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CPR REPORT 08-06  
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## **PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF THE NATURE COAST REPORT 08-06**

### **Results in Brief**

In accordance with s. 411.01(4)(l), Florida Statutes (F.S.), the Agency for Workforce Innovation (the Agency) conducted a performance review of the Early Learning Coalition of the Nature Coast, Inc. (the coalition, or the Nature Coast Coalition). The on-site review took place the week of May 12-15, 2008. The review team examined the coalition's operations from July 2007 through June 2008.

The Nature Coast Coalition's overall implementation of early learning programs is commendable. The coalition operates the School Readiness (SR) and Voluntary Prekindergarten (VPK) programs in a manner that meets or exceeds most state and federal laws, rules, and regulations. Notable observations about the coalition's performance include the coalition's:

- Excellent communication with child care providers
- Comprehensive and detailed policies
- Exemplary number of child care referrals

Notwithstanding the above observations, the coalition's performance needs improvement, specifically in the areas of coalition governance, operations and program management, Child Care Resource and Referral (CCR&R), and educational services delivery. If unresolved the issues may reduce the coalition's effective delivery of programs and services. These issues include:

- Missing county commission representation on board
- Lack of formal review of the executive director
- Incorrect codes and descriptions entered into EFS

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the Nature Coast Coalition's eligibility determination practices, reimbursement, and instructor qualifications. Program findings and best practices for fiscal year 2006-2007 are in a separate report published February 8, 2008.

**Scope and Methodology**

Various sections of Florida and federal law mandate that the Agency administer early learning programs in Florida (see 411.01(4)(l) and 1002.75(1), F.S. and 45 C.F.R. 98.11b (6)). Specifically, statute requires “the Agency for Workforce Innovation to monitor and evaluate the performance of each early learning coalition in administering the school readiness program, implementing the coalition’s school readiness plan, and administering the Voluntary Prekindergarten Education Program. These monitoring and performance evaluations must include, at a minimum, on-site monitoring of each coalitions’ finances, management, operations, and programs” (s. 411.01(4)(l), F.S.). The legislature has also given the Agency authority to “identify best practices for early learning coalitions, and to improve the outcomes of school readiness programs” (s. 411.01(4)(m), F.S.).

The Agency developed performance expectations to provide a framework for measuring a coalition’s effectiveness in implementing early learning programs (see *Appendix A—Indicators, Expectations, and Excerpts from Standard Levels of Service*). The performance expectations include indicators relating to compliance with state and federal laws and regulations, as well as indicators for additional activities that could assist coalitions in maintaining high quality programs and operations. The expectations cover specific areas of program implementation: governance and operational processes, grant award and contract management, program access and availability; and educational service delivery (s. 411.01(4)(l), F.S.).

In addition, the Agency developed the *Child Care Resource & Referral Network CCR&R Standard Levels of Service (SLS)*, to guide a coalition in delivering resource and referral services to a family. The 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 Excerpts from Standard Levels of Service* for a more detailed description of the Standard Levels of Service.

To measure the extent to which the Nature Coast Coalition meets the performance expectations and the guidelines of the SLS, the review team interviewed the coalition executive director, coalition staff, board members, parents, and providers. The team examined various documents, such as the coalition’s contracts, board meeting minutes, mini-grant program guidelines, provider agreements, written policies and procedures, and coalition reports. The team also conducted a review of client files for both the SR and VPK programs, and analyzed various

data contained in the Enhanced Field System (EFS). Additionally, the review teams visited several child care provider sites and conducted focus groups for parents and providers receiving services from the coalition.

**Background**

**History of Operations.** The coalitions of Citrus/Sumter and Dixie-Gilchrist-Levy formed separately, and later merged in 2005 in response to amendments made to chapter 411, F.S., by the Florida legislature. The coalition’s expenditures for the SR and VPK programs for fiscal year 2007–2008 totaled \$12,428,162. *\*Expenditures in the table below represent cost categories that support the scope of the performance review and are not all-inclusive.*

**Table 1: Early Learning Coalition of the Nature Coast Reported SR Expenditures**

Area	2007–2008
Administration (97 BBA and 97LCA)	\$390,972
Resource & Referral (97Q14)	\$77,839
Eligibility Determination (97BDE)	\$313,500
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$446,288
Inclusion Services (97QIN)	\$53,292
SR Quality Initiatives (97QOO)	\$597,867
Infant and Toddler Quality (97INT)	\$180,636
CCEP (97PPA-97PPO)	\$0
Gold Seal (97GSD)	\$498,592
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$5,920,813
<b>Total Expenditures (for above OCAs only)</b>	<b>\$8,479,799</b>

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of November 30, 2008.

**Table 2: Early Learning Coalition of the Nature Coast Reported VPK Expenditures**

Area	2007–2008
Administration (VPKADM)	\$97,428
Enrollments (VPENR)	\$74,683
Monitoring (VPMON & VPMNI)	\$18,966
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$3,757,286
<b>Total Expenditures (for above OCAs only)</b>	<b>\$3,948,363</b>

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of November 30, 2008

**Children Served.** For fiscal year 2007–2008, the Nature Coast Coalition served a total of 3,158 children in the SR Program and 1,641 children in the 2007-2008 VPK program year 2007-2008.

**Organization and Staffing.** The coalition has a staff of 15 employees who implement the programmatic aspects of the coalition’s mission. The management staff consists of the executive director, office manager, finance director, contract coordinator, and two district managers. See *Appendix C—Coalition Organizational Structure* for a diagram of the coalition’s organization.

**Scope of Services.** During the review period, the Nature Coast Coalition had one principal contractor, Childhood Development Services, Inc. (CDS). The contract with CDS provided services for SR children who met eligibility requirements, and home-based services for infants and toddlers. *Appendix E—Coalition Principal Contracts for 2007–2008* lists the coalition’s contracts by contractor, services provided, contract period, and amount.

**Board Governance.** The coalition’s board of directors serves as the policy-making entity for the coalition and delegates authority to the coalition’s executive director. At the time of the review, the 21-member board consisted of six non-voting and 15 voting members representing Dixie, Gilchrist, Levy, Sumter, and Citrus counties. Membership composition included representatives from both the private and public sectors. *Appendix B—Board Membership*

depicts board membership as submitted with the coalition’s plan approved on January 17, 2007.

The board is supported by six standing committees that consist of voting board members and other members of the community. Cumulatively, these committees provide executive, fiscal, administrative, and programmatic guidance for the board’s activities and provide procurement assistance to the board.

- **The Executive Committee** is responsible for taking action on behalf of the coalition when timelines require immediate responses and for presenting actions to the board.
- **The Citrus County Advisory Council, Sumter County Advisory Council, and the Tri-County Advisory Council** are charged with program development and recommendations, collection and evaluation of program data, monitoring of service providers, quality initiatives, reviews of county utilization and expenditures and the preparation and presentation of the proposed Annual Budgets to the Administrative Committee.
- **The Administrative Committee** is responsible for procurement contracts and negotiations, maintaining bylaws and articles of corporation, finalizing budget proposals, nominating the slate of officers, tracking monthly expenditures, developing cost allocation plans, and implementing the Single Audit Plan.
- **The Procurement Committee** is responsible for screening, selecting, and submitting contract service proposals to the coalition board for final approval.

## Findings

The following report summarizes the coalition’s notable observations and compliance issues observed by the review analysts. The coalition must submit a corrective action plan that addresses all indicated compliance issues within 30 days of the report’s publication. The coalition must also submit a subsequent six month follow-up status report. The Agency provides a comprehensive list of recommended actions in *Appendix F—Recommended Actions*.

### **Coalition Governance**

To ensure the success of the SR, VPK, and CCR&R programs, a coalition must have an effective executive leadership structure. Specifically, a coalition should maintain a constructive and trusting relationship between

the coalition's board members, executive director, and employees. The relationship is in jeopardy when the parties do not understand, or fail to adhere to, the parties' distinct roles in the governance process.

A coalition may use both formal and informal mechanisms to ensure that each group of individuals adheres to the group's established roles and responsibilities. The board should be the policymaking entity for the coalition while the executive director should have the primary responsibility for implementing and managing the coalition's policies. At a minimum, the coalition should define these roles and responsibilities through clearly written bylaws and governance policies that comply with state and federal statutes.

In general, the Nature Coast Coalition's approach to governance and policy-making is noteworthy. The review team found that the coalition meets most of the laws, regulations, and guidance applicable to the coalition. One notable observation is listed below.

#### NOTABLE OBSERVATIONS

##### ***Effective communication keeps child care providers and service providers updated***

Through regular meetings and electronic alerts, the coalition keeps contracted child care providers and service contractor informed of important information. The coalition holds three bi-monthly advisory councils for child care providers and service contractor staff in the coalition's three county regions: Citrus, Sumter, and Dixie-Gilchrist-Levy. The councils focus mainly on programmatic issues.

Additionally, the coalition has monthly meetings for child care providers who contract with CDS. The meetings cover topics such as monitoring, attendance, policies between the contractor and provider, community fairs, and training. Alerts issued through email notify child care providers of rule and law changes, provider-related issues, and summaries of board actions that will affect providers. Topics include potential budget cuts, provider retreats, board actions, health and safety inspections, quality initiatives, program monitoring, enrollment, reimbursement, and other technical assistance. Providers, parents, and other interested stakeholders have opportunities to provide input and feedback via email to coalition staff and the executive director. However, the primary audience for the alerts is the child care providers.

Despite the above observation, the review team identified some issues that could hinder the coalition's overall ability to operate efficiently and effectively. These issues should be addressed in a timely manner.

#### COMPLIANCE ISSUES

##### ***The board lacks county commission representation***

Despite efforts to recruit an appointee from the Citrus County Commission, the coalition board has not had a representative for more than a year. This is a statutorily required board position. The executive director submitted four letters to the commission on August 2, October 3, and December 12, 2007, and March 3, 2008. Additionally, the executive director attended county commission meetings in order to obtain an appointee, to no avail.

##### ***No formal evaluation of coalition executive director***

The coalition board has not conducted a formal evaluation of the coalition's executive director, despite the provisions of section 3.5 (A)(g) of the coalition's Administrative Operating Procedure, which requires an annual evaluation of its executive director.

In January 2008, the Executive Committee met twice to develop an evaluation tool. On March 5, 2008, the full board voted to establish a workshop to develop an evaluation tool to be reviewed at the next meeting. The new evaluation was tabled at the May 7, 2008, meeting.

In interviews, board members stated that, on occasion, the board does not have time to complete its agenda in meetings. This occurs when controversial issues arise that require lengthy discussion. Specifically, in the March and May 2008 meetings, the board tabled issues that required discussion, including the executive director evaluation in March.

#### RECOMMENDED ACTIONS

In order for the coalition to be in compliance with all laws, regulations, and recommendations of the Agency in the area of coalition governance, the coalition must:

- Continue efforts to recruit a county commission appointee,
- Develop and implement an evaluation for the executive director, as required by the provisions of section 3.5 (A)(g) of the coalition's Administrative Operating Procedure, and
- Ensure board meeting schedules allow sufficient time to address board agenda items.

#### ***Operations and Program Management***

To ensure effective and efficient procurement processes, a coalition must have policies and procedures in place to ensure compliance with state and federal laws and regulations, and specifically with s. 287.057, F.S. To ensure compliance with Florida Statutes, a coalition must maintain all documentation relating to the contract and/or grant award selection process, including the method of selection that the coalition used. Without the proper documentation, the coalition will have insufficient evidence that the coalition followed proper procedures according to chapter 287, F.S., and Agency policies. The coalition’s failure to adhere to the requirements could result in conflicts of interest, bid protests, and poor quality of work performed by contractors.

The coalition must also have in place a set of personnel policies and procedures to sufficiently address such things as discriminatory hiring practices, drug prevention and counseling, employee evaluation and compensation, and grievances in order to ensure compliance with state and federal laws and regulations, and specifically with s. 760.10 and s. 112.0455, F.S. In addition, coalitions must have policies and procedures necessary for managing information that specifically address public records requests and procedures that comply with statutory exemptions for VPK and SR data.

The Nature Coast Coalition has an efficient method for meeting most requirements for procuring goods and services and maintains comprehensive policies and procedures. As detailed below, the coalition has excellent policies in place.

**NOTABLE OBSERVATIONS**

***Policies are comprehensive and detailed***

The coalition’s policies and procedures extensively cover critical areas, such as coalition administration, early learning operations, contract management, disenrollment, grievance, personnel, records management, and travel. The policies and procedures are comprehensive and include detailed information beyond what statute or Agency policies require or expect.

Although the coalition’s policies are well-defined, one issue remains in operations and program management that requires immediate attention and resolution.

**COMPLIANCE ISSUES**

The Early Learning Coalition of Nature Coast complied with most applicable laws and recommendations of the Agency in the *Operations and Program Management* performance review area. The review team found,

however, one issue that relates to separation of eligibility staff and reimbursement staff duties. The Agency will publish background information about this finding and any subsequent recommendations with the Agency’s 2007-2008 Eligibility and Fraud Prevention report for Nature Coast.

***Child Care Resource & Referral***

Child Care Resource and Referral (CCR&R) should serve as the “front door” to all services offered through a coalition and the coalition’s contracted service provider. A parent, regardless of socio-economic status, who seeks or needs financial assistance with child care, should receive complete CCR&R services. A coalition should offer a parent the option of receiving assistance with locating child care and information that will help the parent make an informed decision, as well as additional information and community resources as appropriate.

The Nature Coast coalition contracts with CDS for CCR&R services. The contract totals \$77,840, and the terms of agreement include providing child care consumer information, establishing a toll-free telephone system, and maintaining and managing a comprehensive database of all early child care and education caregivers and community resources in Citrus, Sumter, Dixie, Gilchrist, and Levy counties, among other aspects of the CCR&R program.

The following table shows the number of completed referrals generated by the coalition’s CCR&R services, based on the size of the birth to 12-year-old population and in comparison to similarly-sized coalitions.

**Table 3: 2007 Coalition Comparison of Completed Referrals**

Coalition	Nature Coast	Alachua	Santa Rosa
Referrals	3,666	1,624	934
Percentage	24.18%	10.20%	9.15%
0-5 Population	15,163	15,931	10,205

Source: CCR&R County Comparison Report, 2007

**NOTABLE OBSERVATIONS**

***The Nature Coast Coalition has an effective CCR&R program***

Overall, the Nature Coast Coalition has an effective CCR&R program that generally meets most of the Standard Levels of Service (SLS) established by the

Agency’s CCR&R Network. The resource and referral services in Nature Coast are readily accessible to providers and parents who are seeking assistance with child care, SR and VPK information. Furthermore, the coalition has more than double the number of referrals as compared to similarly sized coalitions. See *Table 3* for referral comparisons.

Despite the exemplary number of referrals, the review team found two areas within the coalition’s CCR&R program that the coalition needs to address.

**COMPLIANCE ISSUES**

**The coalition shows a need for improvement in some aspects of its CCR&R program service delivery**

While the overall program referral numbers are high, problems meeting all SLS guidelines could potentially decrease referral numbers over time and lead to decreased program access for parents and providers within the Nature Coast service area.

- **Secret shopper calls.** The CCR&R Network conducted two secret shopper calls to Nature Coast parent specialists. During one of the calls, the parent specialist did not offer any information about the selection of a quality child care center or the various child care options. This information is important to assist a parent in choosing the right type of care for their child.
- **Problematic codes.** As stated in the *Grant Award Agreement*, the coalition must make all CCR&R standard code changes and updates affecting the monthly or quarterly reports within 30 days of the CCR&R Network notifying the coalition. In a review of the standard codes, the analyst noted 16 EFS code errors that the coalition needs to correct immediately to ensure the validity and accuracy of the information in EFS. Additionally, incorrect codes can adversely affect child care provider referrals and monthly and quarterly reports made to the CCR&R Network.
  - One code has been entered incorrectly into a table that has the following instructions: “required, do not change or add any codes.” See *Table 4* below for description of incorrect code.

**Table 4: Incorrect Code**

Table	Correct Code	Code Error	Code Description
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Xcpt	MIL	MILT	MILITARY
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Source: Nature Coast non-matching descriptions, DQI Error Report, May 22, 2008

- Fifteen codes had the wrong description in tables that do not permit changes or additions. See *Table 5* for the non-matching descriptions.

**Table 5: Non-Matching Descriptions**

Table	Code	Coalition Description	Standard Code Description
CHSN	ADD	ADD/ADHA	ADHD/ADD
INCM	52	\$15,000-\$19,000	\$15,000-\$19,999
INCM	53	\$20,000-\$29,000	\$20,000-\$29,999
PRAF	EX	EXEMPT	LICENSED EXEMPT CENTER
PREP	FOS	FRM OTHER SITE(INCL HOME)	TRANSP. FROM CHILD'S HOME
PREP	TOS	TO OTHER SITE(INCL HOME)	TRANSP. TO CHILD'S HOME
PRST	BAEC	BA DEGREE CHILD RELATED	B.A. DEGREE EARLY CHILDHOOD
PRST	MAEC	MA DEGREE CHILD RELATED	MA DEGREE EARLY CHILDHOOD
P RTP	7	POTENTIAL FCCH	POTENTIAL PROV
P RTP	A	EXEMPT, NON-PUB SCH, SUBCON	NON-PUB SCH, SUBCONT
P RTP	P	EXEMPT, NON-PUB SCH, NONSUB	NON-PUB SCH, NON-SUBCONT
P RTP	V	EXEMPT, PUB SCH, SUBCONTR	PUB SCH, SUBCONT
REFT	COAL	LOCAL SCHOOL READINESS CO	EARLY LEARNING COALITION
RQOT	OTH	OTHER	OTHER REFERRALS
Xcpt	PREK	PRE-K EARLY INTERVENTION	SCHOOL READINESS PROGRAM

Source: Nature Coast non-matching descriptions, DQI Error Report, May 22, 2008

**RECOMMENDED ACTIONS**

In order for the coalition to be in compliance with all laws, regulations, and recommendations of the Agency in the area of CCR&R, the coalition should:

- Provide training to parent specialists to improve the quality of the resource and referral calls, and
- Ensure that codes and descriptions are entered timely and accurately into EFS.

***Educational Services Delivery*** \_\_\_\_\_

Section 411.01, F.S., provides an outline of required components for each coalition's SR programs. The components 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 (s. 411.01(5)(c), F.S.). A coalition must address these elements as part of the SR plan (coalition plan), and the plan must be approved by the Agency for Workforce Innovation (s. 411.01(5)(d), F.S.).

The Agency's review of the Nature Coast Coalition's delivery of educational services revealed one instance where the coalition may not be in compliance with the coalition's approved SR plan.

**COMPLIANCE ISSUES**

The Early Learning Coalition of Nature Coast has fully complied with all applicable laws and recommendations of the Agency in the *Educational Services Delivery* performance review area.

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**APPENDIX A—INDICATORS/EXPECTATIONS/STANDARD LEVELS OF SERVICE**


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**Performance Expectations for Coalition Governance**


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- 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 executive director and coalition board exercise effective oversight of the coalition's financial operations.
- 4 The executive director and coalition board exercise effective oversight of the coalition's programmatic allocations and development.

**Performance Expectations for Operations and Program Management**


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- 1 The coalition clearly defines its organizational structure, including procedures to manage coalition personnel effectively.
- 2 The coalition's process for managing information supports daily operations.
- 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**


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- 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)
- 2 A CCR&R Coordinator/designated trainer must use the Quality Assessment form to observe each a 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 The CCR&R Coordinator/designee must review monthly/quarterly statistics and narrative reports for all counties in the coalition service area and submit the reports to the CCR&R Network.
  - All reporting errors/inconsistencies must be explained.
  - Requests for resources/information other than referrals must be entered into the EFS database.

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

- 4 The CCR&R service provider must ensure a provider is tracked within the EFS data base and informed on all program services on a regular basis.
  - A new provider must be entered into the provider database within two weeks of receiving the new provider list from licensing or accessing this information from the secure CCIS reports.
  - An informational brochure must be sent to a potential provider.
  - An annual mail out must be posted on the website and mailed to all providers in the database with comprehensive information concerning R&R services
- 5 The CCR&R service provider must work to promote awareness of the Child Care Executive Partnership and other employer initiatives. Training and technical assistance 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
- 6 A written plan must be in place that provides emergency preparedness to ensure services to families and communication with CCR&R Network is not interrupted. Written policies must be consistent with CCR&R Network recommendations.
- 7 Coalition and CCR&R Staff must respond in a timely manner to the Agency's monitoring staff's request for a scheduled monitoring date, be available for interviews, and provide all necessary documents as requested during the monitoring session.

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**Performance Expectations for Educational Service Delivery**

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

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**Performance Expectations for Program Access and Availability**

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

## APPENDIX B—BOARD MEMBERSHIP

<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Robert Wardlow</b>	Chair/ Private sector, Gubernatorial appt.	Yes/Yes	Woodruff, Wardlow, Nelson, and Cash CPA, Citrus County	1 year, 3 months/May 30, 2009
<b>Janice Johnson</b>	DCF district administrator or designee	Yes/Yes	Sumter County	4 years/June 30, 2011
<b>David Dose</b>	Gilchrist School District superintendent appointee	Yes/No	Gilchrist County	4 years/June 30, 2011
<b>Grace Bynum</b>	Regional workforce development board chair/director	Yes/Yes	Citrus County	2 years/June 30, 2007 (or until a replacement is appointed)
<b>Teresa Goodman</b>	County Health Department director or designee	Yes/Yes	Citrus County	3 years/June 30, 2008 (or until a replacement is appointed)
<b>Dr. Charles Carroll</b>	President of a community college, or designee	Yes/Yes	Gilchrist County	(2 years/June 30, 2007 or until a replacement is appointed)
<b>Judi Maloy</b>	Head Start Director	Yes/No	Levy County	4 years/June 30, 2012
<b>Kathy Spears</b>	Private child care provider representative	Yes/No	Levy County	4 years/June 30, 2009
<b>Linda Barber</b>	Faith-based child care provider representative	Yes/No	Noah's Christian Academy, Citrus County	4 years/June 30, 2012
<b>Marilyn Philmon</b>	Program under Disabilities Education Act representative	Yes/No	Dixie County School District	4 years/June 30, 2011
<b>Linda Foy</b>	Central child care agency representative	Yes/No	Citrus County	4 years/June 30, 2009
<b>Debbie Lattin</b>	Private Sector, business	Yes/Yes	Retired branch manager, Sun Trust Bank, Citrus County	4 years/June 30, 2010
<b>Charlie Richer</b>	Private Sector, business	Yes/Yes	Canadian Meds, Citrus County	4 years/June 30, 2011
<b>DuWayne Sipper</b>	Private Sector, business	Yes/Yes	The Path, Citrus County	2 years/June 30, 2008
<b>Thomas Harrington</b>	Private sector, business	Yes/Yes	Realtor, Century 21, Levy County	4 years/June 30, 2009
<b>Cynthia Munkittrick</b>	Private sector, business	Yes/Yes	Levy County	4 years/June 30, 2012
<b>Charles Bumgarner</b>	Private sector, business	Yes/Yes	A&C Boat Tops (retired), Sumter County	4 years/June 30, 2009
<b>Ruth Ferguson</b>	Private sector	Yes/Yes	Retired, Sumter County	4 years/June 30, 2012
<b>Dr. Regina Barricko</b>	Private sector	Yes/Yes	Retired	4 years/June 30, 2011
<b>James Billings</b>	DCF Staff	No/Yes	DCF, Dixie County	3 years/June 30, 2008

**APPENDIX C—COMMITTEE MEMBERSHIP****Executive Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Rob Wardlow	Board chair/Private sector, Gubernatorial appt.	Yes/Yes	Woodruff, Wardlow, Nelson, and Cash CPA, Citrus County	1 year, 3 months/May 30, 2009
Phil Bumgarner	Vice-chair/Private sector, business	Yes/Yes	A&C Boat Tops (retired), Sumter County	4 years/June 30, 2009
Tommy Harrington	Secretary/Private sector, business	Yes/Yes	Realtor, Century 21, Levy County	4 years/June 30, 2009

**Administrative Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Debbie Laffin	Private Sector, business	Yes/Yes	Retired branch manager, Sun Trust Bank, Citrus County	4 years/June 30, 2010
DuWayne Sipper	Private Sector, business	Yes/Yes	The Path, Citrus County	2 years/June 30, 2008
Phil Bumgarner	Committee chair/ Private sector, business	Yes/Yes	A&C Boat Tops (retired), Sumter County	4 years/June 30, 2009
Rob Wardlow	Private sector, Gubernatorial appt.	Yes/Yes	Woodruff, Wardlow, Nelson, and Cash CPA, Citrus County	1 year, 3 months/May 30, 2009

**Citrus County Advisory Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Joanne Boggus	Not a board member			
Dr. Carroll Cave	Not a board member			
Debbie Laffin	Committee chair/ Private Sector, business	Yes/Yes	Retired branch manager, Sun Trust Bank, Citrus County	4 years/June 30, 2010
Dr. Russ McClain	Not a board member			
DuWayne Sipper	Private Sector, business	Yes/Yes	The Path, Citrus County	2 years/June 30, 2008
Ginger West	Not a board member			
Charlie Richer	Private Sector, business	Yes/Yes	Canadian Meds, Citrus County	4 years/June 30, 2011

**Tri-County Advisory Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Thomas Harrington	Committee chair/ Private sector, business	Yes/Yes	Realtor, Century 21, Levy County	4 years/June 30, 2009
Phil Bumgarner	Private sector, business	Yes/Yes	A&C Boat Tops (retired), Sumter County	4 years/June 30, 2009
Barbara Locke	Not a board member			
Cindy Munkittrick	Private sector, business	Yes/Yes	Levy County	4 years/June 30, 2012

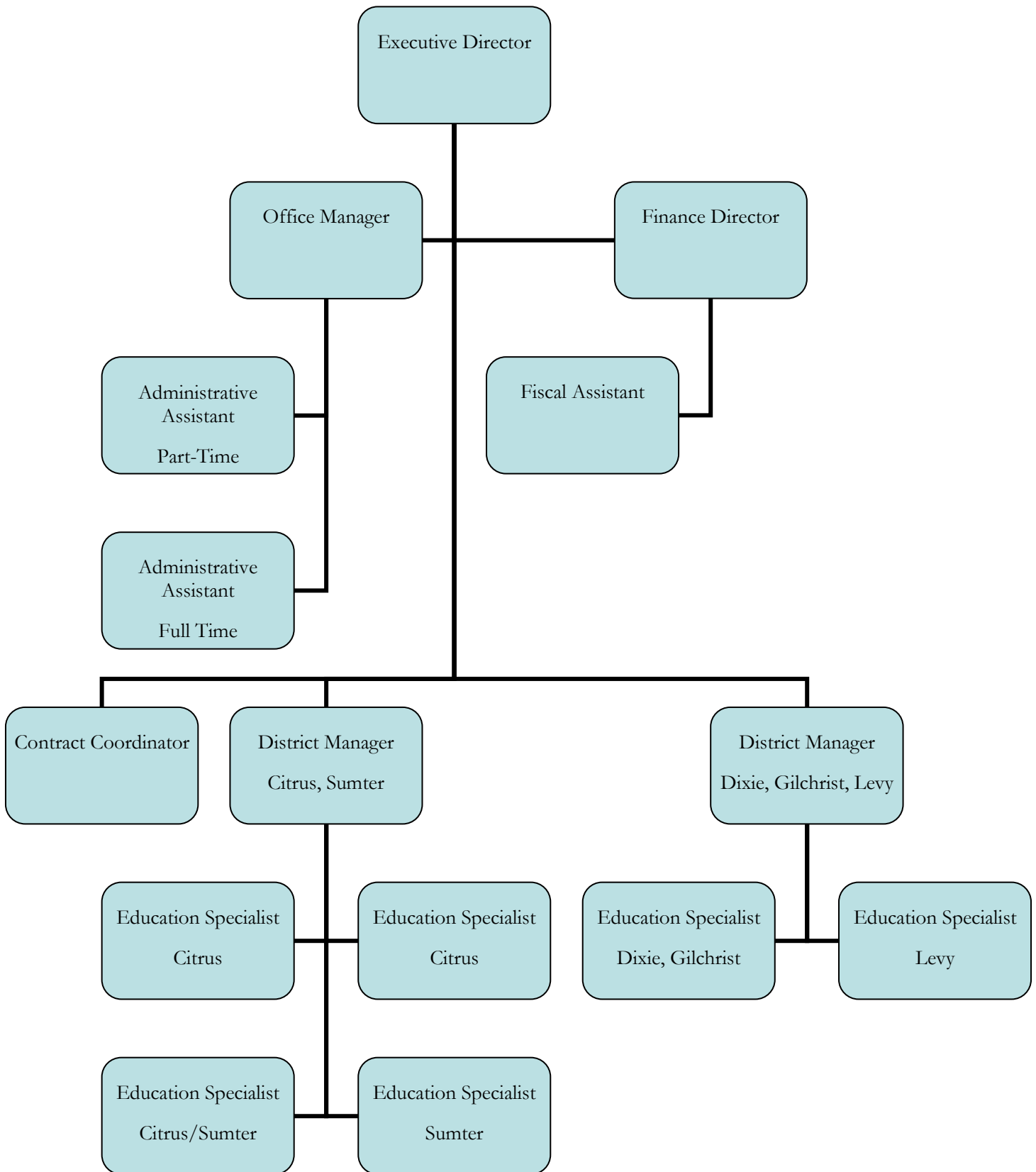
**Sumter County Advisory Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Eleine Chin-Shue	Not a board member			
Phil Bumgarner	Committee chair/ Private sector, business	Yes/Yes	A&C Boat Tops (retired), Sumter County	4 years/June 30, 2009
Maureen Lucia	Vice chair/Not a board member			
Virginia Suthoff	Not a board member			
Joan Runyon	Not a board member			

**Procurement Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Debbie Laffin	Private sector, business	Yes/Yes	Retired branch manager, Sun Trust Bank, Citrus County	4 years/June 30, 2010
Rob Wardlow	Committee chair/ Private sector, Gubernatorial appt.	Yes/Yes	Woodruff, Wardlow, Nelson, and Cash CPA, Citrus County	1 year, 3 months/May 30, 2009

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



**APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2007–2008**

<b>Contractor</b>	<b>Services Provided</b>	<b>Contract Period</b>	<b>Contract Amount</b>
Childhood Development Services	General administrative, provider reimbursements, student attendance monitoring, parent and child services, eligibility and enrollment, school readiness quality, CCRR, VPK	7/1/07-6/30/08	\$1,171,363

**APPENDIX F—COALITION RECOMMENDED ACTIONS**

The coalition must submit a corrective action plan addressing all indicated compliance issues within 30 days of the report’s publication. The coalition must also submit a subsequent six month follow-up status report.

**Coalition Governance**

- Continue efforts to recruit a county commission appointee,
- Develop and implement an evaluation for the executive director, as required by the provisions of section 3.5 (A)(g) of the coalition’s Administrative Operating Procedure, and
- Ensure board meeting schedules allow sufficient time to address board agenda items.

**Child Care Resource and Referral**

- Provide training to parent specialists to improve the quality of the resource and referral calls, and
- Ensure that codes and descriptions are entered timely and accurately into EFS.