

STATE OF FLORIDA  
GOVERNOR  
CHARLIE CRIST

AGENCY FOR  
WORKFORCE INNOVATION  
INTERIM DIRECTOR  
CYNTHIA R. LORENZO

OFFICE OF EARLY LEARNING  
(850) 921-3180

**DIRECTOR**  
BRITTANY BIRKEN, PH.D.

**ACCOUNTABILITY MANAGER**  
STEPHANIE L. GEHRES

**REVIEW SUPERVISOR**  
TAMARA PRICE

**REVIEW ANALYSTS**  
REGINAL WILLIAMS  
ANDREA RAINES  
ROYAL LOGAN  
CHRISTINE JOHNSON

**WRITER**  
RENEE LISS

**INTERNAL QUALITY ASSURANCE**  
CELICIA BELL  
BETTY WALLACE  
TOM IMHOLT

---

**CPR REPORT 09-05**  
MARCH 2009

---



---

---

# ***PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF BREVARD COUNTY REPORT 09-05***

## **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 Brevard County, Inc. (the coalition, or the Brevard Coalition). The on-site review took place the week of November 3-6, 2008. The review examined the coalition's operations from July 2007 through November 2008.

The Brevard Coalition operates School Readiness (SR) and Voluntary Prekindergarten (VPK) programs in a manner that is mostly consistent with the coalition's SR plan. The coalition, however, has the opportunity to improve implementation of early learning programs in the areas of coalition governance, 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:

- Board membership out of compliance with statute.
- Committee meeting minutes do not satisfy the Florida Government in the Sunshine Law.
- Poor performance in key aspects of CCR&R service delivery.
- Failure to follow the coalition's SR plan for tracking follow-up services to families receiving referrals.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the Brevard Coalition's eligibility determination practices, reimbursement, and instructor qualifications. ESFP has not published program findings and best practices for fiscal year (FY) 2007-2008 as of the date of this report.

---

---

## 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.). 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” 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 a coalition in maintaining high quality programs and operations. The expectations outlined in section 411.01(4)(l), F.S., cover specific areas of program implementation: governance and operational processes, grant award and contract management, program access and availability, and educational service delivery.

In addition, the Agency developed the *Child Care Resource & Referral Network CCR&R Standard Levels of Service (SLS)* to guide a coalition in delivering CCR&R 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 Brevard Coalition meets the performance expectations and the guidelines of the SLS, the review team interviewed the coalition’s 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 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.** The Brevard School Readiness Coalition began operations as the Early Learning Coalition of Brevard 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 \$28,018,997. *\*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)	\$800,963
Resource & Referral (97Q14)	\$177,317
Eligibility Determination (97BDE)	\$672,770
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$557,350
Inclusion Services (97QIN)	\$86,250
SR Quality Initiatives (97QOO)	\$793,523
Infant and Toddler Quality (97INT)	\$156,827
CCEP (97PPA-97PPO)	\$196,480
Gold Seal (97GSD)	\$924,969
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$13,649,318
<b>Total Expenditures (for above OCAs only)</b>	<b>\$18,015,767</b>

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

Table 2. Early Learning Coalition of Brevard County Reported VPK Expenditures	
Area	2007-2008
Administration (VPKADM)	\$276,209
Enrollments (VPENR)	\$170,088
Monitoring (VPMON & VPMNI)	\$22,109
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$9,534,824
<b>Total Expenditures (for above OCAs only)</b>	<b>\$10,003,230</b>

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

**Children Served<sup>1</sup>.** For FY 2007-2008, the Brevard Coalition served 6,473 children in the SR program and for the 2007-2008 VPK program year, the coalition served 3,992 children.

**Organization and Staffing.** During the review period, the coalition had a staff of 47 employees who implemented the programmatic aspects of the coalition’s mission. The management staff included the executive director, business manager, finance director, assistant director, resource development director, and quality assurance director. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

**Scope of Services.** During the review period, the Brevard Coalition brought the following services in-house: SR eligibility, provider reimbursement, VPK provider certification, monitoring, health and developmental , screenings, and Project Safety Net. Child Care Association of Brevard County (CCABC) previously held the contract for those services. The contract with CCABC expired on December 31, 2007.

Devereux Florida provided Partners in Education and Research for Kindergarten Success (PERKS); training and support services to SR providers, teachers, children, and families; and support services and technical assistance to VPK teachers. Devereux also provided CCR&R, inclusion, VPK eligibility determination, and monitoring/assessment of SR

providers. *Appendix E—Brevard Coalition 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 to conduct day-to-day operations. At the time of the review, the 16-member board consisted of four non-voting and 12 voting members. Membership composition includes representatives from both the private and public sectors. *Appendix B depicts the Early Learning Coalition of Brevard County Board Membership as of November 2008.*

During the review period, the coalition had eight standing committees (see committee descriptions below).

- **The Executive Committee** reviews the coalition’s overall strategies and operations. The committee also makes decisions on the coalition’s behalf between full board meetings, acts as the overall coalition leadership, and has final action authority in times of emergency. Membership consists of the coalition chair, vice chair, treasurer, and secretary.
- **The Finance Committee** reviews budgets and makes recommendations for fund allocations. It also reviews and makes recommendations on financial issues as needed. The coalition restricts committee membership to voting board members.
- **The Legislative Committee** meets when needed to provide information about SR and VPK programs to local legislators.
- **The Quality Improvement Committee** works with coalition staff to update the annual *Quality Improvement Plan*, establish procedures for monitoring contractors, assist with on-site reviews of contractors, and provide reports to the board on the results of each monitoring.
- **The Nominating Committee** recommends new members to the board and presents the officer nominations. The coalition allows both voting and non-voting board members to sit on this committee.
- **The By-laws Committee** recommends appropriate revisions to the corporate bylaws to ensure efficient board operations, when necessary.
- **The Outreach and Fund Development Committee** works with coalition staff to identify opportunities for securing matching funds for SR services. These include planning fundraising activities, grants, and events.

<sup>1</sup> 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.

- **The Program and Planning Committee** works with coalition staff to review and implement program enhancements, including curriculum and development assessments. Two *ad hoc* sub-committees branched off of the Program and Planning Committee: the Curriculum Committee and the Assessment Committee. The Curriculum Committee reviews curriculum to determine compliance with performance standards and makes recommendations for approval from the board. The Assessment Committee reviews developmental assessments to determine compliance with Agency requirements and makes recommendations to the board for approval.

## Findings

The following report of findings summarizes notable observations and compliance issues that the review analysts observed during the monitoring. The Agency requires the coalition to submit a corrective action plan for all compliance issues within 30 days of the report’s publication, as well as 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. A coalition may use both formal and informal mechanisms to ensure the coalition’s executive staff adheres to proper roles and responsibilities. Additionally, the coalition 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.

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. These procedures must establish, among other requirements, how the board constitutes a quorum as well as how the board receives motions for decision. The Brevard Coalition’s bylaws set *Modern Rules of Order* as a standard for parliamentary procedure for voting members.

In general, the Brevard 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

### **Board membership is out of compliance with state statute**

The Agency analyst discovered two issues with the coalition’s board membership, which should be corrected immediately to avoid legal challenges in the future:

- **Total board membership.** Out of 10 board meetings examined by the analyst from August 2007 - June 2008, only four 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. At the conclusion of the on-site review, the coalition had a total of 16 board members. The faith based child care provider position and one governor appointee position were vacant.
- **Private sector membership below requirement.** As required by s. 411.01(5)(a)7., F.S., more than one-third of membership (more than 33.3%) must be from the private sector. For six out of 10 months during the board meeting review period, the Brevard Coalition board did not meet that requirement. Private sector membership was four out of 17 (24%) for August 2007; six of 18 (33.3%) for September, October, November, and December 2007; and five of 15 for June 2008 (33.3%). During the on-site review, which was outside of the board meeting review period, the coalition had six private sector members out of 16 board members (38%), which complies with the statute.

### **Committee meeting minutes do not satisfy the Florida Government in the Sunshine Law**

The review analyst found that the Brevard Coalition summarizes the important discussion items and recommendations from committee meetings and includes the summaries in the full board meeting packets. Briefly summarizing the events of a meeting satisfies the Sunshine Law requirements, as stated in s. 286.011, F.S.

Section 286.011(2), F.S., requires that the minutes of meetings are “promptly recorded” and made available to the public. The coalition, however, summarized the events of several committee meetings that occurred several weeks apart into one document. Furthermore, the minutes did not indicate the dates upon which separate events occurred. Several weeks of delay between holding a meeting and recording the minutes of the meeting cannot be considered “promptly recording” the minutes as required by the Sunshine Law.

### **Recommended Actions**

The coalition has already implemented several of the following recommended actions; however, in order for the coalition to comply with all laws, regulations, and recommendations of the Agency in the area of coalition governance, the coalition must:

- Improve board member recruitment efforts and bring membership up to minimum statutory requirements,
- Implement procedures to keep private sector ratios in compliance with statute, and
- Promptly record individual committee meeting minutes to ensure compliance with Florida Government in the Sunshine Law.

**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 Early Learning Coalition of Brevard County has an efficient and effective method for procuring goods and services and has comprehensive policies and procedures to effectively handle information management and for managing coalition personnel.

**COMPLIANCE ISSUES**

The Early Learning Coalition of Brevard County fully complies with all applicable laws 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 financial assistance for 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. Parents who do not need assistance finding child care will still benefit from receiving educational materials and information provided through CCR&R, which includes quality indicators to look for when selecting a child care location and information on health, safety, and curriculum.

Each CCR&R specialist should be prepared to explain various types of care (e.g., family child care, child care centers, the SR program, faith-based programs, VPK, Head Start, and nanny/au-pair). A coalition must provide customers who are offered CCR&R services with options and resources in addition to wait list placement. Families enrolling children in the VPK program may request a complete list of all VPK providers in the area or receive a customized list of VPK providers in the area that best match the needs of the family.

The Brevard Coalition contracted with Devereux Florida (Devereux) for CCR&R services in FY 2007-2008. The contract totaled \$97,000. The terms of agreement included 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 Brevard County.

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.

<b>Coalition</b>	<b>Pasco-Hernando</b>	<b>Seminole</b>	<b>Brevard</b>
Referrals	12,083	4,328	5,227
Percentage	34.13%	14.26%	16.34%
0-5 Population	35,404	30,341	31,985

Source: CCR&R County Comparison Report, 2007

The Brevard Coalition has several areas in CCR&R that need to be addressed. The issues are listed below.

**COMPLIANCE ISSUES**

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

The coalition is mostly in compliance with the SLS. The coalition, nevertheless, 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.

- **Inadequate monitoring.** The coalition monitored the coalition’s contracted service provider, Devereux, twice during FY 2007-2008. The monitoring, however, did not ensure that Devereux properly trained all CCR&R staff.
- **Insufficient staffing.** SLS section II-2a states that a coalition must maintain sufficient CCR&R staffing to meet “all required program responsibilities, including at least one R&R coordinator and specialist.” The contract between the coalition and Devereux required a sufficient number of staff members, but the service provider did not maintain sufficient staff. Devereux had four CCR&R positions: the program manager, CCR&R coordinator, and two specialists. At the time of the review, the coordinator position was vacant and filled by an interim coordinator who also served as a CCR&R specialist. One of the four positions was shared by two part-time employees.  
  
It is the duty of the Devereux part time CCR&R specialists to greet customers at the front desk. The scheduled part time specialist who was scheduled to work, however, was out sick during the on-site monitoring visit, and only the CCR&R interim coordinator was available to perform CCR&R duties. As a result, there was no one at the front desk to greet potential customers or direct them to appropriate services.
- **Specialist certification.** The coalition’s contract with Devereux, along with the SLS section II-2c, states that CCR&R specialists must renew their Level I certifications annually. One Brevard specialist’s certification expired on October 29, 2008, but the CCR&R Network did not receive submission of recertification for the specialist until November 13, 2008.
- **Reference guides.** Based on SLS section II-3, a specialist should have current copies of the *CCR&R Network Reference Guide*, including the most current updates inserted into the appropriate sections. One specialist had the current SLS, but had expired *CCR&R Standard Codes*. The other two specialists had both expired codes and an expired SLS in their reference guides.
- **Professional development.** SLS sections II-10a and b list several trainings that a CCR&R specialist should attend. Devereux specialists told the review analyst that they have not attended any “train-the-trainer”

conferences or professional trainings. Devereux also informed the coalition that staff did not attend the required training. This left the coalition out of compliance with the SLS for at least the last year of the coalition’s contract with Devereux. The coalition brought services in-house on December 1, 2008. The Network provided CCR&R training to coalition staff from November 12-14, 2008.

- **New provider packet.** The *new* provider informational packet, stated in SLS section III-1a, is missing the following two out of 12 items:
  - The local CCR&R newsletter, and
  - Department of Children and Family Services Child Care Training Information Center (DCF CCTIC) fax number.
- **Website.** SLS section II-4b details specific information that the coalition should include on its website. It states that the website should include the phone number, fax number and e-mail address for DCF CCTIC. The Brevard Coalition’s website contains the DCF CCTIC phone number but the fax number and email address is missing.
- **Newsletter/annual mail out.** The coalition’s newsletter/annual mail out, stated in SLS III-1c, is missing the following two out of nine items:
  - Statewide inclusion telephone number, and
  - DCF CCTIC telephone number and website address.
- **Provider updates.** SLS section III-3b states that the coalition must annually update all legally-operating providers in EFS, based on the provider survey instructions. In Brevard, some data entries differ from the information the providers submitted on the surveys. The coalition did not provide history notes in EFS to support the discrepancies in rates, curriculum, enrollment, and other services that the provider offered. Table 4 below lists the providers and discrepancies.

<b>Provider Name</b>	<b>Description</b>
Pineapple Cove Academy	environment, history screen
Alice Paul Family	history, environment, enhanced services screens
Vernita Jones Family Daycare Home	history, curriculum, enrollment screens

Little Explorers Learning Center	enrollment and history screens
----------------------------------	--------------------------------

**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:

- Monitor the coalition’s contractors, when applicable, to ensure all staff are trained as specified in the SLS,
- Ensure the coalition or service provider employs and maintains sufficient staffing to provide adequate services to customers,
- Ensure CCR&R specialists renew their Level I certification every year before the certification expires,
- Update reference guides regularly to ensure they include the most recent information,
- Participate in required CCR&R trainings and professional development conferences as specified by the OEL CCRR Network,
- Ensure provider packets include all information stated in the most current version of the SLS,
- Update coalition website to include all information stated in the SLS,
- Update newsletter/annual mail out to include all information as stated in the SLS, and
- Correctly update child care providers in the EFS database based on provider surveys, and include history notes explaining why any updates differ from the surveys.

**Educational Service Delivery**

Section 411.01, F.S., delineates the 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.).

In evaluating key aspects of educational service delivery, the review team concluded that the Brevard Coalition does not comply with the coalition’s plan in only one area, as detailed below.

**COMPLIANCE ISSUE**

**Brevard does not follow its SR plan in regard to tracking follow-up services to families receiving referrals**

The coalition’s SR plan outcome measure 3.5.1 states that 90% of families receiving referrals will have follow-up services within 30 days, and that the coalition will use on-site monitoring to confirm the follow-up is happening within 30 days. The coalition, however, stated in an email that they do not have a process to track referrals and that there are ongoing discussions about meeting this outcome measure.

**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 adhere to or amend its SR plan to track and follow up with 90% of families that received referrals, within 30 days.

---

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

***Performance Expectations for Educational Service Delivery***

---

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

---

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


---

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:

- 1
  - 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)

CCR&R Coordinator/designated trainer must use the Quality Assessment form to observe each CCR&R specialist, (including but not limited to School Readiness staff/ELC staff) conducting a complete family interview and generating referrals at least twice a year.

- 2
  - 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 Each ELC must complete an internal CCR&R Programmatic Assessment. Assistance is available from coalition analysts and CCR&R Network staff.

- 4 ELC and CCR&R Staff must respond in a timely manner to the AWI-OEL monitoring staff's request for a scheduled monitoring date, be available for interviews, and provide all necessary documents as requested during the monitoring session.

Work to promote awareness of the Child Care Executive Partnership and other employer initiatives. Training and TA is available upon request. Possible activities may include but are not limited to:

- 5
  - Speaking at employer benefit events
  - Speaking at local Chamber of Commerce meetings
  - Speaking at Kiwanis, Rotary, or other service club meetings

**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>Shannon Smithwick</b>	Chair, Private sector governor appointee	Yes/Yes	John Hancock Life Insurance Company	4 years/April 30, 2009
<b>Pamela C. Hamilton</b>	Vice Chair, County health department designee	Yes/Yes	Brevard County Health Department	(mandated)
<b>Mildred Coyne</b>	Treasurer, Community college representative	Yes/Yes	Brevard Community College	(mandated)
<b>Marci Brilley</b>	Secretary, Workforce board designee	Yes/Yes	Brevard Workforce Development Board	(mandated)
<b>Michelle Vincent</b>	Private sector	Yes/Yes	Application Software Training	4 years/April 30, 2010
<b>Verner Buchanan</b>	Licensing agency representative	Yes/Yes	Brevard County Child Care Licensing	(mandated)
<b>Sherry Covell</b>	Private sector	Yes/Yes	Harris Corporation	4 years/August 30, 2012
<b>Michael Durante</b>	Private sector	Yes/Yes	Berman, Hopkins, Wright & LaHam, CPA's and Associates, LLP	4 years/September 30, 2011
<b>Hugh Halsey</b>	Private sector	Yes/Yes	Raymond James Financial Services	4 years/June 30, 2010
<b>Chenita Joiner</b>	County commission representative	Yes/Yes	Brevard County Board of Commissioners	(mandated)
<b>Linda Graham</b>	Head Start representative	Yes/No	Child Care Association of Brevard	(mandated)
<b>Nancy Grzesik</b>	Private sector, governor appointee	Yes/Yes	Brevard Zoo	4 years/April 30, 2011
<b>Althea Puzio</b>	Children with disabilities agency representative	Yes/No	Early Steps	3 years/September 30, 2008
<b>Myrna Shimei</b>	Department of Children and Family Services representative	Yes/Yes	DCF	(mandated)
<b>Lori Duester</b>	Private child care provider representative	Yes/No	The Children's Center	4 years/September 20, 2012
<b>Teresa Wright</b>	School district designee	Yes/No	Brevard Public School District	(mandated)

<sup>2</sup> This chart reflects membership as stated on board roster received on-site November 2008.

**APPENDIX C—COMMITTEE MEMBERSHIP**

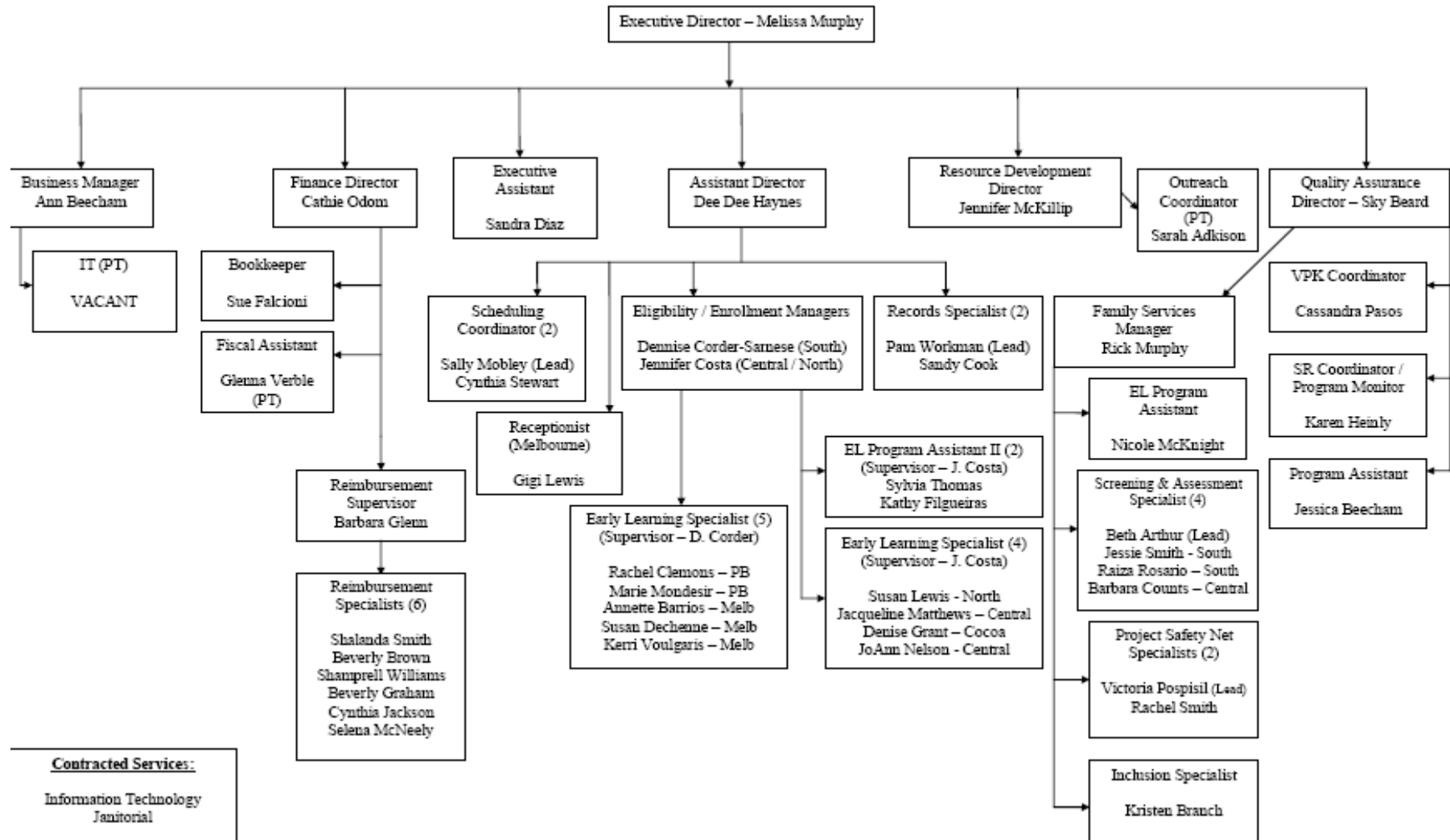
<b>Executive Committee</b>				
<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Shannon Smithwick	Chair	Yes/Yes	John Hancock Life Insurance Company	4 years/April 30, 2009
Mildred Coyne	Treasurer	Yes/Yes	Brevard Community College	(mandated)
Pam Hamilton	Vice Chair	Yes/Yes	Brevard County Health Department	(mandated)
Marci Brilley	Secretary	Yes/Yes	Brevard Workforce Development Board	(mandated)
<b>Finance Committee</b>				
<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Shannon Smithwick	Board chair	Yes/Yes	John Hancock Life Insurance Company	4 years/April 30, 2009
Marci Brilley	Board Secretary	Yes/Yes	Brevard Workforce Development Board	(mandated)
Nancy Grzesik	Private sector, governor appointee	Yes/Yes	Brevard Zoo	4 years/April 30, 2011
Mildred Coyne	Committee Chair	Yes/Yes	Brevard Community College	(mandated)
<b>Legislative Committee</b>				
<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Mildred Coyne	Community college representative	Yes/Yes	Brevard Community College	(mandated)
Michael Durante	Private sector	Yes/Yes	Berman, Hopkins, Wright & LaHam, CPA's and Associates, LLP	4 years/September 30, 2011
<b>Quality Improvement Committee</b>				
<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Barb Katsen	Not a board member			
Althea Puzio	Children with disabilities agency representative	Yes/No	Early Steps	3 years/September 30, 2008
Myrna Shimei	Department of Children and Families representative	Yes/Yes	DCF	(mandated)
Chenita Joiner	County commission representative	Yes/Yes	Brevard County Board of Commissioners	(mandated)

<b>Nominating Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Myrna Shimei</b>	Department of Children and Families representative	Yes/Yes	DCF	(mandated)
<b>Michelle Vincent</b>	Private sector	Yes/Yes	Application Software Training	4 years/April 30, 2010

<b>By-Laws Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Not Assigned</b>	Committee Chair			
<b>Marci Brilley</b>	Secretary, Workforce board representative	Yes/Yes	Brevard Workforce Development Board	(mandated)

<b>Outreach and Fund Development Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Pamela C. Hamilton</b>	County health department designee	Yes/Yes	Brevard County Health Department	(mandated)
<b>Michelle Vincent</b>	Private sector	Yes/Yes	Application Software Training	4 years/April 30, 2010
<b>Hugh Halsey</b>	Private sector	Yes/Yes	Raymond James Financial Services	4 years/June 30, 2010

**APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE**



---

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


---

**NOTE:** The table below is predicated upon budgeted amounts, not actual expenditures. Also note that the coalition took most services in-house from CCABC on January 1, 2008.

<b>Contractor</b>	<b>Services Provided</b>	<b>Contract Period</b>	<b>Amount</b>
<b>CCABC</b>	Subsidized Child Care Administration, Eligibility Determination, Non-Direct Services, Safety Net (Case Management)	07/01/07 – 12/31/07	\$8,704,621
<b>Devereux</b>	CCRR Basic Services, Coalition Quality Services, Quality (Infant/Toddler), Quality (Inclusion), VPK Eligibility/ Enrollment, Non-direct services, Administration, PERKS	7/01/07-06/30/08	\$519,278

---

**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, as well as a subsequent six month follow-up status report.

---

***Coalition Governance***

- Improve board member recruitment efforts and bring membership up to minimum statutory requirements,
- Implement procedures to keep private sector ratios in compliance with statute, and
- Promptly record individual committee meeting minutes to ensure compliance with Florida Government in the Sunshine Law.

---

***Operations and Program Management***

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

---

***Child Care Resource and Referral***

- Monitor the coalition's contractors, when applicable, to ensure all staff are trained as specified in the SLS,
- Ensure the coalition or service provider employs and maintains sufficient staffing to provide adequate services to customers,
- Ensure CCR&R specialists renew their Level I certification every year before the certification expires,
- Update reference guides regularly to ensure they include the most recent information,
- Participate in required CCR&R trainings and professional development conferences as specified by the OEL CCRR Network,
- Ensure provider packets include all information stated in the most current version of the SLS,
- Update coalition website to include all information stated in the SLS,
- Update newsletter/annual mail out to include all information as stated in the SLS, and
- Correctly update child care providers in the EFS database based on provider surveys, and include history notes explaining why any updates differ from the surveys.

---

***Educational Service Delivery***

Adhere to or amend the SR plan to track and follow up with 90% of families that received referrals, within 30 days.