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CPR REPORT 09-08  
JUNE 2009

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## ***PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF INDIAN RIVER- MARTIN-OKEECHOBEE REPORT 09-08***

### **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 Indian River-Martin-Okeechobee, Inc. (the coalition, or the IRMO Coalition). The onsite review took place the week of December 8-10, 2008. The review examined the coalition's operations from July 2007 through December 2008.

The IRMO Coalition operates the School Readiness (SR) and Voluntary Prekindergarten (VPK) programs in a manner that is mostly consistent with the coalition's SR plan. A notable observation about the coalition's CCR&R program includes a customized parent packet to provide specific information on nanny and au pair choices within the county.

The coalition's performance, however, would benefit from improvement, specifically in the areas of coalition governance, operations and program management, Child Care Resource and Referral (CCR&R), and educational services delivery. If unresolved the following issues may reduce the coalition's effective delivery of programs and services:

- Board membership does not comply with statute.
- Additional applications required to fill gubernatorial appointee board positions.
- Board meeting attendance does not comply with coalition bylaws.
- Two board members did not receive orientation in a timely manner.
- Two of the coalition policies lack required language.
- Need for improvement in key aspects of CCR&R service delivery.
- Lack of documentation to support one SR plan outcome measure.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the IRMO Coalition's eligibility determination practices, reimbursement, and instructor qualifications. ESFP published program findings and best practices for fiscal year 2007-2008 in a separate report on May 6, 2009.

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**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.). 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 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 (October 1, 2008)* for a more detailed description of the SLS standards used to review the IRMO Coalition.

To measure the extent to which the IRMO 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, 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 child care providers receiving services from the coalition.

**Background**

**History of Operations.** The School Readiness Coalition of IRMO began operations in 1999. It became the Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Inc. in 2005 in response to amendments made to chapter 411, Florida Statutes. The coalition’s expenditures for the SR and VPK programs for FY 2007-2008 were \$13,663,844. \*Expenditures detailed below represent cost categories that support the scope of the performance review and are not all-inclusive.

**Table 1: Early Learning Coalition of IRMO Reported SR Expenditures**

Area	2007-2008
Administration (97 BBA and 97LCA)	\$366,350
Resource & Referral (97Q14)	\$120,072
Eligibility Determination (97BDE)	\$320,783
Monitoring w/ other Non-direct services (97BBB, 97CCT, 89JTR, 89JOO)	\$480,293
Inclusion Services (97QIN)	\$70,523
Quality Prek Services (97QVP)	\$75,429
SR Quality Initiatives (97QOO)	\$569,026
Infant and Toddler Quality (97INT)	\$89,614
CCEP (97PPA-97PPO)	\$386,613
Gold Seal (97GSD)	\$295,708
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$6,022,029
<b>Total Expenditures (for above OCAs only)</b>	<b>\$8,796,440</b>

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

**Table 2: Early Learning Coalition of IRMO Reported VPK Expenditures**

Area	2007-2008
Administration (VPKADM)	\$137,363
Enrollments (VPENR)	\$58,411
Monitoring (VPMON & VPMNI)	\$45,819
Outreach and Awareness (VPLCM)	\$0
Local Planning (VPLPI)	\$10,513
School district round-ups (VPKSD)	\$12,445
Program Services (VPPRS)	\$4,623,793
<b>Total Expenditures (for above OCAs only)</b>	<b>\$4,888,344</b>

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

**Children Served.**<sup>1</sup> For FY 2007-2008, the IRMO Coalition served 3,575 children in the SR program and in the VPK program year, the coalition served 2,073 children.

**Organization and Staffing.** During the review period, the coalition had a staff of 31 employees who implemented the programmatic aspects of the coalition’s mission. The management staff included the executive director, director of administrative operations, director of enrollment/resource and referral, director of VPK, director of programs/human resources, and the director of finance/associate executive director. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

**Scope of Services.** During the review period, the IRMO Coalition did not have a contracted service provider. The coalition provided all SR, VPK, and CCR&R services.

**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. During the review period, the 16-member board consisted of five non-voting and 11 voting members. At the conclusion of the onsite visit, however, the

<sup>1</sup> The VPK program has a summer and school year which crosses over fiscal years; therefore, for reporting purposes the Agency reports the SR program by fiscal year and the VPK program by program year.

analyst noted that the coalition gained one additional voting member, which left the board with a total membership of 17. Membership composition includes representatives from both the private and public sectors. *Appendix B—Early Learning Coalition of IRMO Board Membership* depicts board membership as of the beginning of November 2008.

During the review period, the coalition had four standing committees. See *Appendix C—Committee Membership* for coalition committee rosters.

- **The Executive Committee** possesses and exercises all the powers and functions of the full coalition board in the management and direction of the coalition’s affairs. The committee must report all actions taken by this committee to the board at the board’s next meeting.
- **The Finance Committee** provides oversight for the coalition’s budgetary and financial operations and meets with auditors before and after audits reviewing the coalition’s operations.
- **The Program Quality Committee** reviews and recommends quality initiatives.
- **The By-laws/Personnel Committee** reviews and amends coalition bylaws and governing policies and reviews and develops personnel policies and procedures about coalition staff members.

## 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 E—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 IRMO Coalition’s bylaws set *Robert’s Rules of Order* as a standard for parliamentary procedure for voting members.

As detailed below, the Agency review found several issues that, if not addressed in a timely manner, could hinder the coalition’s board effectiveness.

## COMPLIANCE ISSUES

### **Problems with coalition board membership and orientation could hinder operations**

The review analyst noted some issues with the coalition board’s membership, as well as two instances where board members did not receive orientation. The review analyst’s findings are detailed below.

- **Total board membership.** Section 411.01(5)(a)4, F.S., states that each coalition must have a minimum of 18 members on its board. At the conclusion of the onsite visit, the coalition had a total of 17 board members.
- **Private sector membership below requirement.** Section 411.01(5)(a)7, F.S., requires more than one-third (more than 33.3%) of the coalition board members to be from the private sector. The IRMO board had a total of 17 members and only five private sector members, or 29.41% private sector board membership.
- **Gubernatorial appointees.** The board currently has two vacant seats for gubernatorial appointees, but the Governor’s office has only one application on file to fill the vacancies. The Early Learning Coalition Plan Program Administration Amendment (Guidance and Instruction Workbook) from April 2007 states the coalition should submit two applications to the Governor’s Office of Appointments for each vacant position. The governor’s office will not fill appointments without a minimum of two applications on file for each vacancy.
- **Board meeting attendance.** The coalition is in violation of its own bylaws concerning enforcement of board attendance. Article III, section 7 of the bylaws states, “Unexcused absences from three consecutive meetings or any absences from six meetings within a 12-month period by a representative or appointed member specified in Section 2 – A, (9), (11), (12), and Section 2 – B is equivalent to resignation from the board.” A review of attendance for eight IRMO board meetings from January 2008 to December 2008 uncovered one instance of an attendance problem that violates the bylaws. One private sector board member did not attend seven of eight meetings during that period. The coalition did not

provide the review analyst with documentation that the coalition has addressed this problem with the board member, nor has the board member resigned from the board.

- **Board member orientation.** The coalition staff provides formal orientation to new board members. The review analyst, however, discovered through interviews with the board’s two newest members that the members have not received a formal orientation since they joined the board in September of 2008.

## 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,
- Submit three additional applications to the governor’s office to fill vacant governor appointee board positions,
- Enforce board meeting attendance policy as stated in the coalition’s by-laws or revise bylaws, and
- Provide timely board orientation to all new board members.

## Operations and Program Management

A coalition should also have a set of personnel policies and procedures in place to sufficiently address such things as discriminatory hiring practices, drug prevention and counseling, employee evaluation and compensation, and grievances in order to ensure the coalition complies 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 Early Learning Coalition of IRMO has an efficient and effective method for procuring goods and services and has several policies and procedures to effectively handle information management and for managing coalition personnel. The review analyst, however, discovered two areas in which the coalition did not include all required language for policies, as detailed below.

**COMPLIANCE ISSUES**

**Two of the coalition policies lack required language**

Two of the IRMO Coalition’s policies, detailed below, lacked required language. Since the onsite review, the coalition has taken steps to correct the errors.

- **Drug Free Workplace.** At the time of the review, the coalition did not include provisions for counseling and termination in the coalition’s Drug Free Workplace policy, as required by s. 112.0455, F.S. At the December 4, 2008, board meeting, the coalition board approved a revised policy to include the missing language.
- **Public records procedures.** The information technology process, at the time of the review, did not include a procedure for processing public records requests from the general public, in compliance with s. 119.071, F.S., Agency policy #1.06, and Grant Award Agreement Section 22 a-c. The director of administrative operations stated to the review analyst that the coalition has a written policy to address public records requests, but the board had not approved the policy for implementation.

**Recommended Actions**

For the coalition to comply with all laws, regulations, and recommendations of the Agency in the area of operations and program management, the coalition must develop and implement all policies and procedures required by statute, rule, and policy, including developing drug free workplace and public records request policies.

**Child Care Resource & Referral**

CCR&R should serve as the “front door” to all services offered through a coalition. 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. 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 match the needs of the family.

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.*

Coalition	Sarasota	Lake	IRMO
Referrals	5,523	6,356	5,254
Percentage	30.56%	35.21%	28.64%
0–5 Population	18,070	18,052	18,346

Source: CCR&R County Comparison Report, 2008.

The review analyst found one notable practice during the review of the IRMO Coalition, as described below.

**NOTABLE OBSERVATION**

**Packet contains helpful information**

The coalition provides a packet that contains information on nannies and au pair choices. The packet allows parents to learn about options for child care other than early learning centers and family child care homes.

Despite the above noted observation, the IRMO Coalition needs to address several issues in CCR&R, listed below.

**COMPLIANCE ISSUES**

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

In several areas, the coalition does not comply with the Standard Levels of Service (SLS). The coalition should improve these areas to ensure that the coalition’s service delivery does not lead to decreased program access for parents and providers over time.

- **Business hours.** SLS II-2a and II-9a state that a coalition should set business hours for Monday through Friday from 8 a.m. to 5 p.m. to ensure availability of services. IRMO’s set hours for CCR&R services are Monday through Friday from 8:30 a.m. to 5 p.m.

- **Secret shopper calls.** The Network conducted four secret shopper calls to evaluate the coalition’s customer service. SLS II-5 states that a specialist should offer specific information to all families, while SLS II-8d and e list specific information that a specialist should provide to a family seeking services, including referrals. The OEL CCR&R Network (Network) developed a grading system in which specialists can earn up to 110 points (including bonus points) during a secret shopper call by providing information to parents as prescribed in the SLS. Results of the secret shopper calls are detailed below.
  - **Call #1:** Call made on November 14, 2008, and received a total score from the Network of 58 points, which is unsatisfactory. The CCR&R specialist who received the call did not provide any information to the caller on how the CCR&R program works, and did not ask the caller for data collection information needed for monthly reports (such as household information, relationship to children, reason for care, or ask about child care issues). The specialist did not provide information on differences in types of regulations, nor did the specialist share any quality indicators with the caller. The caller received an informational packet, but the packet was missing the grievance policy for parents and the VPK Readiness Rate information (<http://www.fldoe.org/earlylearning>).
  - **Call #2:** One secret shopper made four attempts before being able to speak with a specialist. The first call was on November 12, 2008, and the caller left a message with the operator. There was no return call. The second attempt was on November 19, 2008, and the caller left a message with the operator. There was no return call. The secret shopper made a third attempt directly to a specialist and left a voicemail message. The specialist did not return the call. The fourth call was made on December 1, 2008, directly to the director, and was transferred to the specialist with whom the caller previously left a message. The specialist did not request all data collection information needed for monthly reports, such as request household size, relationship to children, child care issues, ages of children, or if the children had special needs. The caller received an informational packet that was missing a grievance policy and VPK readiness rate information.
  - **Call #3:** The caller left message on December 1, 2008, and did not receive a return call within 48 hours or two business days. The caller left another message on December 4, 2008, and received a call back. The specialist provided all necessary information, except the caller specified that she had a child with special needs. The specialist did not provide resources or referrals for services to assist the caller with the caller’s special needs child. Additionally, the caller received an informational packet that was missing the grievance policy.
- **Call #4:** A secret shopper called the Martin County CCR&R office on December 15, 2008. The caller requested referrals for VPK and informed the specialist he was moving to the area. The specialist insisted that the caller must come into the office for an appointment to receive referrals. The caller again stated he was in north Florida, but was given an appointment anyway by the specialist, for December 17, 2008. On December 16, 2008, the specialist called the secret shopper and requested to change the secret shopper’s appointment time, because of a scheduling conflict for the specialist. The caller cancelled because he could not come in for an appointment, since he lived in north Florida. Thus, this secret shopper call did not result in the specialist sending any referrals or informational packets to the caller.
- **Voice mail.** SLS II-9e states that voice mail messages should list business hours and the option, “If you need assistance finding child care, press (insert extension).” The Indian River County office voice mail message does not list business hours. The Martin and Okeechobee voice mail message does not offer the option of inputting an extension to obtain assistance finding child care.
- **New provider packet.** SLS III-1a lists 12 items that should be included in a *new provider* packet. IRMO’s packets did not contain the following two items:
  - How to access the statewide Inclusion/Warm Line: 1-866-357-3239;
  - Grievance policy for providers.
- **Annual mail out/newsletter.** SLS III-1b lists 12 items that should be included in the coalition’s annual mail out/newsletter. IRMO’s mail out is missing the following two items:
  - Grievance policy for parents;
  - Changes in state or local regulations/laws affecting providers and families.
- **EFS Codes.** SLS II-13c states, “All CCR&R provider and customer standard code changes/updates affecting the monthly or quarterly report must be made within 30 calendar days of receiving notification. . . .” In IRMO, there was one CRLV code error, four non-matching descriptions, three codes added into a table labeled

“required, do not change or add to table,” and one incorrect code. The errors are listed in the tables below:

<b>Table 4: CRLV Code Error</b>			
Care Level	Description	Age Limit Error	CRLV Age Limit
SCHM	MID SCH AGE	21	19

<b>Table 5: Non-Matching Descriptions</b>			
Table	Code	Coalition Description	Standard Code Description
PRST	BAEC	BA DEGREE CHILD RELATED	B.A. DEGREE EARLY CHILDHOOD
PRST	MAEC	MA DEG CHILD RELATED	MA DEGREE EARLY CHILDHOOD
REFT	COAL	LOCAL SCH. READINESS COL.	EARLY LEARNING COALITION
REFR	RCOA	READINESS COALITION	EARLY LEARNING COALITION

<b>Table 6: Incorrectly Added Codes</b>			
Table	Code	Coalition Description	Comments
P RTP	1	Pre-K Only	Req'd; Do not change or add
UNCR	FTFS	FT and FT sibling	Req'd; Do not change or add
UNCR	FTFT	>=16 hrs	Req'd; Do not change or add

<b>Table 7: Incorrect Code</b>			
Table	Code	Coalition Description	Standard Code Description
PAEL	CEP	Child Care Execut Ptnship	CCEP

- Update business hours to comply with the current standards,
- Train specialists to ensure they are providing all information to families during interviews as stated in the SLS including, returning calls within 48 hours or two business days, and ensuring informational packets are complete and sent timely to parents,
- Update voice mail messages at all satellite offices, to include all information stated in the SLS,
- Update provider information packets to include all items listed in the SLS,
- Ensure annual mail out/newsletter includes all information as stated in the SLS, and
- Ensure all codes and descriptions are entered accurately into EFS and that codes are not changed or added in tables labeled “required, do not change or add to table.”

**Recommended Actions**

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

## ***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

In evaluating key aspects of educational service delivery, the review team concluded that the IRMO Coalition is effectively implementing its SR plan however, there is insufficient documentation to support one approved outcome measure, see details below.

### **COMPLIANCE ISSUES**

#### ***Lack of documentation to support one outcome measure approved in the coalition's SR plan***

The coalition's SR plan section 3.4.1 requires that the coalition show that "50% of parents who attend workshops on the learning standards for children aged birth to 5 will show an increase in knowledge as documented by pre- and post-evaluations." The coalition, however, did not provide the review analyst with documentation that the coalition met or tracked this outcome measure.

#### ***Recommended Action***

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 on all outcome measures to ensure compliance.

**APPENDIX A— INDICATORS/EXPECTATIONS/STANDARD LEVELS OF SERVICE (VERSION OCTOBER 1, 2008)*****Coalition Governance***

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- 1 The coalition clearly delineates the roles and responsibilities of the board and the executive director in order to promote effective working relationships.
- 2 The coalition organizes efficient board meetings that are accessible to the public.
- 3 The coalition clearly defines its organizational structure, including procedures to effectively manage coalition personnel.
- 4 The coalition's process for managing information supports daily operations.
- 5 The executive director and coalition board exercise effective oversight of the coalition's financial operations.
- 6 The executive director and coalition board exercise effective oversight of the coalition's programmatic allocations and development.

***Operations and Program Management***

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- 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***

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- 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.

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**Excerpts from the Child Care Resource & Referral Standard Levels of Service (version October 1, 2008)**


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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)
- 1 • 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>Filiberto Valero</b>	Chair, Private sector governor appointee	Yes/Yes	Bank Atlantic	1 year/April 30, 2009
<b>Vern Melvin</b>	Department of Children and Family Services representative	Yes/Yes	DCF District XV	(mandated)
<b>Dr. Harry Lacava</b>	School district representative	Yes/No	Indian River County School District	Rotational/June 30, 2009
<b>Gwenda Thompson</b>	Regional workforce board representative	Yes/Yes	Regional Workforce Board of the Treasure Coast	(mandated)
<b>Frank Kruppa</b>	County health department representative	Yes/Yes	Health Department of Okeechobee County	Rotational/June 30, 2009
<b>Sam Smith</b>	Community college representative	Yes/Yes	Hendry/Glades campus or IRCC	(mandated)
<b>Cheryl Dunn</b>	County commission representative	Yes/Yes	Indian River County Health Department	Rotational/June 30, 2009
<b>Anne Cahn</b>	Head Start representative	Yes/No	Head Start	Rotational/June 30, 2009
<b>Malissa Morgan</b>	Private child care representative	Yes/No	A Child's World Childcare	Rotational/June 30, 2009
<b>Valerie Edwards</b>	Faith-based child care representative	Yes/No	Roseland Christian Preschool	Rotational/June 30, 2009
<b>Sandy Akre</b>	Program under Disabilities Act representative	Yes/No	FDLRS of the Treasure Coast	Rotational/June 30, 2009
<b>Cathleen Blair</b>	Children services council or juvenile welfare board representative	Yes/Yes	Children's Services Council of Okeechobee	Rotational/June 30, 2009
<b>Sandy Perry</b>	Private sector	Yes/Yes	Okeechobee Health & Rehabilitation Center	2 years/June 30, 2010
<b>Jeffrey R. Pegler</b>	Private sector	Yes/Yes	Samuel A. Block, P.A.	2 years/June 30, 2010
<b>Peter Engle</b>	Private sector	Yes/Yes	Joy Communications	Unknown/June 30, 2009
<b>Tabitha Trent</b>	Private sector	Yes/Yes	Information not available	Information not available.
<b>Tom Peer</b>	DCF staff	No/Yes	DCF District XV, Head of Licensing Division	Indefinite

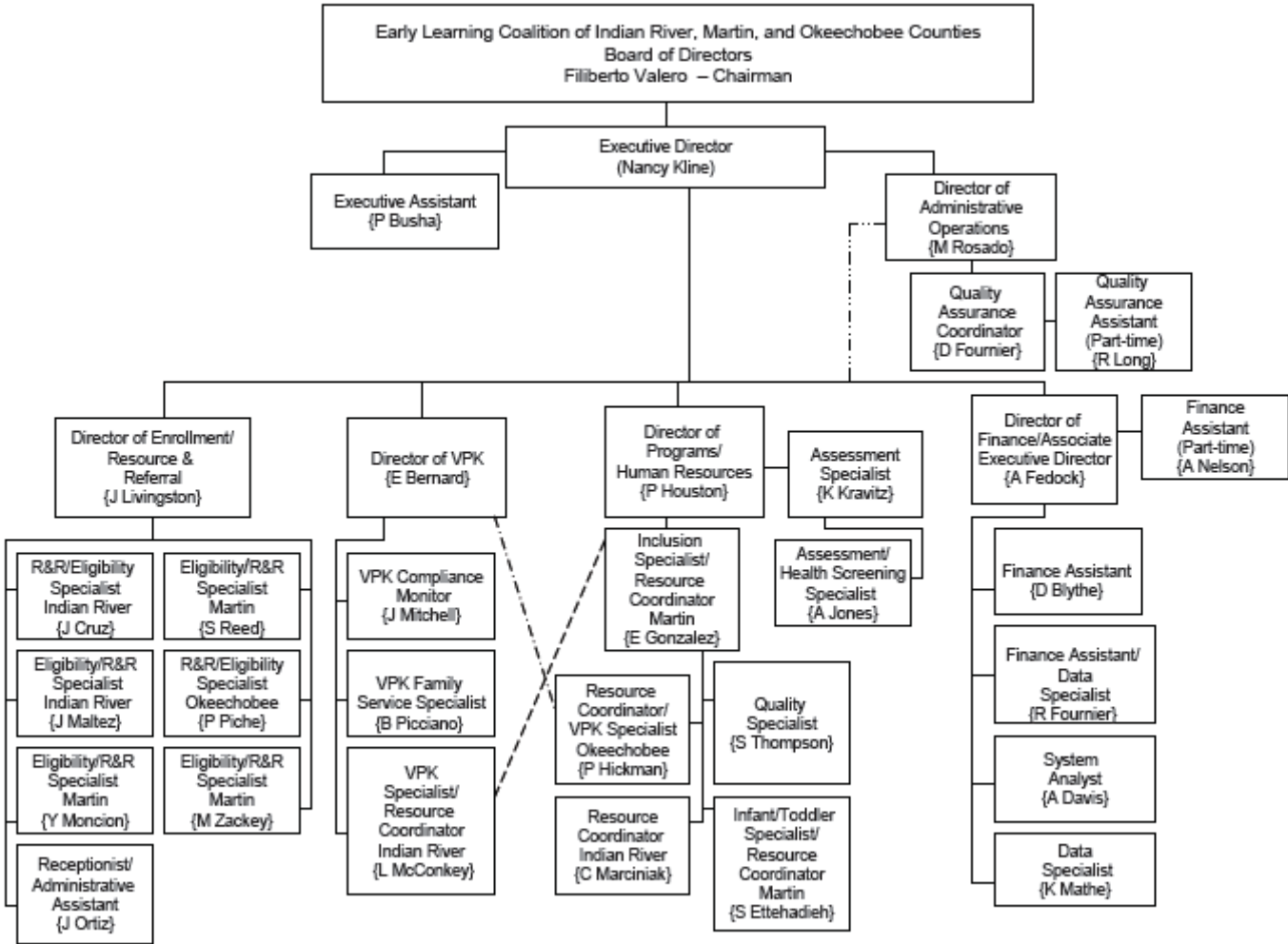
<sup>2</sup> Board roster as of November 2008.

**APPENDIX C—COMMITTEE MEMBERSHIP**

<b>Executive Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Filiberto Valero</b>	Chair, Private sector governor appointee	Yes/Yes	Bank Atlantic	1 year/April 30, 2009
<b>Cheryl Dunn</b>	County commission representative	Yes/Yes	Indian River County Health Department	Rotational/June 30, 2009
<b>Tom Peer</b>	DCF staff	No/Yes	DCF District XV, Head of Licensing Division	Indefinite
<b>Sandy Perry</b>	Private sector	Yes/Yes	Okeechobee Health & Rehabilitation Center	2 years/June 30, 2010
<b>Finance Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Tom Peer</b>	Committee Chair/DCF staff	No/Yes	DCF District XV, Head of Licensing Division	Indefinite
<b>Peter Engle</b>	Private sector	Yes/Yes	Joy Communications	Unknown/June 30, 2009
<b>Filiberto Valero</b>	Private sector governor appointee	Yes/Yes	Bank Atlantic	1 year/April 30, 2009
<b>Quality Improvement Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Cheryl Dunn</b>	Committee Chair/County commission representative	Yes/Yes	Indian River County Health Department	Rotational/June 30, 2009
<b>Anne Cahn</b>	Head Start representative	Yes/No	Head Start	Rotational/June 30, 2009
<b>Valerie Edwards</b>	Faith-based child care representative	Yes/No	Roseland Christian Preschool	Rotational/June 30, 2009
<b>Dr. Harry Lacava</b>	School district representative	Yes/No	Indian River County School District	Rotational/June 30, 2009
<b>Vern Melvin</b>	Department of Children and Family Services representative	Yes/Yes	DCF District XV	(mandated)
<b>Sam Smith</b>	Community college representative	Yes/Yes	Hendry/Glades campus or Indian River Community College	(mandated)
<b>By-laws/Personnel Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Sandy Perry</b>	Committee chair/Private sector	Yes/Yes	Okeechobee Health & Rehabilitation Center	2 years/June 30, 2010

<b>Sandy Akre</b>	Program under Disabilities Act representative	Yes/No	Florida Diagnostic Learning Resource Services of the Treasure Coast	Rotational/June 30, 2009
<b>Cathleen Blair</b>	Children services council or juvenile welfare board representative	Yes/Yes	Children's Services Council of Okeechobee	Rotational/June 30, 2009
<b>Gwenda Thompson</b>	Regional workforce board representative	Yes/Yes	Regional Workforce Board of the Treasure Coast	(mandated)

# ORGANIZATIONAL CHART



Board Approved 9.25.08

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**APPENDIX E — COALITION RECOMMENDED ACTIONS**

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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***

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- Improve board member recruitment efforts and bring membership up to minimum statutory requirements,
- Implement procedures to keep private sector ratios in compliance with statute,
- Submit three additional applications to the governor's office to fill vacant governor appointee board positions,
- Enforce board meeting attendance policy as stated in the coalition's by-laws or revise bylaws, and
- Provide timely board orientation to all new board members.

***Operations and Program Management***

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Ensure the coalition develops and implements all policies and procedures required by statute, rule, and policy, including developing drug free workplace and public records request policies.

***Child Care Resource and Referral***

- Update business hours to comply with the SLS,
- Train specialists to ensure they provide all information to families during interviews as stated in the SLS, return calls within 48 hours or two business days, and send complete informational packets to parents in a timely manner,
- Update voice mail messages at all satellite offices, to include all information stated in the SLS,
- Update provider information packets to include all items listed in the SLS,
- Ensure annual mail out/newsletter includes all information as stated in the SLS, and
- Ensure all codes and descriptions are entered accurately into EFS and that codes are not changed or added in tables labeled "required, do not change or add to table."

***Educational Services Delivery***

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Adhere to or amend the coalition's SR plan to track and follow up on all outcome measures to ensure compliance.