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CPR REPORT 09-04
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PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF PALM BEACH REPORT 09-04

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 Palm Beach County, Inc. (the coalition, or the Palm Beach Coalition). The on-site review took place the week of June 23-26, 2008. The review examined the period of the coalition's operations from July 2007 through June 2008.

The Palm Beach Coalition's overall implementation of early learning programs is commendable. The coalition operates the coalition's School Readiness (SR) and Voluntary Prekindergarten (VPK) programs in a manner that meets or exceeds most state and federal laws, rules, and regulations. One notable observation about the coalition's performance includes the coalition's partnership with the Children's Services Council, which allows the coalition to better serve child care providers and families.

The coalition has the opportunity to improve implementation of early learning programs in the areas of child care resource and referral (CCR&R) and educational service delivery. Failure to address the following areas of concern may reduce the coalition's effective delivery of program and services:

- The coalition shows a need for improvement in some aspects of the coalition's CCR&R program service delivery, and
- Documentation does not support that all coalition SR plan outcomes have been met.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the Palm Beach Coalition's eligibility determination practices, reimbursement, and instructor qualifications. ESFP published program findings and best practices for fiscal year 2006-2007 in a separate report on October 5, 2007.

Scope and Methodology

45 C.F.R. 98.11(b)(6) and sections 411.01(4)(l) and 1002.75(1), F.S. 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 coalition’s 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 (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 (April 10, 2006)* for a more detailed description of the SLS.

To measure the extent to which the Palm Beach Coalition meets the performance expectations and the guidelines of the SLS, the review team interviewed the coalition executive director, coalition staff, board members, 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 team visited several child care provider sites and while at the 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. The School Readiness Coalition of Palm Beach County began operations as the Early Learning Coalition of Palm Beach County in January 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 \$61,123,323.

**Expenditures in the table below represent cost categories that support the scope of the performance review and are not all-inclusive.*

Area	2007–2008
Administration (97 BBA and 97LCA)	\$745,579
Resource & Referral (97Q14)	\$269,868
Eligibility Determination (97BDE)	\$2,095,110
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$1,647,300
Inclusion Services (97QIN)	\$49,101
SR Quality Initiatives (97QOO)	\$947,951
Infant and Toddler Quality (97INT)	\$276,491
CCEP (97PPA-97PPO)	\$2,474,040
Gold Seal (97GSD)	\$3,466,782
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$27,797,892
Total Expenditures (for above OCAs only)	\$39,770,115

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of July 31, 2008.

Area	2007–2008
Administration (VPKADM)	\$165,261
Enrollments (VPENR)	\$785,829
Monitoring (VPMON & VPMNI)	\$43,174
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$20,358,944
Total Expenditures (for above OCAs only)	\$21,353,208

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of July 31, 2008.

Children Served¹. For program year 2007-2008, the Palm Beach Coalition served a total of 8,323 children in VPK and 14,168 children in the SR program for fiscal year 2007-2008.

Organization and Staffing. The coalition has a staff of 10 employees who implement the programmatic aspects of the coalition’s mission. The management staff includes the executive director, chief financial officer, chief operating officer, director of early learning, and VPK regional facilitator. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

Scope of Services. During the review period, the Palm Beach Coalition’s principle service contractor was Family Central, Inc. The contract services included CCR&R, eligibility and enrollment, child care services for contracting and compliance, child care payments for administration, slot utilization and subsidy management, and VPK services. In addition, the coalition contracted with Palm Beach Community College for a three-content hour introductory course in the use of the Florida Voluntary Pre-kindergarten Education Standards in early childhood classrooms. *Appendix E—Coalition Principal Contracts for 2007–2008* lists the coalition’s contracts by contractor, services provided, contract period, and amount.

¹ The VPK program has a summer and school year which crosses over fiscal years. Therefore for reporting purposes the SR program is reported by fiscal year and the VPK program is reported by program year.

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 21-member board consisted of six non-voting and 15 voting members representing Palm Beach 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 July 22, 2008.

The board is supported by four standing committees that consist of both voting and non-voting board members. See *Appendix C—Committee Membership* for a chart showing committee membership.

- **The Executive Committee** oversees the general operation, planning, policy, and procedure-making processes and ensures the financial integrity of the coalition.
- **The Audit Committee** provides board oversight on external auditing processes.
- **The Finance Committee** is charged with overseeing and guiding coalition finances.
- **The Procurement Committee** is responsible for the procurement of services process, which occurs every three years.

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 the report’s publication, and a subsequent six month follow-up status report. The Agency provides a comprehensive list of required actions in *Appendix F—Required 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. 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 about the coalition’s roles and responsibilities.

In general, the Palm Beach Coalition’s approach to governance and policy-making is commendable. The review team found one noteworthy practice in this area as described below.

NOTABLE OBSERVATIONS

Partnership with Children’s Services Council allows coalition to better serve child care providers and families

The coalition’s strong partnership with the Children’s Services Council (CSC) allows the coalition to provide extensive services to families and child care providers. Although there is no contract between the two entities, the coalition meets regularly with CSC staff about services for children ages 0-5. The coalition also developed its SR plan in conjunction with the CSC, and the CSC executive director also sits on the coalition board.

In addition to the stated collaboration with CSC, the coalition also benefits financially from the partnership. The coalition receives annual funding from CSC to support coalition programs. For example, the coalition received \$2.6 million from CSC for child care slots and \$2.9 million for the Continuity of Care Scholarship program. The scholarship program allows children whose parents no longer meet eligibility criteria for a SR subsidy to continue attending child care programs. The coalition also shares office space with CSC for low rent. The in-kind donation of building space for fiscal year 2007-2008 was \$52,543.

COMPLIANCE ISSUES

The Early Learning Coalition of Palm Beach complies with all applicable laws and recommendations of the Agency in the *Coalition Governance* performance review area.

Operations and Program Management

To ensure effective and efficient procurement processes, 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 proper documentation, there will be insufficient evidence that the proper procedures were followed according to chapter 287, F.S., and Agency policies. Failure to adhere to the requirements could result in conflicts of interest, bid protests, and poor quality of work performed by contractors. A coalition should 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 ss. 760.10 and 112.0455, F.S. In addition, coalitions should have policies and procedures to implement the statutory requirements related to public records requests and ensure compliance with statutory exemptions for VPK and SR data.

The Palm Beach Coalition has an effective method for managing its policies and procedures and procuring goods and services.

COMPLIANCE ISSUES

The Early Learning Coalition of Palm Beach complies with all applicable laws and 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 Palm Beach Coalition contracts with Family Central, Inc. for CCR&R services. The terms of contract 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 Palm Beach County, 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 5-year-old population and in comparison to similarly-sized coalitions.

Coalition	Duval	Orange	Palm Beach
Referrals	13,909	26,454	15,631
Percentage	18.19%	27.39%	17.90%
0-5 Population	76,477	96,566	87,347

Source: CCR&R County Comparison Report, 2007.

The Palm Beach Coalition meets most requirements for CCR&R. The review team found, however, a few areas of compliance that the coalition should 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 Palm Beach service area.

- **Secret shopper calls.** SLS II-6a states, “if a customer requests . . . child care referrals or other information about community resources, a CCR&R customer intake and interview in EFS must be completed, with customized CCR&R referrals generated if requested.” One of the two secret shopper calls conducted by the OEL CCR&R Network, however, did not result in the coalition mailing a parent packet with requested referrals.
- **Incorrect descriptions.** SLS II-13d states that “all R&R provider and customer code changes/updates affecting the monthly or quarterly reports must be made within 30 days of receiving notification by the OEL CCR&R Network unless other instructions are given.” The analyst found eight descriptions that the coalition entered incorrectly into EFS. See table 4 for non-matching descriptions.

Table	Code	Coalition Description	Standard Code Description
CRST	2	INF<12	R&R Care Levels
PAEL	PRE	DOE PRE-KEI	School Readiness
PRST	MAEC	MA Degree Child Related	MA Degree Early Childhood
PRSU	IVA	State Subsidized Contract	School Readiness Contract
REFR	RCOA	Readiness Coalition	Early Learning Coalition
REFT	COAL	Local Sch. Readiness Coal	Early Learning Coalition
XCPT	PREK	Pre-K Early Intervention	School Readiness Program

PRST	BAEC	BA Degree Child Relates	B.A. Degree Early Childhood
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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 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 family information packets are complete and sent within 48 hours or the close of the second business day after a call, as requested by parents.
- Ensure all CCR&R standard code descriptions are updated timely and entered correctly 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 Palm Beach Coalition meets many requirements for educational services delivery. The coalition did not, however, provide evidence to the review team that the coalition meets two of the coalition’s stated plan outcomes.

COMPLIANCE ISSUES

Documentation does not support coalition SR plan outcomes have been met

Several items in the coalition SR plan were supposed to meet specific measurable outcomes. In two of these areas, the coalition provided insufficient documentation that the coalition complied with meeting its stated outcomes, as detailed below:

- **Professional Quality Assessment.** In its SR plan, section 4.3.3, the coalition states, “fifty percent of the modifiable issues identified in the Professional Quality Assessment will be accomplished after curriculum training.” The coalition did not provide the Agency a copy of the assessment, nor any documentation that it met this outcome.

- **Referrals.** The coalition did not provide evidence that 100% of children needing referrals after the pre- and post-tests received the referrals as stated in the coalition's SR plan, section 4.2.2.

RECOMMENDED ACTIONS

For the coalition to comply with all laws, regulations, and recommendations of the Agency in the area of Educational Service Delivery, the coalition must amend or adhere to its SR plan to ensure that the coalition meets all stated outcomes.

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

Performance Expectations for Coalition 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 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

- 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)

- 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/CCR&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.

Excerpts from the Standard Levels of Service for Child Care Resource & Referral (continued) (April 10, 2006)

- 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.

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 SR providers.
- 3 The coalition is ensuring the selection and use of a character development program by all SR providers.
- 4 The coalition has an effective process for providing age-appropriate developmental screenings.
- 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.
- 8 The coalition is implementing effective strategies to improve the quality and availability of child care services.
- 9 The coalition is implementing a comprehensive program that supports: (1) Educational and skill-building opportunities for parents and (2) Economic self-sufficiency for parents.

APPENDIX B—BOARD MEMBERSHIP

Name	Designation	Mandatory/ Voting	Affiliation	Term/Ends
Perry Borman	District administrator designee	Yes/Yes	DCF	(mandated)
Gaetana Ebbole	CEO	Yes/Yes	Children's Services Council	(mandated)
Dr. Marsha Fishbane	Treasurer Medical Director of School Health	Yes/Yes	Palm Beach County Health Department	(mandated)
John O'Malley	Director of Environmental Health and Engineering	Yes/Yes	Palm Beach County Health Department	(mandated)
Patrick Cannan	Director of Public Relations	Yes/Yes	Palm Beach County Workforce Alliance, Inc.	(mandated)
Dr. Carmen Nicholas	Director	Yes/No	Palm Beach County Head Start	(mandated)
M.J. Steele	Director/School District Superintendent Designee	Yes/No	Department of Early Childhood Education School District of PBC	(mandated)
Jeff Coons	Secretary	Yes/Yes	Palm Beach County Commission	January 2010
Dr. Roanne Moreno	Director of the Institute of Excellence in Early Care and Education	Yes/Yes	Palm Beach Community College	(mandated)
Ruth A. Doran	Faith-based childcare provider	Yes/No	St. Jude Preschool	January 2009
Nicole Matlock	Private childcare provider	Yes/No	Kids Club	February 2008
Wanda Baldwin	Early Steps Program Coordinator/Disabilities representative	Yes/No	Children's Medical Services, Florida Easter Seals	January 2009
Barbara Weinstein	Central agency representative	Yes/No	Family Central	(mandated)
Kenneth Kahn	Private sector	Yes/Yes	President, LRP Publications	January 2009
Leondrae D. Camel	Private sector	Yes/Yes	Owner, Camel Funeral Home	March 2010
Traver Gruen-Kennedy	Private sector, Governor appointee	Yes/Yes	Vice president, Community and Government Affairs, Day Jet, Inc.	April 2009
Philippe Jeck Jupiter	Private sector	Yes/Yes	Partner, Jeck, Harris, Raynor and Jones, PA	January 2010
Kristen Pressly	Private sector, Governor appointee	Yes/Yes	Director of Legal Services, The Breakers	Re-appointed October 2007
Alvin Leaks	Private sector	Yes/Yes	Director, Nationwide Retirement Solutions	January 2010
Christina Worley	Private sector, Governor appointee	Yes/Yes	Managing member, Castle Wealth Management	April 2008
Kerry Perl	Private sector	Yes/Yes	Vice President, BNY Mellon Private Wealth Management	January 2009

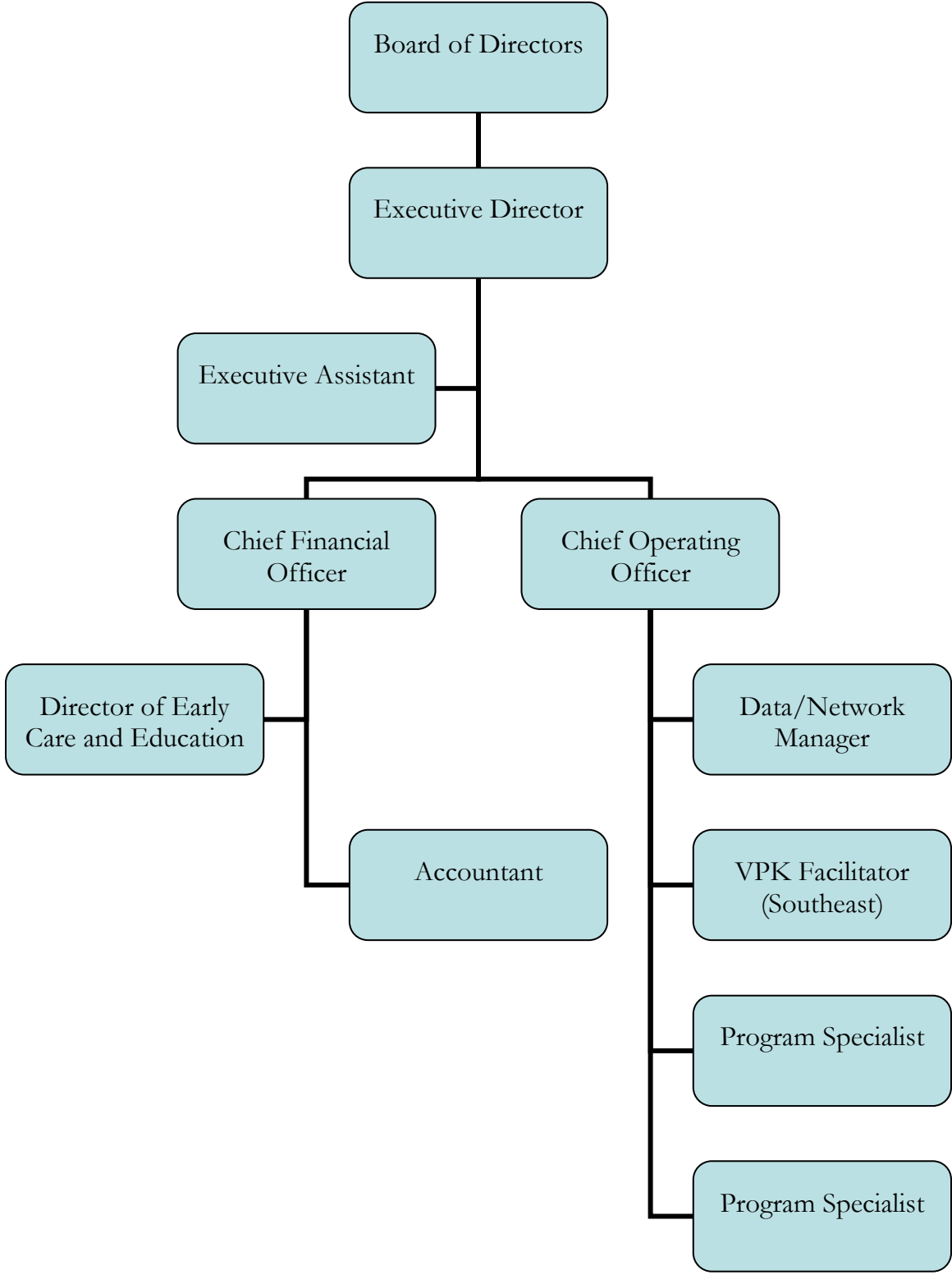
Source: Board membership as submitted with the coalition's SR plan amendment that was approved on July 22, 2008..

APPENDIX C—COMMITTEE MEMBERSHIP

Executive Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Christina Worley	Private sector, Governor appointee	Yes/Yes	Managing member, Castle Wealth Management	April 2008
Tana Ebbole	CEO	Yes/Yes	Children's Services Council	(mandated)
Dr. Marsha Fishbane	Treasurer Medical Director of School Health	Yes/Yes	Palm Beach County Health Department	(mandated)
Jeff Koons	Secretary	Yes/Yes	Palm Beach County Commission	January 2010
Leondrae Camel	Private sector	Yes/Yes	Owner, Camel Funeral Home	March 2010
Traver Gruen-Kennedy	Chair /Private sector, Governor appointee	Yes/Yes	Vice president, Community and Government Affairs, Day Jet, Inc.	April 2009
Kristy Pressly	Private sector, Governor appointee	Yes/Yes	Director of Legal Services, The Breakers	Re-appointed October 2007
Finance Committee				
Name	Finance Office	Mandatory/ Voting	Affiliation	Term/Ends
Christina Worley	Private sector, Governor appointee	Yes/Yes	Managing member, Castle Wealth Management	April 2008
Jeff Koons	Secretary	Yes/Yes	Palm Beach County Commission	January 2010
Traver Gruen-Kennedy	Private sector, Governor appointee	Yes/Yes	Vice president, Community and Government Affairs, Day Jet, Inc.	April 2009
Dr. Marsha Fishbane	Committee Chair/Treasurer Medical Director of School Health	Yes/Yes	Palm Beach County Health Department	(mandated)
Kerry Perl	Private sector	Yes/Yes	Vice president, BNY MELLON Private Wealth Management	January 2009
Audit Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Christina Worley	Chair /Private sector, Governor appointee	Yes/Yes	Managing member, Castle Wealth Management	April 2008
Procurement Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Kerry Perl	Committee Chair /Private sector	Yes/Yes	Vice president, BNY MELLON Private Wealth Management	January 2009

Alvin Leaks	Private sector	Yes/Yes	Director, Nationwide Retirement Solutions	January 2010
Ken Kahn	Private sector	Yes/Yes	President, LRP Publications	January 2009
Pat Cannan	Director of Public Relations	Yes/Yes	Palm Beach County Workforce Alliance, Inc.	(mandated)
Dr. Marsha Fishbane	Treasurer Medical Director of School Health	Yes/Yes	Palm Beach County Health Department	(mandated)

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2007-2008

Contractor	Services Provided	Contract Period	Contract Amount
Family Central, Inc.	CCRR eligibility and enrollment, child care services for contracting and compliance, child care payments for administration, slot utilization, subsidy management, VPK services	07/1/07-06/30/08	\$5,984,213

APPENDIX F—COALITION RECOMMENDED ACTIONS

All compliance issues require the coalition to submit a corrective action plan within 30 days of the report’s publication, and a subsequent six month follow-up status report.

Coalition Governance

The Early Learning Coalition of Palm Beach complies with all applicable laws and recommendations of the Agency in the *Coalition Governance* performance review area.

Operations and Program Management

The Early Learning Coalition of Palm Beach complies with all applicable laws and recommendations of the Agency in the *Operations and Program Management* performance review area.

Child Care Resource and Referral

- Ensure family information packets are complete and sent within 48 hours or the close of the second business day after a call, as requested by parents.
- Ensure all CCR&R standard code descriptions are updated timely and entered correctly into EFS.

Educational Services Delivery

Amend the coalition plan or ensure that all stated outcomes are being met.