$66,100, and the terms of agreement include: providing child care consumer information; establishing a toll-free telephone system; maintaining and managing a comprehensive database of all early child care and education caregivers and community resources in Marion County; and other aspects of the CCR&R program.

The number of completed referrals generated by the coalition’s CCR&R service exceeded the expected volume, based on the size of the birth-to-five years population and in comparison with similar sized coalitions. For example, the referrals for the 2006 calendar year numbered 5,603 for a birth-to-five years population of 43,500 (12.9%). In comparison, the similarly-sized Manatee coalition generated 1,303 referrals for a birth-to-five years population of 45,115 (2.9%).

ACCOMPLISHMENTS

The coalition’s CCR&R program provides adequate resource and referral services

The coalition’s contractor is generally meeting most of the Standard Levels of Service, effectively rendering resource and referral services within Marion County. Marion’s CCR&R service center is centrally located and could be considered a “one stop” location for parents and providers seeking financial assistance, SR information, child care assistance, and other resources within the community. Additionally, the Agency review found the following notable resource and referral accomplishments:

- **Well-trained and fully staffed.** During the on-site review, the analysts verified that all resource and referral (R&R) staff has attended the required training. Travel authorizations and supporting documentation also verified the CCR&R staff's compliance with professional training requirements. Additionally, there were no critical job vacancies.
- **Bilingual staff.** CDS maintains a bilingual R&R staffing list and has multiple staff members that speak various languages to accommodate parents from different cultures seeking services.
- **Provider information up-to-date.** At the time of the review, all active child care providers were correctly listed in the EFS database, along with their provider data, which includes information on program participation, transportation, enhancements, schedule information, and rates. This ensures parents seeking referrals and information on available child care get the information they need, tailored to fit their particular situation.
- **Increased CCR&R awareness.** The coalition collaborates with community partners to increase awareness of CCR&R services through community outreach events, provider recruitments, organized provider and parent training, and networking of businesses and employers who service the families of Marion County. Ongoing collective action ensures community collaboration and outreach and continues to promote and provide quality early learning services. Collaborative efforts included in the *Community Education and Outreach Plan for Families and Providers* include events such as the Success By 6 initiatives, the online child care provider education, VPK training for providers, the Central Florida Community College (CFCC) Annual Early Childhood Conference, and the Annual Children First Community Breakfast.
- **Posted walk-in policies should be accurate and up-to-date.** The analysts observed that two different walk-in policies were posted on the contracted service provider's (CDS) entrance door, which had conflicting walk-in times. However, this error was corrected during the on-site review.
- **Incorrect and missing business hours on websites.** Through secret shopper calls and staff interviews, the Agency determined that the R&R office hours were in compliance with the Standard Levels of Service, which are that the office must be open late one day per week and open early one day per week. However, the hours are not posted on the coalition and/or contracted service center websites.
- **Parents' access to CCR&R services is hindered.** Although CDS' CCR&R specialist was thorough and informative during the Agency-observed parent intake interview, three secret shopper calls indicated that general access to CCR&R services is not always available and offered to callers. Of the three secret shopper calls that were made, none resulted in a "parent packet mail out," which is designed to provide referral, consumer/education, and community resources information.

Additionally, during a site visit to CDS, the analysts reviewed the parent packet contents and noted that the packets were missing the child care licensing office location.

- **Child care providers concerned about responsiveness of contracted service provider.** The coalition's annual 2005-2006 provider survey results indicated that many child care providers were dissatisfied with the contracted service provider's failure to return telephone calls in a timely manner and to address the concerns/needs of providers within the Marion community. The coalition conducted a similar survey in 2006-2007 and the results indicated that responsiveness to calls remained a concern among providers. The coalition has since distributed cell phone contacts for key CDS contacts.
- **Incomplete provider packets.** The analysts observed that *new* provider start-up packets were incomplete and missing information on how parents access referrals, how providers update procedures, and how providers use the resource lending library. These omissions potentially hinder new providers from receiving a full understanding of the referral process and the benefits of using the lending library.

COMPLIANCE ISSUES

Despite meeting most Standard Levels of Service, the Marion coalition's CCR&R program shows a need for improvement in some key aspects of their service delivery

While the overall program referral numbers are high, the Marion coalition does not sufficiently address some of the required standards. Problems meeting all CCR&R standards could potentially decrease referral numbers over time and lead to decreased program access for parents and providers within the Marion County service area.

The Agency also noted that although the *potential* provider packet contained all of the information specified in the Standard Levels of Service, the annual mail out packet to all providers was missing SR information. It also listed the wrong telephone number for the statewide Inclusion toll-free Warm Line, as well as the incorrect phone number for the CCR&R Network.

- **Website updates and omissions are not addressed.** Although the coalition and CDS both have websites that contain all the required links, the written provider statement that is posted on each website has the incorrect telephone number. While CDS attempted to correct the telephone number listed in the provider statement during the review, the replacement number was also incorrect.

Additionally, the two hyperlinks to the Agency for Workforce Innovation and Office of Early Learning main websites are included on CDS' website, but both links led to pages with *could not be displayed* messages.

- **Standard User Codes incorrectly entered into the Enhanced Field System.** During a review of the *Child Care Resource and Referral (CCR&R) Network Standard User Codes and Definitions* (standard codes) that are entered into the Enhanced Field System (EFS) system, the analysts found that CDS erroneously added information to system tables that should not have any codes added or changed. A total of 12 of the standard codes were entered incorrectly into these tables in EFS.

Additionally, one Agency-required code had the words *do not use* improperly inserted in the description field and an *N* in the CCR [sic] field, which falsely indicated to coalition staff that this mandatory code was not to be used. This improper data entry could hinder the referral process as these codes are used to make referrals to parents.

Educational Services Delivery

Section 411.01, Florida Statutes, provides an outline of components for each coalition's school readiness programs, to include: ensuring the use of developmentally appropriate curricula by providers, implementing health and developmental screenings and assessments for children participating in the program, coordinating staff development and provider training, and fostering parental support and involvement. Coalitions must address these elements as part of their school readiness plans, and the

plans must be approved by the Agency for Workforce Innovation.

Overall, the Marion coalition provides a solid educational service delivery for SR and VPK, offering a variety of provider training and professional development opportunities, as well as collaborative projects for the communities served. During the period of the review, the coalition had contracted its SR program services, as well as the VPK program eligibility determination to CDS. The coalition retains the programmatic portion of VPK services in-house. Noteworthy initiatives include a number of quality enhancements and community partnerships to support both child care providers and their clients.

ACCOMPLISHMENTS

The coalition has a comprehensive plan for training child care providers to deliver quality educational services

The coalition has been successful in supplying child care providers with the tools needed to improve the quality and availability of child care programs. The following are a few examples:

- **Provider education and professional development.** With the help of CDS and the Marion County School Board (MCSB), the coalition provides staff development and educational opportunities that include a wide variety of programs and complimentary services on a monthly basis for child care providers. The coalition works to give providers coordinated staff development training through the coalition's participation in the Partners in Education and Research for Kindergarten Success (PERKS) program. This three-year research project incorporates different levels of technical assistance with the VPK program, and evaluates selected strategies to improve child outcomes. Teachers who participate in the PERKS program also receive Teacher Education and Compensation Helps (TEACH) scholarships, as well as the opportunity for enrollment in two college classes leading to an Associate's Degree.

The coalition also partnered with Central Florida Community College (CFCC) to host the annual Early Childhood Conference for early learning providers, teachers, and parents. Proceeds from vendors participating in the conference are placed in a scholarship fund to assist providers/teachers in continuing their education and professional development.

Additionally, the coalition provides classroom support, emphasizing increasing language and pre-literacy skills in children and using quality dollars to provide training materials to child care providers.

- **Provider surveys.** At the end of each training session, the coalition distributes surveys requesting feedback from the participating providers. The coalition uses these surveys in the development of training events, and to establish coordinated training opportunities as set forth by s.411.01(5)(c), F.S. The coalition requires CDS to conduct an annual parent and provider survey. These satisfaction surveys give the coalition immediate feedback regarding the services provided by the contracted service provider, set a baseline for evaluating the effectiveness of current services available (e.g., staff development and training), and give notification of areas for improvement.
- **Training database.** The coalition captures its provider training on a calendar posted on the coalition's website and mails hard copies of the calendars to providers. Provider training covers a broad spectrum of topics based primarily on the provider training survey, such as health and developmental screening processes or curriculum and program design.
- **Lending library.** The coalition gives additional support to its providers by offering well-stocked resource lending libraries, available in multiple locations. Providers may check out age-appropriate books and toys for use at their facilities in assessing and improving children's school readiness skills.

The coalition has generally established effective procedures for providing age-appropriate developmental assessments and health screenings

The Marion coalition's process for providing age-appropriate developmental assessments and health screenings includes providing the Ages and Stages Questionnaire (ASQ) to parents (upon request) as a developmental screening tool. CDS and all child care providers must use the Early Learning Accomplishment Profile (E-LAP) for children ages birth-to-36 months and the Learning Accomplishment Profile-Diagnostic (LAP-D) for children ages 36-to-72 months as comprehensive developmental assessment tools. The coalition contracts with CDS, who also partners with health agencies (such as Shands HealthCare Hospital, Munroe Regional Medical

Center, and Florida Diagnostic and Learning Resources System) to administer: developmental assessments on children upon referral; health screenings. These screenings include: vision, hearing, height, weight, and dental check-ups on children aged three and four years; speech screenings on children starting at two years of age by request of either the parent or teacher, or if there is a concern with the E-LAP or LAP-D scores.

The coalition's method for administering the developmental assessments and health screenings includes sending notification to parents when children are participating in assessments and health screenings. It then provides parents with supplemental information on the purpose and significance of the health screenings and its connection to an enhanced, developmentally appropriate child education during outreach events. The coalition has a standing process to ensure assessment and health screening instruments are selected and reviewed triennially by the coalition board.

COMPLIANCE ISSUES

Significant gaps exist in ensuring child care providers are using developmentally appropriate curricula for the School Readiness program

The Marion coalition has a process for identifying and selecting developmentally appropriate curricula. The coalition's identification and selection process begins with a recommended list of curricula, which was developed from a provider survey and then submitted to Program/VPK Committee members for approval. Following the creation of the coalition-approved curricula list, the coalition staff schedules visits to provider centers, offering technical assistance, and discussing curriculum choices.

At the time of the review, several SR providers attested to using curricula that was not listed on the coalition-approved curriculum list. The coalition has not fully implemented its plan requiring providers to submit a written request to review and approve a curriculum that is not on the recommended list.

For Action

In general, the Marion coalition is in compliance with state and federal rules and regulations for most of its program implementations, however some minor issues remain in the areas of CCR&R services and educational curricula approval processes. The coalition will submit a detailed corrective action plan to the Agency within 30 calendar days from the receipt of this report demonstrating the steps it will take to correct those deficiencies that are identified below.

Coalition Required Actions

- Child Care Resource and Referral:
 - Post correct hours of operation at R&R service centers, and on the coalition’s and contracted service provider’s websites
 - Provide parent packets to all parents requesting R&R services
 - Ensure provider packets are complete
 - Include child care licensing information in all parent packets
 - Follow up with providers to determine if contractor responsiveness is still an issue
 - Ensure information on coalition and contracted service provider websites are accurate and function properly
 - Discontinue entering CCR&R Optional User Codes into system tables in the Enhanced Field System (EFS)
- Implement process to ensure child care providers are using either a curriculum from the coalition approved-curriculum list, or a curriculum submitted to the coalition and approved, as required by the coalition plan.

Appendix A

INDICATORS, EXPECTATIONS, AND STANDARD LEVELS OF SERVICE

Performance Expectations for Governance

- 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 Operations and Program 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.

Performance Expectations for Program Access and Availability

- 1 The coalition is implementing effective strategies to improve the quality and availability of child care services.
- 2 The coalition is implementing a comprehensive program that supports: (1) educational and skill-building opportunities for parents, and (2) economic self-sufficiency for families.
- 3 The coalition has policies and procedures in place that adhere to program access standards and eligibility priorities.

Performance Expectations for Educational Service Delivery

- 1 The coalition is ensuring a coordinated staff development and training plan.
- 2 The coalition is ensuring the selection and use of a developmentally appropriate curriculum by all school readiness providers.
- 3 The coalition is ensuring the selection and use of a character development program by all school readiness providers.
- 4 The coalition has an effective process for providing age-appropriate developmental assessments (screenings).
- 5 The coalition's processes provide health screenings and appropriate referrals.
- 6 The coalition has a system in place to offer and track training for all providers on the health and developmental screening process.
- 7 The coalition ensures that providers use pre- and post-assessment data to make sound decisions about teaching and learning.

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

Excerpts from the Standard Levels of Service for Child Care Resource & Referral (continued)

- 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)
- 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

Appendix B**EARLY LEARNING COALITION OF MARION COUNTY BOARD MEMBERSHIP**

Name	Mandated/ Voting	Position	Organization	Length of Current Term & Term End Date
Jim Yancey	Yes/No	School Superintendent	Marion County School District P.O. Box 670 Ocala, FL 34478	Not applicable
Bill D' Auto	Yes/Yes	DCF Designee	Department of Children and Families 1601 W. Gulf Atlantic Hwy. Wildwood, FL 34785	Not applicable
Rusty Skinner	Yes/Yes	Regional Workforce Board Executive Director	Citrus Levy Marion Workforce Board Enterprise Center 3003 S.W. College Rd. Ste. 205 Ocala, FL 34474	Not applicable
Dr. Nate Grossman	Yes/Yes	Health Department Representative	Marion County Public Health Department P.O. Box 2408 Ocala, FL 34478	Not applicable
Evelyn Rusciollelli	Yes/Yes	County Commission Appointee	Marion County Community Services 2303 S.E. 17 th St. Ste. 101 Ocala, FL 34471	Not applicable
Linda Foy	Yes/No	Central Agency Representative	Childhood Development Services, Inc. 1601 N.E. 25 th Ave. #900 Ocala, FL 34470	Not applicable
Thelma Griffith	Yes/No	Head Start Representative	Childhood Development Services, Inc. 1601 N.E. 25 th Ave. #900 Ocala, FL 34470	Not applicable
Cheri Erskin	Yes/No	Private Child Care Provider Representative	Together for Children, Inc. 5896 S.E. 83 rd Street Ocala, FL 34472	4 years, June 30, 2009
Dr. Cecil Wilson	Yes/No	Faith-Based Child Care Representative	New Zion Childcare Learning Center 728 N.W. 6 th Ave. Ocala, FL 34475	3 years, June 30, 2008
Mary Beth Kyle	Yes/Yes	Community College Designee	Central Florida Community College P.O. Box 1388 Ocala, FL 34478	Not applicable
Mike Jordan	No/No	Optional Member	Marion County Children's Alliance c/o Howard Middle School 1108 N.W. Martin Luther King Ave. Ocala, FL 34475	3 years, June 30, 2008
Angie Lewis	No/Yes	Private Sector Business	State Farm Insurance & Financial Services 1122 N.E. 36 th Ave. Ocala, FL 34470	2 years, June 30, 2009
Brenda Ford	No/Yes	Private Sector Business	Crippen, Trice & Hornby, LLP 1900 S.E. 18 th Ave. Ocala, FL 34471	3 years, June 30, 2008
Donna Dodson	Yes/Yes	Governor Appointed/Private Sector	Signature Brands P.O. Box 279 Ocala, FL 34478	2 years, April 30, 2007
Robert Weinhold	Yes/Yes	Private Sector	ten Broeck 3130 S.W. 27 th Ave. Ocala, FL 34474	June 30, 2007

Name	Mandated/ Voting	Position	Organization	Length of Current Term & Term End Date
John Sotomayor	No/Yes	Private Sector Business Appointee	Freelance Writer/Paralegal 2355 NW 59 th Terr. Ocala, FL 34482	3 years, June 30, 2008
Roberta Brant	Yes/Yes	Private Sector Business Appointee	Taylor, Bean & Whitaker 101 N.E. 2 nd Ave. Ocala, FL 34470	2 years June 30, 2009
Judy Johnson	Yes/Yes	Private Sector Business	Words/myth Enterprises 2418 S.E. 12 th Street Ocala, FL 34471	4 years, June 30, 2009
Pam Michell	Yes/Yes	Private Sector Business	Munroe Regional Medical Center P.O. Box 6000 Ocala, FL 34478	3 years, June 30, 2008
Mark Imes	Yes/Yes	Private Sector Business	Independent National Bank 60 S.W. 17 th Street Ocala, FL 34474	4 years, June 30, 2009
Carroll Lewis	Yes/Yes	Governor Appointed / Chair / Private Sector	CEL Consulting Inc. 100 SW 52nd Ave Ocala, FL 34474	4 years, April 30, 2009
Gwen Wilson	No/No	Family Home Child Care Provider	2704 E. Hwy 329 P.O. Box 102 Sparr, FL 32192	2 years, June 30, 2007
Katrina Waters	Yes/No	Representative of program under Disabilities Education Act	Munroe Regional Speech & Hearing Center P.O. Box 6000 Ocala, FL 34478	2 years, June 30, 2007
Ayesha Fuhr	Yes/Yes	Governor Appointed/Private Sector	DECCA 11637 S.W. 90 th Terr. Ocala, FL 34481	3 years, April 30, 2008

May 2007 Coalition Membership Board Roster

Appendix C

COMMITTEE MEMBERSHIP

As stated earlier in this report, the board is supported by three (3) standing committees, made up of both voting and non-voting board members. These committees provide executive, fiscal, and programmatic guidance for the board's activities.

EXECUTIVE COMMITTEE

The Executive Committee is responsible for reviewing overall strategies and operations of the Coalition, making decisions on behalf of the Coalition in between Coalition meetings and acting as the overall leadership for the Coalition.

Areas of Responsibility

- Coalition management in between Board meetings
- Strategic planning
- Human resources
- Other functions as identified

Coalition Members

- **Carroll Lewis – Chair**
- Pam Mitchell – Vice Chair
- Donna Dodson – Treasurer
- Judy Johnson – Secretary

FINANCE COMMITTEE

The Finance Committee is responsible for the overall management of cash flow regarding Coalition funds. This includes the development and review of fiscal procedures, annual budget review with staff and other Board Members and oversight of other fiscally related issues/opportunities as identified. This committee also analyzes and provides recommendations to the Coalition regarding the overall financial structure and delivery system of early learning programs and services within Marion County.

Areas of Responsibility

- Simplified point of entry/unified wait list/slot management
- Eligibility determination
- Payment rate schedule
- Sliding fee scale
- Parent fee collection
- Payment to early education and care programs issues/opportunities
- VPK/School Readiness budget oversight
- Coalition and contract budget management
- Fiscal related operational procedures
- Fiscal monitoring

Coalition Members

- Donna Dodson
- Brenda Ford
- Evelyn Rusciollelli
- Rusty Skinner
- Mark Imes

PROGRAM/VPK COMMITTEE

The Program Committee is responsible for the review and oversight of all quality initiatives and enhancements designed to increase early learning program quality. It also oversees all program monitoring and ensures all required elements in early learning programs and services that directly impact the ability of children to become school ready are met.

Areas of Responsibility

- Quality initiatives for providers
- Quality initiatives for parents
- Enhancement services
- Extended day/extended year
- Coordinated staff development
- Linking families for self-sufficiency
- Parental choice and parent involvement
- Program/child evaluation criteria
- Provisions for school age children
- Staff-to-child ratios
- Linkage with Head Start and others
- Performance standards/outcomes
- Developmentally appropriate curriculum
- Character development
- Healthful & safe environment
- Age appropriate screening & assessment
- Early learning program monitoring
- Program related operational procedures
- Child outcomes

Coalition Members

- Judy Johnson
- Mary Beth Kyle
- Gerry Brent
- Katrina Waters
- Cheri Erskin
- Liz Ferreira
- Candida Guest
- Brandi Cooney
- Gwen Wilson

AD HOC COMMITTEES

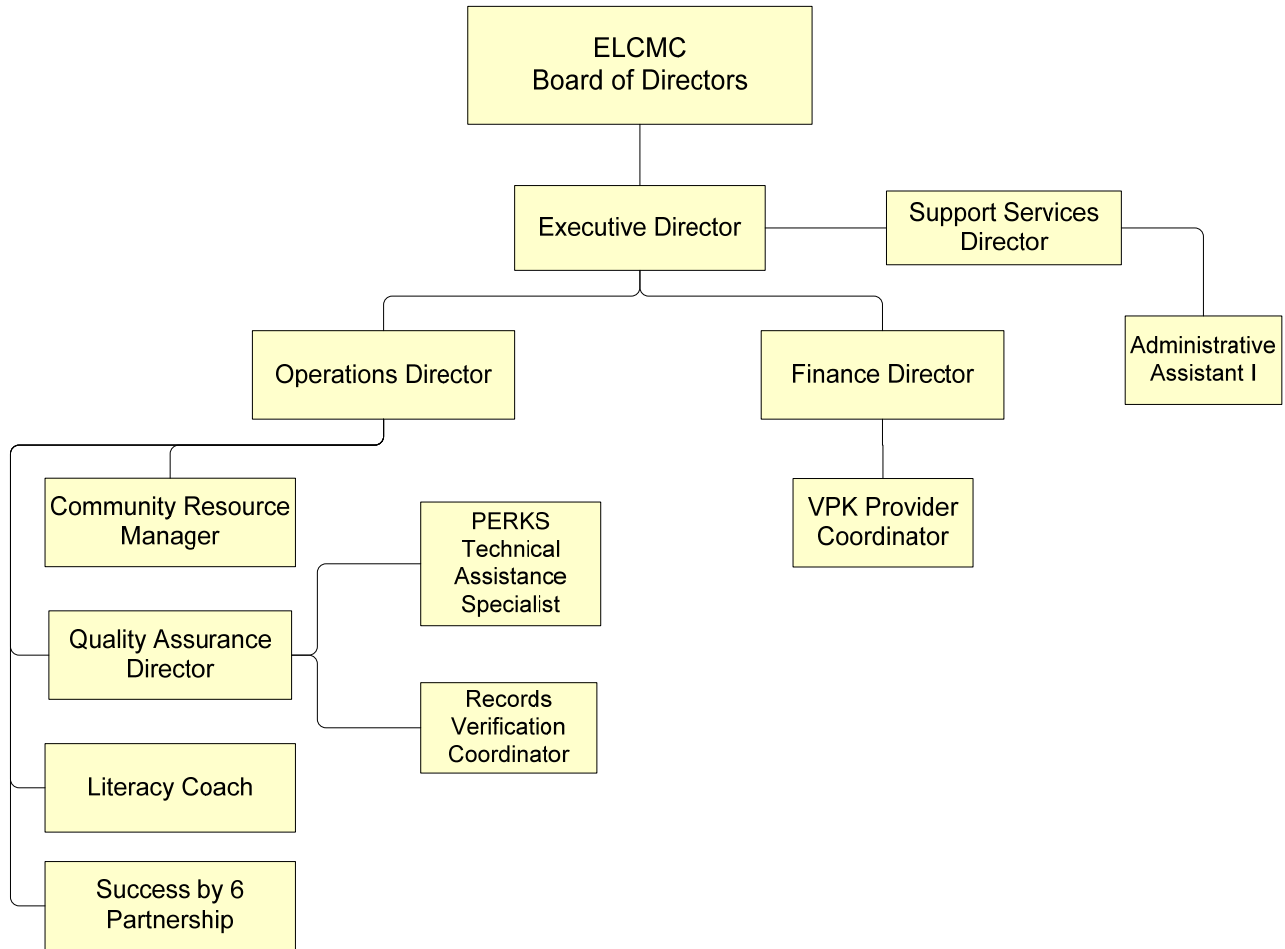
Committees Created as Needed

- Nominating Committee
- Personnel Committee
- By-Laws Committee
- Request for Proposal (RFP) Committee
- Other committees as identified

Nominate officers and members for coalition election
 Oversight of personnel policies and procedures
 Develop and implement coalition governance strategies
 Oversight of procurement process

Appendix D

COALITION ORGANIZATIONAL STRUCTURE



Appendix E**MARION COALITION CONTRACTS FOR 2006–07**

Contractor	Services Provided	Contract Amount
Childhood Development Services, Inc.	School Readiness/VPK	\$9,437,000
Childhood Development Services, Inc.	Child Care Resource & Referral	\$66,100
Marion County Children's Alliance	Summer Academic Program	\$23,500
Marion County Children's Alliance	Children Reaching Academic Program	\$15,700
Marion County Children's Alliance	Educational Achievements with Caring Hearts	\$23,300
Marion County Public Schools – Fessenden Middle School	Summer Enhancement Education	\$24,500
Marion County Public Schools – Lake Weir Middle School, Howard Middle School, Dunnellon Middle School	Summer Enhancement Education	\$21,700
Shores Assembly of God	Improvement Assistance for students with educational deficiencies (K-5)	\$23,100