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## PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF ALACHUA COUNTY REPORT 09-02

### 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 Alachua County, Inc. (the coalition, or the Alachua Coalition). The on-site review took place the week of June 9-12, 2008. The review examined the period of the coalition's operations from July 2007 through June 2008.

The Alachua 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:

- Child Care Resource and Referral (CCR&R) training agendas remind specialists to complete the tasks of blended staff.
- Initiatives that enhance the coalition's CCR&R services.
- Tenure and Professional Development Incentive program encourages ongoing education and workforce stability for child care center staff.
- The "bucks" program rewards teachers and directors with coupons for instructional materials upon completion of coalition-offered trainings.

Notwithstanding the above observations, the coalition's performance needs improvement, specifically in the areas of coalition governance, CCR&R, and educational service delivery. If unresolved the issues may reduce the coalition's effective delivery of programs and services. The following is a list of issues that need resolution:

- Failure to maintain board membership as required by statute.
- Committee quorum recognition out of compliance with coalition bylaws and Florida Statutes.
- CCR&R practices in need of improvement.
- Failure to ensure through tracking and follow-up that all SR child care providers are using a developmentally appropriate curriculum

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of eligibility determination practices, reimbursement, and instructor qualifications. ESFP published the program findings and best practices for fiscal year (FY) 2006-2007 in a separate report on August 21, 2007.

## Scope and Methodology

Sections 411.01(4)(l) and 1002.75(1), F.S. and 45 C.F.R. 98.11(b)(6) mandate that the Agency administer early learning programs in Florida. Specifically, section 411.01(4)(l) 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 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.). Legislature has also given the Agency authority to “identify best practices for early learning coalitions, and to improve the outcomes of school readiness programs” through section 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. 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 a coalition in maintaining high quality programs and operations. The expectations outlined in section 411.01(4)(l) cover specific areas of program implementation: governance and operational processes, grant award and contract management, program access and availability, and educational service delivery. See *Appendix A—Indicators, Expectations, and Excerpts from Standard Levels of Service* for a more detailed description of the performance expectations.

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 (April 10, 2006)* for a more detailed description of the SLS.

To measure the extent to which the Escambia Coalition meets the performance expectations and the guidelines of the SLS, the review team interviewed the coalition executive director, coalition staff, board members, parents, providers, and contractor staff, if applicable. The team examined various documents, such as the coalition’s contracts, board meeting minutes, mini-grant program guidelines, provider agreements, written policies and

procedures, coalition reports, and analyzed various data contained in the Enhanced Field System (EFS).

Additionally, the review teams visited several child care provider sites and while at the child care sites, reviewed a sample of child care provider files for SR and VPK program recipients. The team also conducted a focus group for providers receiving services from the coalition.

## Background

**History of Operations.** In 2005, the Alachua School Readiness Coalition began operations as the Early Learning Coalition of Alachua County in response to amendments to Chapter 411, F.S. The coalition’s expenditures for the SR and VPK programs for fiscal year 2007–2008 totaled \$13,972,663. \*Expenditures in the table below represent cost categories that support the scope of the performance review and are not all-inclusive.

<b>Early Learning Coalition of Alachua Reported SR Expenditures</b>	
<b>Area</b>	<b>2007–2008</b>
Administration (97 BBA and 97LCA)	\$196,076
Resource & Referral (97Q14)	\$119,020
Eligibility Determination (97BDE)	\$343,336
Monitoring w/ other Non- direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$304,228
Inclusion Services (97QIN)	\$57,861
SR Quality Initiatives (97QOO)	\$858,104
Infant and Toddler Quality (97INT)	\$99,720
CCEP (97PPA-97PPO)	\$91,846
Gold Seal (97GSD)	\$361,952
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO- 97TNW, 97RSP)	\$7,780,740
<b>Total Expenditures (for above OCAs only)</b>	<b>\$10,212,943</b>

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

<b>Early Learning Coalition of Alachua Reported VPK Expenditures</b>	
<b>Area</b>	<b>2007–2008</b>
Administration (VPKADM)	\$108,420
Enrollments (VPENR)	\$24,455
Monitoring (VPMON & VPMNI)	\$6,702
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$3,620,143
<b>Total Expenditures (for above OCAs only)</b>	<b>\$3,759,720</b>

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

**Children Served.** For fiscal year 2007–2008, the Alachua Coalition served a total of 4,334 children in the SR program and 1,609 children in the 2007-2008 VPK program year.

**Organization and Staffing.** The coalition has a staff of 43 employees who implement the programmatic aspects of the coalition’s mission. The staff includes a management team that consists of the executive director, program manager, director of operations, community outreach coordinator, and SR manager. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

**Scope of Services.** In January 2006, the coalition assumed delivery of all program services from the coalition’s previous contractor, Child Care Resources. The coalition, therefore, has no primary contracted service provider. The coalition provides the following services in-house: SR eligibility, VPK program services, CCR&R, screening and assessment, inclusion, technical assistance and program support, family support and involvement, training, and reimbursement services.

**Board 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 19-member board consisted of eight non-voting and 11 voting members representing Alachua County. Membership composition includes representatives from both the private and public sectors. *Appendix B—Board Membership* depicts board membership as submitted with the coalition’s plan amendment approved on January 18, 2007.

During the review period, the coalition’s bylaws allowed the establishment of eight standing committees. *Appendix C—Board Committee Membership* depicts membership for the Executive and Administrative Committees.

- **The Executive Committee** is comprised of the coalition’s officers, who are voting members. It is the only committee empowered to act when the coalition must take actions between coalition meetings.
- **The Literacy and Learning Committee** handles performance standards implementation, screening and assessment, developmentally appropriate curricula, character development, and healthy and safe environments.
- **The Administration Committee** is responsible for fiscal management, oversight and monitoring, staff and facilities management, and grievances.
- **The Quality Enhancement and Program Expectation Committee** is charged with improving the quality of services to children in early education and care; coordinating with the local licensing agency, coordinating staff development, program evaluation, and professional development; and recruiting providers and children.
- **The Outreach Committee** is responsible for fund development, oversight of the community outreach plan regarding SR and VPK, and oversight of annual community-wide events to reach parents and providers.
- **The Nominating Committee** is responsible for nominating officers and members for election.
- **The Grievance Committee** meets to review grievances filed by respondents.
- **The Audit Committee** is responsible for procurement of an auditor for the annual fiscal audit, oversight of the auditor throughout the audit process, primary receipt of audit reports, oversight of policies and procedures for the prevention and detection of fraud, oversight of internal controls, and implementation of an effective ethics and compliance program.

## Findings

The following report summarizes the coalition’s notable observations and compliance issues observed by the review analysts. All compliance issues require the coalition to submit a corrective action plan within 30 days of receipt of the report’s publication, as well as a subsequent six month follow-

up status report. See *Appendix E—Recommended Actions* for a comprehensive list of 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. A coalition may use both formal and informal mechanisms to ensure the coalition's executive staff adheres to 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 the coalition's policies. The coalitions should implement all major policies with the board's approval. At a minimum, coalitions should establish clearly written bylaws and governance policies that comply with state and federal statutes about the coalition's roles and responsibilities.

Each coalition establishes its own bylaws, including the selection of a method of parliamentary procedures to provide structure and organization for board business and operations. The procedures may establish, among other requirements, how the board constitutes a quorum as well as how the board receives motions for decision. The Alachua Coalition's bylaws set Robert's Rules of Order as a standard for parliamentary procedure for voting members.

In general, the Alachua Coalition's approach to coalition governance is commendable. The review team has identified issues, however, that could hinder the coalition's overall ability to operate efficiently and effectively if not addressed in a timely manner.

### **COMPLIANCE ISSUES**

#### **Failure to maintain board membership as required by statute could result in legal challenge to some board actions**

The Agency analyst discovered several problems with the coalition's implementation of policies, which the coalition should correct immediately to avoid legal challenges in the future:

- **Membership out of compliance.** Out of 10 board meetings examined by the analyst from July 2007-April 2008, only two met minimum board membership requirements as required by s. 411.01 (5) (a) 4, F.S. A coalition board must have a minimum of 18 members. The only meetings that met the requirement of statute were March 14, 2008, and April 11, 2008. During the remaining months, the coalition board ranged from 15 to 17 members
- **Workforce designee vs. private sector appointment.** Section 411.01(5)(a)6c, F.S., states that "A regional

workforce board executive director or his or her designee" is a required member of the coalition board. During the on-site visit, the coalition considered its workforce representative a private sector representative and includes the representative in the required one-third private sector representation. This person is the workforce board chair, but also a private business representative in the coalition's service delivery area. Although an individual may meet the criteria to serve in more than one position of a coalition's board, a board member cannot occupy multiple membership positions. Therefore, a board member cannot be both a private sector member and a workforce board designee. *Since the review, the coalition updated its board membership to include a separate workforce board designee.*

- **Governor appointee requires two applications.** Each coalition is expected to maintain two appointment applications on file in the Governor's Office so that the coalition may fill vacant board positions expeditiously. The *Early Learning Coalition Plan Program Administration Amendment (Guidance and Instruction Workbook)* from April 2007 states the coalition should submit two applications to the Governor's Office of Appointments for each vacant position. To show good faith, the coalition should engage in routine follow-up with the office and local government agencies about the status of the appointments. The Governor's Appointment Office informed the Agency that the office does not have any applications on file for the vacant coalition position.

#### **Committee quorum recognition is inconsistent with bylaws and Florida Statutes**

The Alachua Coalition bylaws identify a majority of the voting members as 51%, to establish a quorum to conduct committee business, and s.411.01(5)(a)8, F.S., requires a "majority of voting members" to establish a quorum. The Administrative Committee minutes show, however, that on September 24, 2007, only 50% of the voting members were present. Committee business at that meeting included voting to recommend to the full board the extension of a vendor's contract and to adopt changes to the coalition's policies and procedures for human resources.

### **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

- Ensure minimum board membership requirements are met,
- Ensure that a sufficient number of private sector business members are seated on the board to remain in

compliance with private sector representation requirements,

- Actively recruit governor appointees to fill board vacancies and strive to ensure two applications are on file for each open position, and
- Ensure quorum requirements established in the Florida Statutes and coalition bylaws are met at all committee meetings.

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

To ensure effective and efficient procurement processes, all coalitions must have in place policies and procedures to ensure compliance with state and federal laws and regulations, and specifically with s. 287.057, F.S. To ensure compliance with Florida Statutes, coalitions must maintain all documentation relating to the contract and/or grant award selection process, including the method of selection used. Without the appropriate documentation, there will be insufficient evidence that a coalition followed proper procedures according to chapter 287, F.S., and Agency policies. A 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 Alachua Coalition’s efforts in meeting the requirements of the operations and program management review area are commendable.

#### **COMPLIANCE ISSUES**

The Early Learning Coalition of Alachua County fully complies with all applicable law and the recommendations of the Agency in the *Operations and Program Management* performance review area.

### ***Child Care Resource & 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 parent should be offered 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 following table shows the number of completed referrals generated by the coalition’s CCR&R services, based on the size of the birth to five-year-old population and in comparison to similarly-sized coalitions.

<b>2007 Coalition Comparison of Completed Referrals</b>			
<b>Coalition</b>	<b>Putnam/St. Johns</b>	<b>Nature Coast</b>	<b>Alachua</b>
Referrals	7,358	4,302	2,656
Percentage	46.87%	28.37%	16.67%
0-5 Population	15,698	15,163	15,931

Source: CCR&R County Comparison Report, 2007.

There were several areas of Alachua’s CCR&R services that the review team found notable.

#### **NOTABLE OBSERVATIONS**

##### ***Initiatives that enhance the coalition’s CCR&R services***

The Alachua Coalition implements several noteworthy practices as described below:

- **Training agendas.** The coalition gives weekly training agendas to CCR&R specialists as a reminder to complete CCR&R tally sheets, waitlist applications, Florida Works orientation packets, and other responsibilities of the blended specialist position. The agendas also reflect the bi-weekly staff meeting discussions and prompt staff members to visit the National Association of Child Care Resource and Referral Agencies (NACCRRA) and the Agency’s Office of Early Learning (OEL) websites.
- **Florida Works.** Twice a day on Mondays, Alachua CCR&R specialists facilitate a CCR&R presentation at Florida Works during orientation for parents receiving child care referrals and cash assistance. CCR&R staff members conduct a presentation during the morning orientation and leave information packets for the evening presentations. The staff informs parents of what they need to bring for eligibility appointments and gives the parents CCR&R packets. The staff also informs parents of the requirement to select a child care provider before the parent’s eligibility appointment.
- **Instant messaging.** The Alachua Coalition requires CCR&R specialists to keep instant messaging open on the specialists’ computers all day. When a parent arrives at the coalition office needing services, the receptionist notifies the CCR&R specialists/eligibility counselor of the parent’s arrival and the type of services needed. The CCR&R specialist or eligibility counselor is then able to instant message the receptionist with the counselor’s status of availability to see the parent. Additionally, the

specialists/counselors use the messaging to ask questions of each other, which makes it unnecessary to leave a parent alone to get questions answered.

- **Centralized mailing.** In order to keep providers informed of changes, trainings, and document requests, the coalition developed a centralized mailing system. Providers receive monthly mailings that address all program areas that reduce duplication and postage.

In addition to the above-mentioned notable observations, the analyst found several areas of non-compliance that the Alachua Coalition must address.

**COMPLIANCE ISSUES**

**CCR&R practices in need of improvement**

The coalition is in general compliance with the Standard Levels of Service (SLS), especially as the coalition ensures CCR&R services are effectively rendered within the coalition’s service area. The coalition has several areas that need improvement to ensure that the coalition’s service delivery does not lead to decreased program access for parents and providers over time.

- **Training checklist.** SLS II-2b states that all CCR&R specialists and any other staff performing CCR&R functions must receive orientation before conducting family interviews and generating referrals. The CCR&R staff training checklist, however, does not verify that all staff completed orientation before conducting interviews and generating referrals. Additionally, SLS II-2c states that “CCR&R staff members must complete training within four months of employment.” The checklist does not reflect that some staff completed the training within that time frame.
- **Secret Shopper Calls.** During one of the OEL CCR&R Network secret shopper calls, the CCR&R specialist did not offer suggestions or information on choosing quality child care. When the caller requested this information, the specialist instructed the caller to “read the brochure” instead of explaining to the caller the types of care and ratio. SLS II-5a states that “CCR&R early learning consumer/education information ... must be offered to all customers ... seeking assistance either via telephone, in person, e-mail, mail, or web.” The Agency’s opinion is that the specialist should have been more forthcoming with information during the call. Additionally, during the same secret shopper call, the specialist stated that a family child care home (FCCH) “is better because it is smaller and the child will receive more attention.” SLS II-6d states, “All CCR&R referrals must be unbiased and computer generated.”

Despite the results of the secret shopper calls while observing on-site, the review analyst observed that the specialists were competent and knowledgeable about the CCR&R process. The staff members were articulate and responsive to parents’ needs, and were well aware of community resources.

- **Quality Assessment Roll-Up Reports.** SLS II-12 states that CCR&R coordinators must use the “Quality Assessment form at least twice a year to observe each CCR&R specialist conducting a complete family interview and generating referrals (including but not limited to SR staff/coalition staff). This information must be included in the *Quality Assessment Roll-up Report* and sent to the OEL CCR&R Network Office during the second and fourth fiscal quarters. The report should detail the staff member’s name, date of assessment, and result (excellent, satisfactory, or poor)”

During the review period, the coalition had four specialists responsible for CCR&R activities. The *Quality Assessment Roll-Up Reports* that the coalition submitted to the Network did not include all CCR&R staff members required to have family interview assessments. Specifically, one CCR&R specialist completed a family interview assessment during the second quarter on June 2, 2008, that was not reflected on the *Quality Assessment Roll-up Report* that the coalition forwarded to the OEL CCR&R Network.

- **Newsletter.** Based on SLS III-1c, coalition newsletters should contain information on trainings, professional development opportunities, inclusion, and anything else that might affect a provider. Alachua’s newsletter, “Inside Voices,” does not include the Central Directory contact phone number, OEL CCR&R Network website or phone number, the DCF CCTIC website, or the State Inclusion warm line number. *Since the review, the coalition updated the newsletter to include the missing information.*
- **Provider surveys.** Based on SLS III-3b, the coalition uses provider surveys to annually update the profiles of legally operating providers. The analyst observed a sample of five surveys, which revealed data entry errors in the EFS database, for two providers. The data entry errors are detailed in the next table:

Provider Update Errors		
Provider	Category	Error
It’s About Kids	Schedule	Provider hours are 6:30 a.m.-6:00 p.m. and EFS states 8:30 a.m.-6:30 p.m.
Hoffman Family Day	Schedule, History,	Provider hours are 6:00 a.m.-7:00 p.m., but EFS states 8:30

Care Home	Curriculum, Rates	a.m.-5:30 p.m.; no listed curriculum; provider states \$100 for rates, but EFS states \$125
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- **DCF CCTIC.** Based on SLS III-4b, the coalition should list the fax number for DCF CCTIC on the coalition’s website. Although the website and phone number for DCF CCTIC are listed on the coalition’s website, the fax number is not.
- **EFS description error.** As stated in section II-13d., the coalition should make all CCR&R standard code changes and updates affecting the monthly or quarterly reports within 30 days of the OEL CCR&R Network notifying the coalition. In a review of the standard codes, the analyst noted that out of 483 codes, the coalition had only one code with the wrong description in a table that does not permit changes or additions. The coalition needs to correct the code description to ensure the validity and accuracy of the information in EFS. See the next table for the non-matching description.

Non-Matching Description			
Table	Code	Coalition Description	Standard Code Description
Prac	NACP	G-Nat'l Accred.	Council for Early Childhood Professional Programs

**RECOMMENDED ACTIONS**

The Agency monitored the coalition on the 2006 SLS. The coalition should base all corrective actions in CCR&R on the most recent version of the SLS (October 1, 2008) to ensure the coalition complies with the current guidelines. For the coalition to comply with all laws, regulations, and guidance of the Agency in the area of CCR&R, the coalition must:

- Ensure training checklist reflects staff training, dates, and signatures,
- Ensure CCR&R specialists are adequately trained in providing customer service,
- Ensure CCR&R specialists are trained to not give biased opinions on child care,
- Ensure roll-up reports reflect completed assessments and that assessments are completed timely,
- Ensure newsletters contain all information as stated in the SLS,
- Ensure provider information is correctly entered into EFS,

- List DCF CCTIC fax number on website, and
- Ensure codes are entered correctly in EFS, as required by the SLS and *Grant Award Agreement*.

**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 (s. 411.01(5)(d), F.S.).

The Agency’s review of the Alachua Coalition’s delivery of educational services found several innovative practices in place.

**NOTABLE OBSERVATIONS**

**Coalition programs encourage professional development**

Alachua has two programs that encourage and assist providers and the provider’s staff to improve their education and therefore provide better services to children and families.

- **TPDI.** The Tenure and Professional Development Incentive program encourages ongoing education and workforce stability. Directors and teachers receive bi-annual stipends on a sliding fee scale, based on education level. To qualify, teachers must have at least a CDA and work for the same employer for a minimum of six months.
- **ELC bucks.** The Alachua Coalition “bucks” program rewards teachers and directors with coupons upon completion of coalition-offered trainings. Provider staff can use the coupons or “bucks” at the coalition to purchase instructional classroom materials, including books to improve literacy, games to improve motor skills, and speech and language activities to enhance communication.

In addition to the above notable practices, the Alachua Coalition does not comply with the coalition’s SR plan in two areas, detailed below.

**COMPLIANCE ISSUES**

**Coalition does not ensure through tracking and follow-up that all SR child care providers are using a developmentally appropriate curriculum**

As required in s. 411.01(5)(c)2.a, F.S., the coalition should have a system in place to identify and monitor developmentally appropriate curricula. The coalition SR plan states that the coalition will “evaluate child care centers and family child care homes using a multi tiered plan.” The coalition has implemented a tiered system which includes a *Tier 1 and Tier 2 Checklist* that is used by the program development team to ensure a child care provider complies with the provider agreement and the requirement to use a developmentally appropriate curriculum. In reviewing sample checklists provided by the coalition, however, the analyst discovered that the coalition did not always complete the section for verifying compliance with curriculum. The coalition’s process is to discontinue checking for curriculum, if the child care provider has health and safety concerns.

Once the coalition solves the concerns, the coalition reevaluates those child care providers within 30 days. For example, the coalition provided evidence to the review analyst of three child care providers that had health and safety concerns that was also evaluated for curriculum. The coalition, however, provided incomplete documentation that the coalition re-evaluated all child care providers that fit this criterion, within 30 days as stated on the *Tier 2 Evaluation Scoring and Outcome form*<sup>1</sup>. The review analyst, therefore, was unable to verify that the coalition is currently in compliance with its SR plan for ensuring through tracking and follow-up that all SR child care providers are using a developmentally appropriate curriculum.

Additionally, the coalition is currently using E-LAP and LAP 3 to assess SR children. There is no documentation to support the coalition’s compliance with the outcome measure established in the coalition’s SR plan section 4.3.3., which states that 85% of those taking Beyond Centers and Circle Time and/or Beyond Cribs and Rattles will show gains as evidenced by pre-test and post-test scores. The coalition, therefore, needs to amend the coalition’s plan to include the actual assessment instrument used is E-LAP and LAP 3 and not Beyond Center and Circle Time and/or Beyond Cribs and Rattles and revise the related outcome measure.

### RECOMMENDED ACTIONS

In order for the coalition to comply with all laws, regulations, and recommendations of the Agency in the area of educational service delivery, the coalition must:

- Develop a follow up and tracking system to ensure all SR providers use a developmentally appropriate curriculum

and ensure those providers not passing Tier 2 health and safety issues, are reevaluated within 30 days,

- Follow-up and document compliance with measurable outcomes as stated in the SR plan, and
- Amend plan to reflect actual assessment instrument being used is E-LAP and LAP 3 and not Beyond Center and Circle Time and/or Beyond Cribs and Rattles.

<sup>1</sup> The “Tier 2 Evaluation Scoring and Outcome Form” is the form used to score the results of the “Tier 2 Checklist” form.

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**APPENDIX A—INDICATORS/EXPECTATIONS/STANDARD LEVELS OF SERVICE (APRIL 10, 2006)**


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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 (April 10, 2006)**


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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 (April 10, 2006)  
(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 CCR&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**

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- 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.

**APPENDIX B—BOARD MEMBERSHIP<sup>2</sup>**

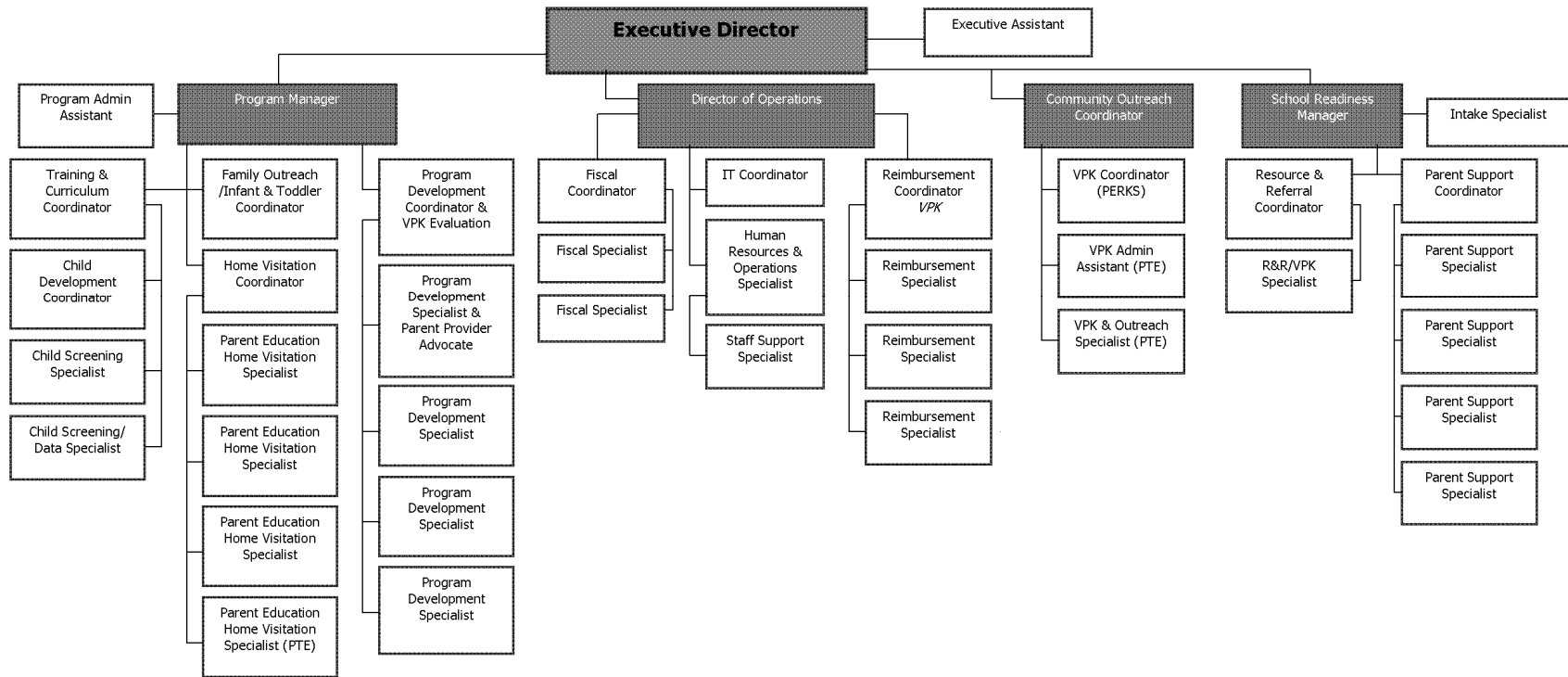
<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Norma Berger</b>	Foster Parent	Yes/Yes	Alachua County Commission	2011
<b>Pam Bremer</b>	Healthy Start Director	Yes/Yes	Department of Health	Terms not provided
<b>Dr. Wendy Cheyney</b>	Optional	No/No	Retired	Terms not provided
<b>Ann Crowell</b>	Head Start Director	Yes/No	Head Start	Terms not provided
<b>Joyce Daniels</b>	School Board of Alachua County	Yes/No	School Board of Alachua County	(mandated)
<b>Cain Davis</b>	Private Sector/ Governor appointee	Yes/Yes	Alachua County Black Republican Club	2012
<b>Laura Gillman</b>	Private Sector	Yes/Yes	Austin, Bovay, & Gillman, PA	Terms not provided
<b>Maria Kitchen</b>	Optional/Family Childcare Provider Representative	No/No	Kitchen Family Day Care	Terms not provided
<b>Debby Combs Knopf</b>	Private Sector	Yes/Yes	Florida Citizens Bank	Terms not provided
<b>Wenda Lewis</b>	Chair, Private Sector	Yes/Yes	Lewis Oil Company	2009
<b>Dr. Virginia Maurer</b>	Optional	No/No	University of Florida	Terms not provided
<b>Dr. Ken McGurn</b>	Private Sector	Yes/Yes	McGurn Management Company	Terms not provided
<b>Rebekah Reneke</b>	Faith-based provider rep	Yes/No	Holy Trinity Child Care	2011
<b>Daniel Rodkin</b>	Community College Representative	Yes/Yes	Santa Fe Community	(2011
<b>James Salter</b>	Private sector	Yes/Yes	Attorney	Terms not provided
<b>Anne Sklens</b>	Private Sector	Yes/Yes	Mercantile Bank	Terms not provided
<b>Dr. Tina Smith-Bonahue</b>	Disabilities	Yes/No	University of Florida	2010
<b>Ester Tibbs</b>	Department of Children & Families	Yes/Yes	Department of Children & Families	(mandated)
<b>Kenya Walker</b>	Private Childcare Provider Representative	Yes/No	Magic Moments Center	2011

<sup>2</sup> As submitted with the coalition's plan amendment approved on January 18, 2007.

**APPENDIX C—COMMITTEE MEMBERSHIP**

<b>Executive Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Dr. Ken McGurn</b>	Private Sector	Yes/Yes	McGurn Management Company	Terms not provided
<b>Wenda Lewis</b>	<b>Board Chair</b> /Private Sector	Yes/Yes	Lewis Oil Company	Terms not provided
<b>Debby Combs Knopf</b>	Private Sector	Yes/Yes	Florida Citizens Bank	Terms not provided
<b>Anne Sklens</b>	Private Sector	Yes/Yes	Mercantile Bank	Terms not provided
<b>Administration Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Ester Tibbs</b>	Department of Children & Families	Yes/Yes	Department of Children & Families	(mandated)
<b>Dr. Ken McGurn</b>	Private Sector	Yes/Yes	McGurn Management Company	Terms not provided
<b>Wenda Lewis</b>	<b>Board Chair</b> /Private Sector	Yes/Yes	Lewis Oil Company	Terms not provided
<b>James Salter</b>	Private sector	Yes/Yes	Attorney	
<b>Debby Combs Knopf</b>	Private Sector	Yes/Yes	Florida Citizens Bank	Terms not provided

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



Updated 3/21/08

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**APPENDIX E—COALITION RECOMMENDED ACTIONS**

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.

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***Coalition Governance***

- Ensure minimum board membership requirements are met
- Ensure that a sufficient number of private sector business members are seated on the board to remain in compliance with private sector representation requirements,
- Actively recruit governor appointees to fill board vacancies and strive to ensure two applications are on file for each open position, and
- Ensure quorum requirements established in the Florida Statutes and coalition bylaws are met at all committee meetings.

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***Operations and Program Management***

The Early Learning Coalition of Alachua County has no compliance issues in the *Operations and Program Management* review area.

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***Child Care Resource and Referral***

- Ensure training checklist reflects staff achievements,
- Ensure CCR&R specialists are adequately trained in serving customers,
- Ensure CCR&R specialists are trained to not give biased opinions on child care,
- Ensure roll-up reports reflect completed assessments and that assessments are completed timely,
- Ensure newsletters contain all information as stated in the SLS,
- Ensure provider information is correctly entered into EFS,
- List DCF CCTIC fax number on website, and
- Ensure codes are entered correctly in EFS, as required by the SLS and *Grant Award Agreement*.

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***Educational Services Delivery***

- Develop a follow up and tracking system to ensure all SR providers use a developmentally appropriate curriculum and ensure those providers not passing Tier 2 health and safety issues, are reevaluated within 30 days,
- Follow-up and document compliance with measurable outcomes as stated in the SR plan, and
- Amend plan to reflect actual assessment instrument being used is E-LAP and LAP 3 and not Beyond Center and Circle Time and/or Beyond Cribs and Rattles.