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CPR REPORT 09-07
JUNE 2009



PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF LAKE COUNTY REPORT 09-07

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 Lake County, Inc. (the coalition, or the Lake Coalition). The onsite review took place the week of July 14-17, 2008. The review examined the period of the coalition's operations from July 2007 through July 2008.

The Lake 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. 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. If unresolved the following issues may reduce the coalition's effective delivery of programs and services.

- Board meeting attendance results in lack of quorum.
- Board membership is not consistent with statutory and bylaw requirements.
- Board meeting documentation does not satisfy requirements of the Florida Government-in-the-Sunshine Law (Florida Sunshine Law).
- CCR&R service delivery shows a need for improvement.
- Documentation does not support coalition SR plan outcomes have been met.
- Failure to fully adhere to the coalition's SR plan to ensure *all* SR child care providers are using developmentally appropriate curriculum.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of eligibility determination practices, reimbursement, and instructor qualifications. The ESFP unit published program findings and best practices for fiscal year 2007-2008 in a separate report published November 19, 2008.

Scope and Methodology

45 C.F.R. 98.11(b)(6) and s. 411.01(4)(l) and 1002.75(1), F.S. mandate that the Agency administer early learning programs in Florida. Specifically, s. 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, onsite 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) 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 standards used during the review of the Lake Coalition.

To measure the extent to which the Lake 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 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 parents and providers receiving services from the coalition.

Background

History of Operations. The School Readiness Coalition of Lake County incorporated in May 2000. It became the Early Learning Coalition of Lake County in July 2005 in response to amendments made to Chapter 411, F.S., by the Florida Legislature. The coalition’s expenditures for the SR and VPK programs for fiscal year 2007-2008 totaled \$12.5 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)	\$245,921.00
Resource & Referral (97Q14)	\$61,752.00
Eligibility Determination (97BDE)	\$390,524.00
Monitoring w/ other Non-direct services (97BBB, 97CCT, 89JTR, 89JOO)	\$254,339.00
Inclusion Services (97QIN)	\$13,561.00
SR Quality Initiatives (97QOO)	\$354,192.00
Infant and Toddler Quality (97INT)	\$49,810.00
CCEP (97PPA-97PPO)	\$3,201.00
Gold Seal (97GSD)	\$302,843.00
Disaster (if applicable) (97HCF-97HKR)	\$0.00
Program Services (97COO-97TNW, 97RSP)	\$5,447,585.00
Total Expenditures (for above OCAs only)	\$7,123,728.00

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

Table 2: Early Learning Coalition of Lake County Reported VPK Expenditures

Area	2007-2008
Administration (VPKADM)	\$139,847
Enrollments (VPENR)	\$110,032
Monitoring (VPMON & VPMNI)	\$13,642
Outreach and Awareness (VPLCM)	\$4,766
Program Services (VPPRS)	\$5,110,619
Total Expenditures (for above OCAs only)	\$5,378,906

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

Children Served.¹ For program year 2007–2008, the Lake Coalition served a total of 2,187 children in VPK and 3,434 children for fiscal year 2007-2008 in the SR program

Organization and Staffing. At the time of the review, the coalition had a staff of eight employees who implemented the programmatic aspects of the coalition’s mission. The eight staff positions are the executive director, executive assistant, program outreach coordinator, VPK compliance coordinator, finance manager, contract manager, quality operations manager, and early childhood specialist. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

Scope of Services. During the review period, the Lake Coalition had one principal contractor, LifeStream Behavioral Center, Inc./Child Care Choice Services (CCCS), which served the coalition through four separate contracts. Some of the services provided under these contracts include SR eligibility and provider payments, SR quality improvement services, VPK administration, VPK enrollment and program services, CCR&R, and inclusion and warm-line services. *Appendix E—Coalition Principal Contracts for 2007–2008* lists the coalition’s contracts by contractor, services provided, contract period, and amount.

Board Governance. The coalition’s board of directors serves as the policy-making entity for the coalition, delegating

authority to the coalition’s executive director. At the time of the review, the 23-member board (which includes two vacant private sector business member positions) consisted of six non-voting and 17 voting members representing Lake 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 self assessment on May 28, 2008.

The board is supported by one standing committee: the Nominating Committee, which is responsible for nominating board officers and members. There are also five *ad hoc* committees: Policy and Procedures, Professional Development, Screening and Assessment/Quality Programs, Curriculum Advisory Council, and Professional Growth and Development. *Appendix C—Committee Membership* depicts committee membership as submitted with the coalition’s self assessment on May 28, 2008.

Findings

The following report summarizes the coalition’s compliance issues observed by the review analysts. 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. A comprehensive list of recommended actions is provided in *Appendix F—Coalition Recommended Actions*.

Coalition Governance

To ensure the success of the SR, VPK, CCR&R and Inclusion/Warm-line programs, a coalition must have an effective executive leadership structure. Specifically, a coalition should maintain a constructive and trusting relationship between the coalition’s board members, executive director, and employees. The relationship is in jeopardy when the parties do not understand, or fail to adhere to, the parties’ distinct roles in the governance process.

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

In general, the Lake Coalition’s approach to governance and policy-making is effective. The review team found, however, some areas of noncompliance, which must be addressed.

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.

COMPLIANCE ISSUES**Board meeting attendance results in lack of quorum**

Mandated, appointed, and optional members of the coalition board did not attend several meetings during the review period. Specifically, the Head Start representative missed five of 10 meetings, the two regional workforce board representatives, that both served consecutively during the review period, missed a combined total of nine of 10 meetings, the optional Department of Children and Families representative missed four of eight meetings, and a private sector business member representative missed all 10 meetings examined. The workforce board's executive director appointed a new representative, whose first meeting was June 4, 2008, after the onsite review. The coalition's executive director stated that the private sector member was considered resigned as of the June 2008 board meeting. Two other private sector business members resigned in February 2008 because of poor attendance. Both missed six out of six meetings. Coalition bylaws state that "any conditional, optional, and private sector member who has absences from three consecutive meetings or five meetings within a 12 month period is considered to have resigned." However, the coalition considered all the absences excused.

As a result of poor meeting attendance, the Lake Coalition board was unable to conduct official business on four occasions due to lack of a quorum. The coalition cannot legally remove the Head Start and regional workforce board members because they are legislatively mandated positions, and therefore the attendance policy does not apply to those members. The coalition, however, should ensure all members are aware and follow the attendance policy as stated in the coalition bylaws.

Board membership is not consistent with statutory and bylaw requirements

The Lake Coalition board membership is out of compliance with both Florida Statute and the coalition's bylaws.

- **Private sector membership.** Section 411.01(5)(a)7, F.S., requires private sector business membership to be *more* than one-third (more than 33%) of the board's total membership. The Lake Coalition's total board membership at the time of the self-assessment was 21 members with seven private sector business members, which does not meet the statutory requirement.
- **Board membership differs from bylaws.** According to section 3.1 of the coalition's bylaws, the coalition board will be comprised of 23 board members. At the time of the review, the Lake Coalition board had 21 members. The executive director stated that there were two vacant

private sector business member positions and the coalition was in the process of recruiting new members to fill those positions.

Board meeting documentation does not satisfy requirements of the Florida Sunshine Law

The *Florida Government in the Sunshine Manual* states that the board must take and promptly record written minutes for all coalition board meetings, subject to s. 286.011, F.S. The Lake Coalition, however, does not have written minutes for several committee meetings. Based on the committee meeting schedule posted on the coalition website, there should be minutes for the Professional Development Committee meeting on May 19, 2008, and the Screenings and Assessment Committee for July 11, 2007, January 9, 2008, and May 27, 2008, but these minutes were missing. Finally, the Nominating Committee was scheduled to meet on October 8, 2007, but there were no written minutes available to establish that the meeting had taken place. Coalition staff stated that while all meetings are tape-recorded, the coalition has not transcribed all recordings into written format.

RECOMMENDED ACTIONS

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

- Encourage board member attendance and recruitment, follow the established attendance policy with regard to optional and private sector members, and consider bylaw changes stating that the coalition will send a letter to the organization represented by a legislatively mandated board members stating that the member or the member's designee has been excessively absent,
- Continue to actively recruit private sector business members to bring the board member ratio in compliance with statute,
- Follow or amend bylaws regarding number of members required for total board membership, and
- Ensure all board and committee meetings are properly noticed and minutes promptly recorded as required by the Florida Sunshine Law.

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 the 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, there may be insufficient evidence that the coalition followed proper procedures according to chapter 287, F.S., and Agency policies. The coalition’s failure to adhere to the requirements could result in conflicts of interest, bid protests, and poor quality of work performed by contractors.

The Lake Coalition meets all requirements for procuring goods and services, awarding contracts, and performing contract file maintenance.

COMPLIANCE ISSUES

The Early Learning Coalition of Lake 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 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 Lake Coalition contracts with Lifestream Behavioral Center for CCR&R services. The contract totals \$62,849, and the terms of agreement include providing child care consumer information and maintaining and managing a comprehensive database of all early child care and education caregivers and community resources in Lake 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. **Note: this table is for informational purposes only. The table does not reflect differences in the coalitions’ SR budgets and therefore should not be solely relied upon to determine the performance of a coalition.*

Table 3: 2008 Coalition Comparison of Completed Referrals			
Coalition	St. Lucie	Sarasota	Lake
Referrals	8,085	5,537	6,528
Percentage	44.0%	30.64%	36.16
0–5 Population	18,369	18,070	18,052

Source: CCR&R County Comparison Report, 2008

The review team found the following areas of compliance that the Lake Coalition should address to ensure the program meets the needs of the community in the area of CCR&R.

COMPLIANCE ISSUES

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

As stated in the Scope and Methodology section of this report, the Lake Coalition was reviewed against the April 10, 2006 SLS for CCR&R. The coalition, however, has several areas that are in need of improvement to ensure that the coalition’s service delivery does not lead to decreased program access for parents and providers over time. A review of Lake’s CCR&R revealed several issues as detailed below:

- **Missing CCR&R specialist.** SLS II-2a states that the coalition should have at least one CCR&R coordinator and specialist. During the review period the service provider employed a program manager who served as interim CCR&R coordinator, CCR&R coordinator trainee, and three blended eligibility/CCR&R staff. The Lake Coalition’s service provider does not have a dedicated CCR&R specialist position and the three blended staff members only perform CCR&R duties 5% to 10% of the time. The job descriptions for the blended staff members detail the responsibilities of eligibility staff, but do not specify CCR&R job responsibilities other than passing the CCR&R evaluation. The absence of a CCR&R specialist, or staff dedicated to performing CCR&R duties, prevents the coalition from meeting all program responsibilities, as specified in the SLS.
- **Incomplete training.** SLS II-10a states that the CCR&R coordinator and at least one CCR&R specialist should attend one AWI-OEL statewide or regional training. The program manager, as interim coordinator, attended the Agency’s training *Screening & Assessment: Strategies for Improving Practice and Program Planning, Management, and Accountability: How do you use data?*, however, no specialist/blended staff member attended this training with the coordinator. Additionally, SLS II-2c states that the CCR&R specialists and other staff performing CCR&R functions should attend the next available Network training within four months of employment. However, only two of the three blended staff members attended the OEL CCR&R Network’s (Network) VOICES training. The coalition does not comply with the SLS because the blended staff did not attend the necessary trainings, as specified in the SLS.
- **Secret shopper.** SLS II-5a states that CCR&R services should be available to the public, regardless of financial need. It also lists specific information to be passed along

from the counselor to the customer. Secret shopper calls conducted by OEL revealed that blended staff needs additional training on information meant to be disseminated during CCR&R calls. Specifically, during two secret shopper calls the callers were unable to reach a CCR&R staff member. The receptionist who answered assumed that the callers needed financial assistance and did not put the calls through to the CCR&R staff. During a third call, the CCR&R staff was reached, but did not give an explanation of the types of care, information on how to select a provider, or information on researching provider licensing complaints.

- **Coordinator orientation and certification.** During the review, the program manager served as interim CCR&R coordinator. The program manager requested and passed the coordinator evaluation. There are gaps, however, in the CCR&R service delivery because the coordinator was not properly trained on the CCR&R coordinator’s responsibilities and management of the program. There was also no evidence of orientation with Network staff and minimal evidence of attendance in all required Network trainings based on SLS II-2d.

Additionally SLS II-4 states that the CCR&R coordinator should achieve Level II certification within 60 days of assuming the coordinator position. The Lake Coalition hired a new CCR&R coordinator in March 2008. The new coordinator did not, at the time of the review, have either a Level I or a Level II certification. The coordinator said this was because the Network released the coordinator from this requirement in July. The coalition, however, hired the coordinator on March 17, 2008, and the coordinator did not request to take the Level I evaluation until June 18, 2008. This date is beyond the 60 day requirement, as listed in the April 2006 version of the SLS.

- **Codes.** SLS II-3 states that current codes should be kept in the CCR&R Network Reference Guide. The analyst observed that most staff members had outdated versions of CCR&R Standard Codes in their reference guides.
- **Translation services.** SLS II-5c states that coalitions must keep a list of staff members who are bilingual. Neither the coalition nor its service provider has a list of bilingual employees to meet the need of families who speak languages other than English. Without a list of bilingual staff members, staff may not know how to find staff to assist them with their customers.
- **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 and assess each CCR&R specialist conducting a complete

family interview and generating referrals. This information should be included in the Quality Assessment Roll-up Report and sent to the Network during the second and fourth fiscal quarters. The report should detail the specialist’s name, date of assessment, and result (excellent, satisfactory, or poor). Although the coalition submitted the second quarter roll-up report to the Network, there were no individual Quality Assessment reports at the coalition site to substantiate assessments that were reflected on the Quality Assurance Roll-Up report. Without the onsite assessments, there is no way to prove that the coordinator completed the assessments.

- **New provider packets.** SLS III-1a outlines what should be included in the new provider packet. During the review period the Lake Coalition’s new provider packets were missing four of 12 pieces of information. Items missing from the packet are information on the lending library; start-up, zoning, program and budget development; training and technical assistance opportunities; and newsletter information. *The SLS effective October 1, 2008, no longer includes the start-up zoning, program and budget items in the new provider packets. The coalition, however, should always ensure compliance with the most current standards.*
- **Potential provider packets.** SLS III-1b outlines what should be included in the potential provider packet. During the review period the Lake Coalition’s potential provider packet was missing two out of five pieces of information. Items missing are information on training opportunities and provider demographics. *The SLS effective October 1, 2008, no longer includes the potential provider packets therefore the Accountability section is not requiring a corrective action. The coalition, however, should always ensure compliance with the most current SLS standards.*
- **Missing providers.** According to the Florida Statutes and SLS III-3a, the coalition must include all legally operating providers in the coalition’s area in the EFS database. However, out of 17 child care providers sampled from the DCF Master’s and Facilities List, dated July 11, 2008, five child care providers were not in the EFS database. See table 4 below for list of missing providers.

Table 4: Missing Providers
Goss Family Day Care
Huidobro Family Day Care Home
Munoz Family Day Care Home
The Children’s Enrichment Center

Ramotar Family Day Care Home

- **Provider updates.** SLS III-3b states that there should be complete annual updating of all legally operating providers in the database, based on provider surveys. Out of four provider surveys sampled for the review period, however, only one is updated incorrectly in EFS. See table 5 on the next page for a description of the error.

Table 5: Incorrect Provider Information	
Provider Name	Description
Pre-K Learning Ladder	No data entries for rates, meal option, additional fees, curriculum; incorrect schedule; history screen shows last update was February 15, 2008 however there are no history notes to describe the differences in the entries

- **Inclusion.** SLS III-5a states that the coalition must offer one training opportunity each quarter and SLS III-5c states that the coalition should submit the *Quarterly Inclusion Narrative Report* and *Quarterly Inclusion Activity Log* that contains the training information to the Network, once every quarter. The Network reported, however, that the coalition did not provide any training opportunities nor was there any evidence that the coalition submitted narrative reports during the third quarter of FY 2007-2008. Two conflicting activity logs were submitted during the first quarter of FY 2007-2008. Additionally, there was no evidence that the inclusion specialist responded to provider requests for training during the review period.

SLS III-5b states that an inclusion specialist should receive training on all areas where the specialist will provide technical assistance. The inclusion specialist, however, did not receive training on laws/regulations (e.g. the Americans with Disabilities Act) or accessing inclusion-related resources (e.g. central directory), and the specialist did not collaborate with community partners.

RECOMMENDED ACTIONS

The Agency monitored the coalition on the 2006 SLS. To ensure the coalition complies with the current guidelines, the coalition should base all corrective actions in CCR&R on the most recent version of the SLS (October 2008).

In order for the coalition to comply with all laws, regulations, and guidance of the Agency in the area of CCR&R, the coalition must:

- Ensure blended staff job descriptions include CCR&R functions and staffing needs of the service area are always

- aligned with the staffing guidelines as described in the current version of the SLS, including designating a CCR&R specialist,
- Ensure CCR&R specialists/staff are always properly trained and attends the required trainings and conferences, as described in the current version of the SLS,
- Ensure the coordinator is properly trained and attains the appropriate certifications,
- Ensure CCR&R staff members have a copy of the current CCR&R Standard Codes,
- Provide a list of bilingual staff members to all CCR&R staff,
- Ensure quality assessments are completed on all CCR&R staff and kept at the coalition office, as detailed in the SLS, and all staff are reported on the *Quality Assessment Roll-up report*,
- Ensure provider packets contain *all* pertinent information as described in the current version of the SLS,
- Ensure all legally operating providers are entered and updated in the EFS system, as described in the current version of the SLS,
- Ensure at least one inclusion training is provided per quarter and include the trainings in the *Quarterly Inclusion Activity Log and Quarterly Inclusion Narrative Reports*. Submit the completed inclusion reports and logs to the Network as described in the current version of the SLS, and
- Ensure training is provided to the inclusion specialist as detailed in the SLS.

Educational Service Delivery

Section 411.01 (5)(c) and (d) (2008), 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. A coalition must address these elements as part of the coalition plan (SR plan) and the plan must be approved by the Agency for Workforce Innovation

The Lake Coalition does not meet all requirements for educational services delivery. The review team found several areas of noncompliance that should be addressed.

COMPLIANCE ISSUES***Documentation does not support that coalition SR plan outcomes have been met***

The coalition did not provide sufficient documentation that the coalition met its SR plan requirements in three areas, as detailed below.

- **VPK Education Program Standards.** The coalition SR plan, section 2.4.1, states that 100% of child care providers will have at least one VPK instructor trained on the VPK Education Program Standards. The coalition spreadsheet provided to the review analyst during the review shows that 18 out of 48 providers (38%) have not completed the training.
- **Family Support Services.** SR Plan section 3.5.1 states that 25% of families, upon redetermination of services, will state that one or more referrals accessed resulted in the utilization of services. The SR plan additionally states that evidence of this will be in the children's files. The coalition did not provide sufficient documentation to support that this plan outcome was achieved.

Monitoring of curriculum requirement is inadequate

The coalition lacks a tracking and monitoring process to ensure child care providers use the curriculum and character development programs listed in their provider agreements. The coalition sent notification to child care providers on April 25, 2008, and on June 26, 2008, asking the child care providers to identify the curriculum and character development program that they were using. Although the provider survey responses listed curricula and character development programs being used by child care providers, the coalition does not have a tracking and monitoring process to ensure child care providers are using their stated curriculum.

RECOMMENDED ACTIONS

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

- Amend the coalition's SR plan or ensure all plan outcome measures are being met, and
- Develop a tracking and monitoring process to monitor child care providers and ensure that they are using a developmentally appropriate curriculum and character development program as approved in the provider agreements.

APPENDIX A—INDICATORS/EXPECTATIONS/STANDARD LEVELS OF SERVICE (VERSION 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 effectively manage coalition personnel.
- 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)

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
Will Pruitt	Chair, Gubernatorial appt.	Yes/Yes	Private sector, Pruitt and Associates	4 years/May 2009
B.E. Thompson	Vice Chair	Yes/Yes	Children's Services Council	2 years/June 2007
Nancy Allison	Private child care center representative	Yes/No	Magic Moments	4 years/April 2010
Jeff Biddle	Private sector, Gubernatorial appt.	Yes/Yes	Private sector	3 years/May 2011
Hugh Brockington II	Private sector	Yes/Yes	The Brockington Group	4 years/February 2010
Peggy Campbell	Superintendent of schools designee	Yes/No	Lake County School District	(mandated)
Anna Cowin/designee				
Marsha Carpenter	DCF staff	No/Yes	DCF Licensing	3 years/December 2010
Gayla Clark	Disabilities Education Act program representative	Yes/No	Program director	(mandated)
Andrea Edington	Private sector, Gubernatorial appt.	Yes/Yes	Private sector	3 years/May 2010
Dr. Wellington Estey	Community college designee	Yes/Yes	Community college	(mandated)
Dr. Charles Mojock/designee				
Cynthia Freeman				
Pam Steinke/designee	County health department designee	Yes/Yes	Lake County Health Department	(mandated)
Hays Ginn	Private sector	Yes/Yes	Sundrop Systems, Inc.	3 years/June 2010
Porcha Green	Head Start designee	Yes/No	Head Start	(mandated)
James Lowe/designee				
Cindi Helligenthal	Private sector	Yes/Yes	RE/Max Realty Center	3 years/May 2009
Sherry Olszanski	Central child care agency representative	Yes/No	Early Childhood Services	4 years/June 2009
Michelle Rawls	Faith-based child care center provider representative	Yes/No	Little Gems Preschool	4 years/May 2010
Jeanie Rowin	Private sector	Yes/Yes	Riverside Bank	3 years/December 2010
Darnell Stewart	DCF designee	Yes/Yes	County Department of Children and Families	(mandated)
Don Thomas/designee				
Linda Stewart	Board of county commissioners appointee	Yes/Yes	Lake County Commission	(mandated)
Gary Earl	Regional Workforce Board designee	Yes/Yes	Regional Workforce Board	(mandated)

² As submitted with the coalition's self assessment on May 28, 2008.

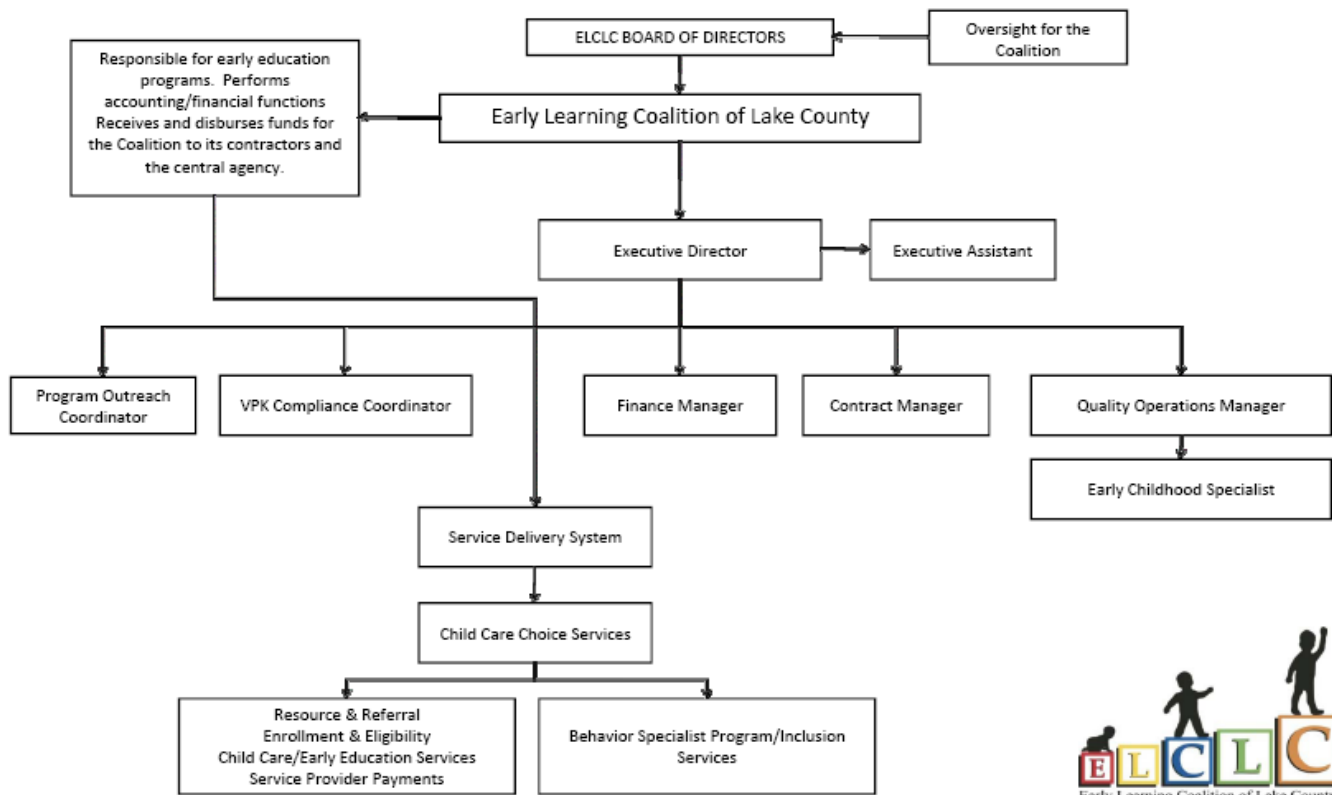
Name	Designation	Mandatory/ Voting	Affiliation	Term/Ends
Cheryl Ridley/designee ³				
Sandra Stura	At-Large	No/Yes	At-large	4 years/December 2011

³ Cheryl Ridley replaced Gary Earl as the designee, after the on-site review.

APPENDIX C—COMMITTEE MEMBERSHIP

Nominating Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
B.E. Thompson	Vice Chair	Yes/Yes	Children's Services Council	2 years/June 2007
Jeff Biddle	Private sector, Gubernatorial appt.	Yes/Yes	Private sector	3 years/May 2011
Peggy Campbell	Superintendent of schools designee	Yes/No	Lake County School District	(mandated)

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2007-2008

Contractor	Services Provided	Contract Period	Contract Amount
LifeStream Behavioral Center (LSBC) – Subcontract ELC 1	CCR&R and School Readiness Eligibility	07/01/07-06/30/08	\$6,440,420
LSBC – Subcontract ELC 2	School Readiness – Non-Direct Services (Early Care and Educational Support Services)	07/01/07- 06/30/08	\$268,268
LSBC – Subcontract ELC 3	School Readiness – Quality, Quality Improvement – Inclusion Services	07/01/07-06/30/08	\$94,061
LSBC – Subcontract ELC 4	VPK – Administration, VPK – Enrollment, VPK – Program Services	07/01/07-06/30/08	\$5,190,733
		<u>Total</u>	\$11,993,522

APPENDIX F—COALITION RECOMMENDED ACTIONS

The coalition must 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.

Coalition Governance

- Encourage board member attendance and recruitment, follow the established attendance policy with regard to optional and private sector members, and consider bylaw changes stating that the coalition will send a letter to the organization represented by a legislatively mandated board members stating that the member or the member's designee has been excessively absent,
- Continue to actively recruit private sector business members to bring the board member ratio in compliance with statute,
- Follow or amend bylaws regarding number of members required for total board membership, and
- Ensure all board and committee meetings are properly noticed and minutes promptly recorded as required by the Florida Sunshine Law.

Operations and Program Management

The Early Learning Coalition of Lake 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 blended staff job descriptions include CCR&R functions and staffing needs of the service area are always aligned with the staffing guidelines as described in the current version of the SLS, including designating a CCR&R specialist,
- Ensure CCR&R specialists/staff are always properly trained and attends the required trainings and conferences, as described in the current version of the SLS,
- Ensure the coordinator is properly trained and attains the appropriate certifications,
- Ensure CCR&R staff members have a copy of the current CCR&R Standard Codes,
- Provide a list of bilingual staff members to all CCR&R staff,
- Ensure quality assessments are completed on all CCR&R staff and kept at the coalition office, as detailed in the SLS, and all staff are reported on the *Quality Assessment Roll-up report*,
- Ensure provider packets contain *all* pertinent information as described in the current version of the SLS,
- Ensure all legally operating providers are entered and updated in the EFS system, as described in the current version of the SLS,
- Ensure at least one inclusion training is provided per quarter and include the trainings in the *Quarterly Inclusion Activity Log and Quarterly Inclusion Narrative Reports*. Submit the completed inclusion reports and logs to the Network as described in the current version of the SLS, and
- Ensure training is provided to the inclusion specialist as detailed in the SLS.

Educational Services Delivery

- Amend the coalition's SR plan or ensure all plan outcome measures are being met, and

- Develop a tracking and monitoring process to monitor child care providers and ensure that they are using a developmentally appropriate curriculum and character development program as approved in the provider agreements.