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CPR REPORT 09-06
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PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF OKALOOSA/WALTON REPORT 09-06

Results in Brief

In accordance with s. 411.01(4)(l), Florida Statutes (F.S.), the Agency for Workforce Innovation (the Agency) conducted a performance review of the Early Learning Coalition of Okaloosa and Walton Counties, Inc. (the coalition, or the Okaloosa/Walton Coalition). The on-site review took place the week of September 8-11, 2008. The review examined the period of the coalition's operations from July 2007 through September 2008.

Overall, the Okaloosa/Walton Coalition is effectively implementing the coalition's early learning programs. The coalition operates its School Readiness (SR) and Voluntary Prekindergarten (VPK) programs in a manner that meets or exceeds most state and federal laws, rules, and regulations. Additionally the coalition meets all program outcomes as approved in the coalition's SR plan. One notable observation about the coalition's performance includes the coalition's *Jump Start Into Child Care* program that assists new child care workers' transition into caregivers, mentors, and teachers.

Notwithstanding the above observation, the coalition's performance needs improvement, specifically in the areas of coalition governance, operations and program management, and Child Care Resource and Referral (CCR&R). The coalition's failure to address the following areas of concern may reduce the coalition's effective delivery of program and services:

- Private sector business board membership is not consistent with state statutes and coalition bylaws.
- Grievance policies do not address complaints made by or against board members.
- Coalition contracts, policies, and procedures fail to meet minimum requirements for procuring goods and services, contract management, and monitoring of deliverables.
- Need for improvement in some aspects of the coalition's CCR&R program service delivery.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of eligibility determination practices, reimbursement, and instructor qualifications. The ESFP unit published program findings and best practices for fiscal year 2006-2007 in a separate report on March 6, 2009.

DO NOT REMOVE SECTION BREAK

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 a coalition in maintaining high quality programs and operations. The expectations outlined in section 411.01(4)(l) cover specific areas of program implementation: coalition governance, operations and program management, 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 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 Okaloosa/Walton 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 sub-contractor staff. 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 SR coalitions of Okaloosa and Walton counties formed separately in April and May 2000. The two coalitions merged in 2004, and in 2005 began operating as the Early Learning Coalition of Okaloosa and Walton Counties, Inc., in response to the passage of amendments made to Chapter 411, F.S. The coalition’s expenditures for the SR and VPK programs for fiscal year 2007–2008 totaled approximately \$12.241 million.

**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)	\$341,506
Resource & Referral (97Q14)	\$158,074
Eligibility Determination (97BDE)	\$398,578
Monitoring w/ other Non-direct services (97BBB, 97CCT, 89JTR, 89JOO)	\$472,576
Inclusion Services (97QIN)	\$37,395
SR Quality Initiatives (97QOO)	\$350,886
Infant and Toddler Quality (97INT)	\$124,235
CCEP (97PPA-97PPO)	\$0
Gold Seal (97GSD)	\$173,103
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$6,237,049
Total Expenditures (for above OCAs only)	\$8,293,404

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

Table 2: Early Learning Coalition of Okaloosa/Walton Reported VPK Expenditures

Area	2007–2008
Administration (VPKADM)	\$87,404
Enrollments (VPENR)	\$47,252
Monitoring (VPMON & VPMNI)	\$63,835
Outreach and Awareness (VPLCM)	\$892
Program Services (VPPRS)	\$3,747,899
Total Expenditures (for above OCAs only)	\$3,947,282

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

Children Served.¹ For fiscal year 2007–2008, the Okaloosa/Walton Coalition served a total of 3,350 children in the SR program and 1,753 children in the 2007-2008 VPK program year.

Organization and Staffing. The coalition has a staff of four employees who implement the programmatic aspects of the coalition’s mission. The staff is made up of the executive director, assistant director, finance director, and one administrative assistant. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

Scope of Services. During the review period, the Okaloosa/Walton Coalition had one principal contractor, Okaloosa/Walton Child Care Services, Inc. (OWCCS). The 2007-2008 and 2008-2009 contracts included SR eligibility determination, CCR&R, and health and developmental screening, among other services. *Appendix E—Coalition Principal Contracts for 2007-2008 and 2008-2009* details 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, delegating authority to the coalition’s executive director to conduct day-to-day operations. At the time of the review, the 18-member

board consisted of six non-voting and 12 voting members representing Okaloosa and Walton counties. Membership composition includes representatives from both the private and public sectors. *Appendix B—Board Membership* depicts board membership as of September 2008.

During the review period, the coalition had two standing committees. *Appendix C—Board Committee Membership* depicts membership for the Executive Committee.

- **The Executive Committee** is composed of the officers of the coalition, the past chair, and two at-large members elected by the board of directors. All members of the Executive Committee must be members of the board of directors, and not be sub recipients of program dollars. This committee has the power to act on behalf of the board of directors on all matters, in between meetings of the board, when decisions must be made quickly. The actions of the committee are subject to ratification by the full board of directors. The Executive Committee also has other duties as authorized by the board of directors.
- **The Service Delivery Committee** reviews the need to establish and re-direct training to serve the SR community. The committee recommends curricula for approval and additions to the coalition’s list of approved developmentally appropriate curricula and character development curricula for the two counties. The committee establishes monitoring guidelines. The committee does not make or set policy; the committee is designed to gather information and make recommendations to the coalition. Members of the committee include members representing the Department of Children and Family Services (DCF) and the sub-contracted agency. Occasional attendees include Head Start representatives, school district employees, and subcontracted staff. Coalition employees are always present as administrative support for the meetings.

Findings

The following report summarizes the coalition’s notable observations and compliance issues observed by the review analysts. The Agency requires the coalition to submit a corrective action plan for all compliance issues 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

¹ The VPK program has a summer and school year which crosses over fiscal years. For reporting purposes the SR program is reported by fiscal year and the VPK program is reported by program year. These numbers can be found on the OEL website at <http://www.floridajobs.org/earlylearning/factbook/#oel>

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 regarding 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. These procedures may establish, among other requirements, how the board constitutes a quorum as well as how the board receives motions for decision. The Okaloosa/Walton Coalition's bylaws set Robert's Rules of Order as a standard for parliamentary procedure for voting members.

In general, the Okaloosa/Walton Coalition's approach to coalition governance is acceptable. The review analyst discovered, however, two discrepancies with the implementation of the coalition's policies, which should be corrected immediately to avoid possible legal challenges to board actions in the future.

COMPLIANCE ISSUES

Private sector board membership is not consistent with statutory and bylaw requirements

Section 411.01(5)(a)7, F.S., requires coalition board private sector business membership to be more than one-third of the total board. Additionally, Article III, Section 2(R) of the coalition's bylaws states that the board will maintain eight or more private sector members. From November 2007-May 2008, the Okaloosa/Walton board had six private sector business members out of 18 board members. Six members is exactly one-third, which is one member less than what is needed to meet the requirements of the statute and two less than what is needed to satisfy the coalition bylaw requirements. Board membership is fluid, and therefore the total number of board members changes from month to month as members resign and new members join. At the conclusion of the on-site visit, in September 2008, the coalition only had five private sector business members on a board of 18.

Grievance policies do not address complaints made by or against board members

Coalition plan element 0.3.1 requires the coalition to have a process for addressing board and personnel complaints. The coalition stated in its SR plan that the coalition has such a policy in the form of a "conflict of interest" policy. The Agency's review of this policy found nothing to address the

grievance process. Additionally, the coalition referenced grievance policies for parents, providers, and coalition staff in plan element 1.10, but there were no provisions for complaints made by or against board members.

RECOMMENDED ACTIONS

For the coalition to comply with all laws, regulations, and recommendations of the Agency in the area of coalition governance, the coalition must:

- Ensure board membership meets minimum requirements as stated in s. 411.01(5)(a)7, F.S.,
- Comply with coalition bylaws with respect to private sector board membership, and
- Create and implement a grievance policy for complaints by and against board members, as stated in the coalition's SR plan section 1.10.

Operations and Program Management

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

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 s. 760.10 and 112.0455, F.S. In addition, a coalition 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 Okaloosa/Walton Coalition needs to make improvements in the operations and program management review area. The analyst found issues with the coalition's contracts, policies, and procedures, which are detailed below.

COMPLIANCE ISSUES

Coalition contracts, policies, and procedures fail to meet minimum requirements for procuring goods and services, contract management, and monitoring of deliverables

The Okaloosa/Walton Coalition *Financial Policies and Procedures Manual* contains reprints of selected sections of OMB Circulars A-110 and A-122. The manual does not, however, outline how the coalition should go about procuring goods and services or how to manage contracts. The executive director also serves as the contract manager, which presents a potential conflict of interest since the coalition does not separate executive responsibilities and contractual duties.

Additionally, the coalition models its contracts with OWCCS for SR and VPK services and with the School Board of Okaloosa County for First Start Family Literacy after the Agency Grant Award Agreement. The contracts, however, do not contain the required clauses regarding unilateral cancellation; final contract date; three-year maximum contract length; specific scopes of services, deliverables, and performance specifications.

The contract monitoring tool the coalition uses is not comprehensive enough to assess whether the service provider or vendor is providing all of the required services. As stated above, the contracts do not specify in detail what services OWCCS is supposed to provide, and the monitoring tool also does not contain these deliverables. The tool only tracks which reports the coalition receives from the service provider. This could result in the coalition not receiving desired services from its sub-contractor. The coalition, however, does conduct quarterly monitoring of OWCCS, which consists of reviewing reports submitted by the sub-contractor, eligibility monitoring reviews, surveys of child care providers, salary testing of the sub-contractor, and desk reviews of financial statements.

RECOMMENDED ACTIONS

For the coalition to comply with all applicable laws, regulations, and recommendations of the Agency in the area of Operations and Program Management, the coalition must:

- Update policies and procedures to give specific guidance for procuring goods and services, and managing contracts,
- Ensure separation of duties to avoid conflict of interest
- Ensure contracts contain all required language, including unilateral cancellation; final contract date; three-year maximum contract length; specific scopes of services, deliverables, and performance specifications, and.,

- Update contracts and contract monitoring tool to include contract deliverables.

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 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.

Each CCR&R specialist should be prepared to explain various types of legally operating early learning and school-age child care providers (including all licensed and license exempt centers; faith based providers; licensed, registered, and large family child care homes; school-age care providers; SR providers; VPK providers; Head Start providers; Early Head Start providers; nanny/au-pair agencies; and summer camp providers). A family who is offered CCR&R services must be provided with options and resources in addition to wait list placement. A family enrolling a child 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 matches the needs of the family.

The Okaloosa/Walton Coalition contracts with OWCCS for CCR&R services. The contracts for FY 2007-08 and FY 2008-09 total \$158,476 and \$159,180, respectively. OWCCS provides basic CCR&R services such as 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 Okaloosa and Walton counties, among other resource and referral services.

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.

Table 3: 2007 Coalition Comparison of Completed Referrals			
Coalition	St. Lucie	Lake	Okaloosa/Walton
Referrals	6,161	5,343	4,258
Percentage	33.54%	29.61%	22.54%
0-5 Population	18,369	18,052	18,893

Source: CCR&R County Comparison Report, 2007.

The review analyst found areas of noncompliance in CCR&R that the Okaloosa/Walton Coalition must address. The compliance issues are detailed below.

COMPLIANCE ISSUES

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

The coalition generally complies with the SLS as the coalition ensures OWCCS effectively renders CCR&R services within the coalition's service area. Nevertheless, the coalition has several areas that need improvement to ensure the coalition's service delivery does not lead to decreased program access for parents and providers over time.

- **Training checklist.** SLS II-2c states that all CCR&R specialists and any other staff performing CCR&R functions should complete the training checklist within four months of employment. One specialist did not complete the training within four months, as observed from the training checklists.
- **Quality Assessment Roll-Up Reports.** SLS II-12 states that CCR&R coordinators should 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). The coalition should include this information in the *Quality Assessment Roll-up Report* and send the report to the OEL CCR&R Network Office during the second and fourth fiscal quarters. The report should detail the specialist's name, date of assessment and result (excellent, satisfactory, or poor). Three out of 12 CCR&R specialists do not appear on the roll-up report, indicating that the assessments did not occur for those specialists.
- **Incomplete informational packets.** As stated in SLS section III-1a and b., when a coalition enters a new provider into the EFS database, the coalition should mail an informational start-up packet to the provider. In a review of the coalition's *new* provider informational packets, the review analyst noted that the packet does not contain all of the stated information, as described below.
 - The *new* provider informational packet is missing the following three out of 12 items:
 1. Food program information. *Although part of the previous SLS, the SLS effective October 1, 2008, no longer includes this item for new provider packets. A coalition, however, should always ensure that it complies with the most current standards.*
 2. Startup, zoning, program, and budget development information. *Although part of the*

previous SLS, the SLS effective October 1, 2008, no longer includes this item for new provider packets. A coalition, however, should always ensure that it complies with the most current standards.

3. The website address for DCF Child Care Training Information Center (DCF CCTIC).
 - The *potential* provider informational packet is missing a cover letter and the following two out of five items:
 1. The website address for DCF CCTIC, www.myflorida.com/childcare/training.
 2. Data about local provider demographics. *Although part of the previous SLS, the SLS effective October 1, 2008, no longer includes this item for potential provider packets. A coalition, however, should always ensure that it complies with the most current standards.*
- **Annual mail-outs/newsletter.** SLS III-1c outlines nine items the coalition should include in the annual mail out/newsletters. The Okaloosa/Walton Coalition's annual mail-out/newsletter is missing the DCF CCTIC website address, www.myflorida.com/childcare/training.
 - **Written provider statement.** The coalition partially complies with SLS-III-2. The section states that the coalition should post a written provider statement on the coalition's website, in the new provider packet, and in the annual mail-out and/or newsletter. Although the coalition has a written provider statement, the coalition includes the wrong phone number for the OEL CCR&R Network.
 - **EFS provider database.** SLS III-3a states, "All legally operating early learning and/or school-age providers ... in all counties within the CCR&R service area must be included in the CCR&R provider database." The analyst sampled 29 providers from the DCF Master's and Facilities List and only one provider, Pullins Family Day Care Home, was not included in the EFS database.

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 applicable laws, regulations, and guidance of the Agency in the area of CCR&R, the coalition must:

- Ensure all CCR&R staff completes the training checklist within four months of employment,
- Ensure quality assessments are completed as detailed in the SLS, and all staff are reported on the *Quality Assessment Roll-up* report,

- Ensure new and potential provider packets contain all information, as stated in the SLS,
- Ensure annual mail-outs contain all information, as stated in the SLS,
- Ensure written provider statement includes correct phone number for OEL CCR&R Network, and
- Ensure all legally operating providers are accurately reflected in EFS.

Educational Services Delivery _____

Section 411.01, Florida Statutes, 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. § 411.01(5)(c), Florida Statutes (2008). 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. § 411.01(5)(d), Florida Statutes (2008).

The Agency's review of the Okaloosa/Walton Coalition's delivery of educational services was commendable in meeting program outcomes as specified in the coalition's SR plan. The following details one notable observation.

NOTABLE OBSERVATIONS

Coalition programs encourage professional development

The coalition developed the *Jump Start into Child Care* program to assist new child care workers' transition into caregivers, mentors, and teachers. The coalition held Three Jump Start trainings during the 2007-2008 fiscal year and participants received a stipend and a *Jump Start Kit* of materials for use in the classroom. The program's goal is to increase retention of new child care workers and provide basic knowledge on child care in group settings. The coalition reported that out of a total of 64 participants (which represented 25 child care centers), there were 49 participants still employed with the same child care center and eight participants found employment in other child care areas. The Okaloosa/Walton Coalition also created a DVD for other coalitions to use for replicating the program.

COMPLIANCE ISSUES

The Early Learning Coalition of Okaloosa/Walton complies with all applicable laws and recommendations of the Agency in the Educational Services Delivery performance review area.

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 MEMBERSHIP²

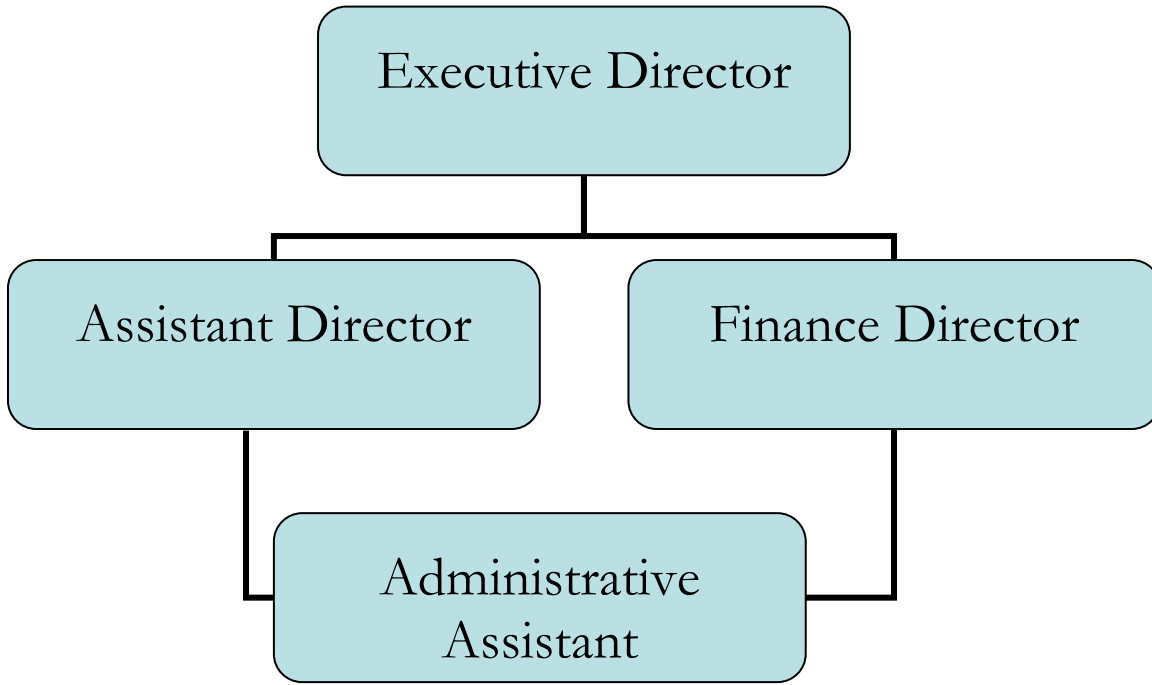
Name	Designation	Mandatory/ Voting	Affiliation	Term/Ends
Sandra F. Sims	Chair, Private Sector/ Governor appointee	Yes/Yes	Gulf Power	N/A
Patricia Franklin	Department of Children and Family Services (DCF) Administrator	Yes/Yes	DCF	(mandated)
Mary Lou Reed	Regional workforce board representative	Yes/Yes	Workforce Board of Okaloosa and Walton Counties	(mandated)
Beverly Sandlin	President of a community college or designee	Yes/Yes	Okaloosa/Walton College	(mandated)
Judy Allen	County commission representative	Yes/Yes	Walton County Board of Commissioners	2 years/December 31, 2008
Janet Clark	Head Start director	Yes/No	Okaloosa County Head Start	2 years/December 2008
Dr. David Miller	Representative of program under Disabilities Act	Yes/No	Horizons Children Center of Okaloosa County	2 years/September 30, 2008
Jack Daly	Central child care agency administrator Conditional	Yes/No	Okaloosa/Walton Child Care Services	(mandated)
Jill Warren	Private sector	Yes/Yes	Joel Barton Agency	4 years/June 30, 2008
Elizabeth Brant	Private sector	Yes/Yes	Polyengineering of Florida, Inc.	3 years/March 31, 2009
Kristin Keen	Private Sector/ Governor appointee	Yes/Yes	Carr, Riggs and Ingram, LLC	NA
Terry Pilcher	Private Sector	Yes/Yes	Prudential Merrifield & Pilcher Realty	6 years/November 2013
Evie Fox	Optional member	No/Yes	Healthy Start Coalition	4 years/June 30, 2008
Alicia Goddin	Private child care provider representative	Yes/No	Information not provided	Information not provided
Jayne Harris	Faith-based child care provider representative	Yes/No	Information not provided	Information not provided
Sherry Griffith	Health department representative	Yes/Yes	Okaloosa County Health Department	Information not provided
Diane Hicks	School board representative	Yes/No	Walton County School Board	Information not provided
Jeanne Martin	Optional member	Yes/Yes	Child care licensing representative	2 years/June 30, 2007

² Board roster as provided to the review analyst while on-site September 8, 2008.

APPENDIX C—COMMITTEE MEMBERSHIP

Executive Committee				
Name	Designation	Mandatory/ Voting	Affiliation	Term/Ends
Patricia Franklin	DCF Administrator	Yes/Yes	DCF	(Mandated)
Mary Lou Reed	Regional workforce board representative	Yes/No	Workforce Board of Okaloosa and Walton Counties	(mandated)
Kristin Keen	Private Sector	Yes/Yes	Carr, Riggs and Ingram, LLC	5 years/November 2011
Sandra F. Sims	Chair , Private Sector/ Governor appointee	Yes/Yes	Gulf Power	N/A
Jeanne Martin	Optional member	No/Yes	Child care licensing representative	2 years/June 30, 2008
Jill Warren	Private sector	Yes/Yes	Joel Barton Agency	4 years/June 30, 2008

APPENDIX D—*COALITION ORGANIZATIONAL STRUCTURE*



³ As confirmed by the coalition during the courtesy review, 1/30/2009.

APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2007–2008 AND 2008-2009

Contractor	Services Provided	Contract Period	Contract Amount
OWCCS	School Readiness Slots, Subsidized Child Care Administration, Eligibility Determination, Non-Direct Services, Safety Net (Case Management), CCRR Basic Services, Coalition Quality Services, Forum Quality (Infant/Toddler), VPK Enrollment, VPK Administration, VPK Monitoring, Forum Quality (Inclusion)	07/01/07 – 06/30/08	\$11,993,952
		07/01/08 – 06/30/09	\$12,135,424

APPENDIX F—COALITION RECOMMENDED ACTIONS

The Agency requires the coalition to submit a corrective action plan for all compliance issues within 30 days of the report's publication, and a subsequent six-month follow-up status report.

Coalition Governance

- Ensure board membership meets minimum requirements as stated in s. 411.01(5)(a)7, F.S.,
- Comply with coalition bylaws with respect to private sector board membership, and
- Create and implement a grievance policy for complaints by and against board members, as stated in the coalition's SR plan section 1.10.

Operations and Program Management

- Update policies and procedures to give specific guidance for procuring goods and services, and managing contracts,
- Ensure separation of duties to avoid conflict of interest
- Ensure contracts contain all required language, including unilateral cancellation; final contract date; three-year maximum contract length; specific scopes of services, deliverables, and performance specifications, and.,
- Update contracts and contract monitoring tool to include contract deliverables.

Child Care Resource and Referral

- Ensure all CCR&R staff completes the training checklist within four months of employment,
- Ensure quality assessments are completed as detailed in the SLS, and all staff are reported on the *Quality Assessment Roll-up report*,
- Ensure new and potential provider packets contain all information, as stated in the SLS,
- Ensure annual mail-outs contain all information, as stated in the SLS,
- Ensure written provider statement includes correct phone number for OEL CCR&R Network, and
- Ensure all legally operating providers are accurately reflected in EFS.