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CPR REPORT 09-09  
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# ***PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF PINELLAS COUNTY REPORT 09-09***

## **Results in Brief**

In accordance with s. 411.01(4)(l), Florida Statutes (F.S.), the Agency for Workforce Innovation (Agency) conducted a performance review of the Early Learning Coalition of Pinellas County, Inc. (the coalition, or the Pinellas Coalition). The onsite review occurred the week of January 12-15, 2009. The review examined the coalition's operations from July 2007 through January 2009.

The Pinellas Coalition's overall implementation of early learning programs is mostly consistent with its School Readiness (SR) plan. The coalition operates its SR and Voluntary Prekindergarten (VPK) programs in a manner that meets or exceeds most state and federal laws, rules, and regulations. Notable observations about the coalition's performance are:

- Strong board recruitment ensures compliance with statute and rule.
- Comprehensive phone system for CCR&R services expedites access to services for families and child care providers.
- Family information packet educates teen parents.

Despite the above accomplishments, in the areas of coalition governance and Child Care Resource and Referral (CCR&R), the coalition's performance needs improvement. If unresolved, the issues may reduce the coalition's effective delivery of programs and services. These issues include:

- The coalition's board conducted business without a quorum at one out of seven meetings reviewed by the Agency analyst.
- The coalition lacks a grievance policy for board members.
- Poor performance in key aspects of CCR&R service delivery.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the Pinellas Coalition's eligibility determination practices, reimbursement, and instructor qualifications. ESFP published program findings and best practices for fiscal year (FY) 2007-2008 on July 1, 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.). The Legislature has also given the Agency authority to “identify best practices of early learning coalitions in order to improve the outcomes of school readiness programs” through section 411.01(4)(m), F.S.

The Agency has 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 the Standard Levels of Service*). The performance expectations include indicators that relate 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’s delivery of 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 Pinellas Coalition.

To measure the extent to which the Pinellas 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. 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 providers receiving services from the coalition.

### Background

**History of Operations.** The School Readiness Coalition of Pinellas County incorporated in 1999. It began doing business as the Early Learning Coalition of Pinellas County in 2005 in response to amendments made by the Florida Legislature to chapter 411, Florida Statutes. The coalition’s total expenditures for the SR and VPK programs for FY 2007-2008, as of January 31, 2009, were \$47,854,603. \*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 Pinellas Reported SR Expenditures**

Area	2007-2008
Administration (97 BBA and 97LCA)	\$430,994
Resource & Referral (97Q14)	\$315,715
Eligibility Determination (97BDE)	\$1,613,791
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$2,651,303
Inclusion Services (97QIN)	\$83,469
SR Quality Initiatives (97QOO)	\$2,004,026
Infant and Toddler Quality (97INT)	\$340,418
CCEP (97PPA-97PPO)	\$1,564,663
Gold Seal (97GSD)	\$904,155
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$23,508,951
<b>Total Expenditures (for above OCAs only)</b>	<b>\$33,417,486</b>

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of January 31, 2009.

<b>Table 2: Early Learning Coalition of Pinellas Reported VPK Expenditures</b>	
<b>Area</b>	<b>2007-2008</b>
Administration (VPKADM)	\$559,372
Enrollments (VPENR)	\$127,141
Monitoring (VPMON & VPMNI)	\$27,278
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$13,723,326
<b>Total Expenditures (for above OCAs only)</b>	<b>\$14,437,117</b>

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of January 31, 2009.

**Children Served.**<sup>1</sup> For FY 2007-2008, the Pinellas Coalition served 13,175 children in the SR program and in the VPK program year, the coalition served 5,783 children.

**Organization and Staffing.** At the time of the onsite review, the coalition had 12 employees who implemented the programmatic aspects of the coalition’s mission. The management staff included the executive director, finance director, VPK regional facilitator, director of contract services, director of professional development, director of program operations, office manager, and inclusion specialist. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

**Scope of Services.** During the review period, the Pinellas Coalition had one principal contractor, Coordinated Child Care of Pinellas, Inc. (CCCP). The contract provided for SR and VPK eligibility determination; CCR&R; provider reimbursement, recruitment, and training; family support; and EFS management for providers and children. The coalition, however, does not use a contractor for VPK monitoring. The coalition directly monitors the VPK program. *Appendix E—Pinellas Coalition Contracts for 2008-2009* lists the coalition’s contracts by contractor, services provided, contract period, and the contract amount.

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

delegates authority to the coalition’s executive director to conduct day-to-day operations. At the time of the review, the 26-member board consisted of six non-voting and 20 voting members. Membership composition includes representatives from both the private and public sectors. *Appendix B depicts Early Learning Coalition of Pinellas County Board Membership* as of the beginning of January 2009.

During the review period, the coalition had three standing committees. (See committee descriptions below.)

- **The Executive Committee** oversees routine operations and acts on behalf of the full board between regular meetings of the full board. The full board reviews and votes on the actions of the Executive Committee.
- **The Finance Committee** oversees budget development to ensure accurate tracking, monitoring accountability for funds, and adequate financial controls in coordination with appropriate coalition staff members and directors.
- **The Board Development and Nominating Committee** develops procedures and policies, ensures committee structure and roles, nominates committee members, recruits new board members, and is responsible for board development and orientation.

## Findings

The following report of findings summarizes notable observations and compliance issues that the review analysts observed during the monitoring. Under the terms of the Grant Agreement between the Agency and the coalition, 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. The review team provides a comprehensive list of recommended actions in *Appendix F—Recommended Actions*.

### **Coalition Governance**

To ensure the success of the SR, VPK, and CCR&R programs, a coalition must have an effective executive leadership structure. A coalition may use both formal and informal mechanisms to ensure the coalition’s executive staff adheres to proper roles and responsibilities. Additionally, the coalition board should be the policymaking entity for the coalition, and the executive director should have the primary responsibility for implementing and managing the coalition’s policies.

Each coalition establishes its own bylaws, including the selection of a method of parliamentary procedures to provide structure and organization for board business and operations.

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

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

In general, the Pinellas Coalition’s approach to coalition governance is commendable. However, the review team has identified issues that could hinder the coalition’s overall ability to operate efficiently and effectively if not addressed in a timely manner.

#### NOTABLE OBSERVATIONS

##### **Strong board recruitment strategies ensure compliance with statutory requirements**

The Pinellas Coalition implements strong recruitment efforts to ensure the coalition maintains more than the statutorily required 18 members, as well as the more than one-third of required private sector members. The coalition’s bylaws task the Board Development and Nominating Committee with nominating a slate of candidates for board offices, member recruitment, and board development. This illustrates the coalition’s efforts to maintain compliance with board membership requirements in section 411.01(5)(a)6 and 7., F.S. Committee and board meeting minutes show the coalition’s efforts in ensuring timely recruitment.

The review analyst reviewed seven board meetings that occurred during the review period. The average board membership during this time was 23. The board also maintained more than one-third private sector membership for all except one meeting, on July 12, 2007. Average private sector business membership was 38%. During the July 10, 2008, meeting, the coalition had 11 private sector business members out of 26 total board members, or 42%. Compared to coalitions of similar size and based on budget allocations, Pinellas ranks first with private sector membership with an average of 11 private sector business members. The other coalitions of similar size – Palm Beach, Duval, Polk, and Southwest Florida – averaged 9.2 private sector members. Additionally, all three governor appointee positions were occupied at the time of the onsite review.

Despite the coalition’s commendable recruitment efforts, the review analyst found problems with the coalition’s quorum recognition, bylaws, and grievance policies. Details of the coalition’s compliance issues appear below.

#### COMPLIANCE ISSUES

##### **Board conducted business without quorum**

During the September 18, 2007, board meeting, the coalition conducted business with eight of 16 voting members present, or 50%. Section 411.01(5)(a)8., F.S., states, “a majority of the voting membership of an early learning coalition constitutes a quorum required to conduct the business of the coalition.”

Since a majority is more than 50%, the coalition was out of compliance with statute for that meeting. During the meeting, the board voted on approving the July 2007 meeting minutes, amendments to the coalition’s budget, the coalition’s professional development plan, and board officer nominations.

In its bylaws, Article III, section 3.2, the coalition states, “Board member voting shall be consistent with statutory requirements.” However, in Article V, section 5.2.1, the bylaws state, “At any duly noticed coalition board meeting, a majority of the voting directors present, with no less than 7 voting members present, shall constitute a quorum required to conduct business of the coalition.” The statement “no less than 7 voting members present” could be misunderstood to mean that seven voting members present, despite the total number of voting members on the board, is a quorum as long as a majority of the total board members is present. The lack of quorum at the September 18, 2007, meeting is an example of how the provision could be misinterpreted.

##### **Grievance policy does not address board members**

The coalition’s grievance policy does not address how to handle complaints made by or against board members. SR plan element 0.3.1 requires that the coalition has a process in place to address board and personnel complaints. Although its Agency-approved SR plan states that the coalition has such a policy, however, when reviewing the coalition’s policies the review analyst did not find a grievance policy addressing complaints lodged by or against board members.

##### **Conflict of interest policy in bylaws contradicts statute**

The coalition’s conflict of interest disclosure protocols do not fully comply with statute. Section 112.3143(3)(a), F.S., requires specific action by a board member who recognizes a conflict of interest with an action made by the board and who abstains from voting. The statute states that the board member must “publicly state to the assembly the nature of the officer’s interest in the matter from which he or she is abstaining from voting, and within 15 days after the vote occurs, disclose the nature of his or her interest as a public record in a memorandum filed with the person responsible for the recording of the minutes of the meeting.” Coalition bylaws, Article V, section 5.2.3, state, “Voting directors shall verbally disclose the nature of the conflict. If they vote after disclosure of the conflict, they must submit a written memorandum to be incorporated into the official meeting minutes.” The bylaws neglect to require a written memorandum if a board member does not vote on an issue with which he or she has a conflict of interest. Statute clearly states that a board member who has a conflict of interest must disclose it verbally and in written form, regardless of

whether he or she votes on the issue. *The coalition is in the process of amending its bylaws to comply with statute. The coalition provided the Agency with a signed form 8B from a board member who had a conflict of interest during a vote in January 2009.*

**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 a quorum is present at board meetings prior to conducting business and ensure bylaws are clear about what constitutes a quorum,
- Establish a policy addressing grievances by and against board members, and
- Update policies to include a requirement for board members who abstain from voting because of a conflict of interest to submit a written memorandum disclosing the nature of the conflict. The Agency recommends use of Form 8B Memorandum of Voting Conflicts.

**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, specifically with section 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, a coalition will lack sufficient evidence to demonstrate that it followed the proper procedures, established under chapter 287, F.S., and Agency policy. A 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 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. A coalition must have policies and procedures necessary for managing information that specifically address public records requests and procedures that comply with statutory exemptions for VPK and SR data.

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

**COMPLIANCE ISSUES**

The Early Learning Coalition of Pinellas County has fully complied with all applicable laws and the recommendations of the Agency in the *Operations and Program Management* performance review area.

**Child Care Resource & Referral**

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

The Pinellas Coalition contracted with CCCP for CCR&R services in FY 2008-2009. The contract totaled \$315,715. The terms of agreement included providing child care consumer information, establishing a toll-free telephone system, and maintaining and managing a comprehensive database of all early child care and education caregivers and community resources in Pinellas County.

The following table shows the number of completed referrals generated by the coalition’s CCR&R services, based on the size of the birth to 5-year-old population and in comparison to similarly-sized coalitions. *\*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.*

<b>Table 3: 2008 Coalition Comparison of Completed Referrals</b>			
<b>Coalition</b>	<b>Polk</b>	<b>Pasco/Hernando</b>	<b>Pinellas</b>
Referrals	15,075	17,599	17,217

Percentage	32.60%	49.70%	30.35%
0–5 Population	46,231	35,404	56,711

Source: CCR&R County Comparison Report, 2008.

**NOTABLE OBSERVATIONS**

**Comprehensive phone system provides expedited customer access to services**

To expedite customer service, Pinellas requires CCR&R specialists located in the administrative office to be logged into the phone system at all times in order to answer incoming calls. Specialists in the administrative office conduct CCR&R services by phone only. This enables specialists in the satellite locations, who provide services in person and by phone, to conduct uninterrupted parent intakes when demand is high. The system also allows managers to monitor the number of calls received and forwarded by specialists. On a rotational schedule, specialists in the satellite locations staff the call center and have the option to join the phone loop to answer incoming calls as back-up from the satellite locations during times of increased demand for CCR&R services.

**Family Information Packet educates teen parents**

In addition to its family information packet required by the SLS, the Pinellas coalition offers a teen parent packet. The teen parent packet includes an additional cover letter that educates teen mothers and fathers about quality child care and community resources that are available to them. The coalition provides the cover letter in conjunction with the Teenage Parent Program (TAPP). TAPP is a state entitlement for educational and support services for teenage students enrolled in public schools who are pregnant or parenting. TAPP is designed to help participants achieve a high school diploma while meeting the teen parent and their children’s special needs. The program provides classes in parenting skills, health and social services, child care, and transportation.

Despite the above observations, the Pinellas Coalition has several areas in CCR&R that the coalition must address. Details appear below.

**COMPLIANCE ISSUES**

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

The coalition is mostly in compliance with the SLS. The coalition needs to improve in several areas to ensure that its

service delivery does not lead to decreased program access for parents and providers over time.

- **Orientation.** SLS II-2b states that staff must complete specific training activities and orientation before conducting family interviews and generating referrals. The review analyst looked at a referral report from EFS for July 1, 2007-January 1, 2009. The report showed that three specialists generated referrals prior to completing orientation.
- **Training checklist.** SLS II-2c states that staff with CCR&R responsibilities should complete the training checklist within four months of being hired as a specialist. Out of eight specialists sampled, only one specialist did not complete the training checklist within four months of hire.
- **Secret shopper calls.** The Agency completed three secret shopper calls to the coalition’s CCR&R specialists. All three calls passed the assessment, however, two of the secret shopper calls did not meet specific SLS requirements:
  - Secret shopper call #1. The specialist did not introduce herself to the secret shopper, did not explain types of regulations, and did not include VPK readiness rate information in the informational packet sent as a result of the call. The call did not satisfy SLS II-5 and 8.
  - Secret shopper call #2. The specialist did not ask the secret shopper if she needed assistance in paying for child care, as stated in SLS II-6. The specialist only explained SR and waitlist criteria after the secret shopper asked about information on subsidized child care. The secret shopper told the specialist that the secret shopper’s child needed speech language services. The specialist, however, neglected to offer a referral to Florida Central Directory of Early Childhood Services or another agency serving children with special needs, as stated in SLS II-8.
- **Parent packet.** The coalition provided two *parent* packets. The coalition mailed one packet as a result of a secret shopper call, and the analyst obtained the other packet while onsite. The *parent* informational packet, described in SLS II-8e, did not contain the following two out of seven items:
  - Both packets did not contain the parent grievance policy. *The coalition provided the policy to the analyst onsite, and*
  - The packet received after the secret shopper call did not have VPK readiness rate information.

- New provider packet.** SLS III-1a describes 12 items to be included in the *new provider* informational packet. The coalition’s informational packet, however, did not contain the coalition’s grievance policy for providers.
- Written provider statement.** Based on SLS section III-2, the coalition should have the written provider statement posted on the coalition website and the service provider website. At the time of review, the coalition’s website did not have the provider statement posted. *As of the date of this report, the coalition added the written provider statement to the coalition’s website. The coalition will not need to provide a corrective action plan for this finding.*
- DCF Master Facilities and Homes List.** SLS III-3a states that “all legally operating early learning and/or school-age providers ... must be included in the EFS-CCR&R provider database.” The review analyst sampled 102 providers and found one listed with an incorrect address. The Department of Children and Family Services Master Facilities and Homes List contains the correct address: 2936 Desoto Way South, which the child care provider verified as correct. EFS incorrectly lists this provider at 2939 Desoto Way South.
- Codes.** SLS II-13c states that the coalition must make changes and updates to standard codes within 30 days of receipt from the OEL CCR&R Network. The Pinellas coalition entered one code incorrectly. In the UNCR table, the coalition entered code HRL, meaning “hourly.” The correct code should be HR. *As of the date of this report, the coalition corrected the code. The coalition will not need to provide a corrective action plan for this finding.*
- Provider updates.** SLS section III-3b states that the coalition must annually update all legally-operating providers in EFS, based on the provider survey instructions. In Pinellas, some data entries differ from the information submitted by providers on the surveys sampled by the analyst during the review. The coalition did not provide history notes in EFS or any other documentation to show why the discrepancies exist in rates, curriculum, environment, and other services offered by the provider. The coalition has not updated the rates in EFS since 2007. Table 4 in the next column lists the providers and discrepancies. *As of the date of this report, the coalition corrected the provider information in EFS, based on the most recent provider surveys.*

Michele Flemm-Hulslander	curriculum, environment, staff qualifications, schedule, additional fees, rates, meal options, enhanced services
Mara De Latorre	schedule, additional fees, rates, meal options, curriculum, environment, substitution policy
Bay Area Montessori School	rates, schedule, curriculum, environment, additional fees
Authentic Martial Arts	environment, substitution policy, schedule, rates, enhanced services
Darlene Clark	rates, meal options, substitution policy

**Recommended Actions**

The coalition should base all corrective actions in CCR&R on the most recent version of the SLS to ensure the coalition complies with the current guidelines. For the coalition to comply with all laws, regulations, and guidance of the Agency in the area of CCR&R, the coalition must:

- Ensure specialists receive orientation and proper training prior to conducting family interviews or generating referrals,
- Ensure specialists complete the staff training checklist within four months of their hire date,
- Ensure specialists follow SLS guidelines when providing information to families during interviews,
- Ensure provider and parent packets include all information stated in the SLS,
- Continue posting the written provider statement on the coalition website,
- Correctly update child care providers in the EFS database based on the DCF Master and Facilities Homes List, and include history notes explaining why information may differ from the DCF Master List,
- Ensure codes in EFS are correct and updated, and
- Correctly update child care providers in the EFS database based on provider surveys or phone updates.

**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

**Table 4: Incorrect Provider Information**

Provider Name	Description
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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 Agency must approve the plan.

#### COMPLIANCE ISSUES

The Early Learning Coalition of Pinellas County fully complies with all applicable laws and the recommendations of the Agency in the *Educational Services Delivery* performance review area.

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

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***Performance Expectations for 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.

***Performance Expectations for 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 that 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 that 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 early learning coalition (ELC) is responsible for the administration, coordination and/or provision of Child Care Resource and Referral (CCR&R) services in their service area. Each ELC must ensure that all CCR&R services and program requirements outlined in the Standard Level of Service are met, including but not limited to the following:

- Designating/training/supervising CCR&R staff.
- Ensuring that staffing is adequate to meet the needs of the community.
- Ensuring that referrals are provided to all families in a manner consistent with the SLS.
- Ensuring that CCR&R services are free of charge for all families and providers.
- Providing resources for families and providers (Voluntary Prekindergarten, financial assistance, School Readiness, Inclusion services/Warm Line, Florida Kid Care Insurance, Child Care Executive Partnership, employer initiatives, other community resources, etc.)
- Designating/training/supervising Inclusion/Warm Line services.
- Facilitating provider outreach and recruitment.
- Providing community outreach and collaboration.
- Ensuring compliance with reports (Monthly, Quarterly, ad hoc) and community awareness plans.
- Ensuring accurate data collection/updates, and access to DCF reports for updates process.
- Ensuring that local data integrity is maintained.
- Ensuring that client/record confidentiality is maintained at all times.
- Ensuring that services are provided to all families in compliance with federal and state Anti-Discrimination/ADA.
- Preparing and implementing an emergency action plan.

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**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>Dr. Ken Peluso</b>	Chair, Private sector governor appointee	Yes/Yes	Peluso Chiropractic & Rehab Center	N/A/April 2009
<b>Michael Pachik</b>	Private sector governor appointee	Yes/Yes	Direct Mail Systems	N/A/April 2011
<b>Cindy Seletos</b>	Private sector governor appointee	Yes/Yes	Apple Computer	N/A/April 2008
<b>Lourdes Benedict</b>	Department of Children and Family Services designee	Yes/Yes	DCF Pinellas/Pasco	(mandated)
<b>Donna Rippley</b>	Superintendent of schools designee	Yes/No	Pinellas County Schools	(mandated)
<b>Edward Peachey</b>	Workforce board designee	Yes/Yes	WorkNet	(mandated)
<b>Dr. Claude Dharamraj</b>	County health department designee	Yes/Yes	Pinellas County Health Department	(mandated)
<b>Anne Sullivan</b>	Community college designee	Yes/Yes	St. Petersburg College	(mandated)
<b>Nancy Bostock</b>	County commission representative	Yes/Yes	Pinellas County Commission	(mandated)
<b>Juanita Heinzen</b>	Head Start	Yes/No	Head Start	(mandated)
<b>Judith Miller-Brickner</b>	Private child care provider representative	Yes/No	Kids Planet, Inc	3 years/January 2011
<b>Diane Brown</b>	Faith based child care provider representative	Yes/No	Pilgrim Child Development Center	3 years/January 2011
<b>Dr. Louise Boothby-Llorente</b>	Program under Disabilities Education Act representative	Yes/No	All Children's Hospital	(mandated)
<b>Gay Lancaster</b>	Juvenile welfare board designee	Yes/Yes	Juvenile Welfare Board of Pinellas County	(mandated)
<b>Carla Doenges</b>	Child care licensing agency representative	Yes/Yes	Pinellas County License Board	(mandated)
<b>Guy Cooley</b>	Central child care agency administrator	Yes/No	Coordinated Child Care of Pinellas, Inc.	(mandated)
<b>Ellen Lasher</b>	Private sector	Yes/Yes	WTSP-TV	3 years/January 2011
<b>Steve Overton</b>	Private sector	Yes/Yes	Englund & Overton, LLC	3 years/August 2011

<sup>2</sup> This chart reflects membership as stated on board roster received on-site January 2009.

<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Cindy Jameson</b>	Private sector	Yes/Yes	Bright House Networks	3 years/August 2011
<b>Jeff Joyner</b>	Private sector	Yes/Yes	Wachovia Bank	3 years/November 2010
<b>Kevin Mekler</b>	Private sector	Yes/Yes	Zimmet, Unice, Salzman & Heyman, P.A.	3 years/January 2011
<b>Jack J. Geller</b>	Private sector	Yes/Yes	Harper, Kynes, Geller & Buford	3 years/January 2011
<b>Craig Phillips</b>	Private sector	Yes/Yes	Client Advisors	3 years/July 2011
<b>Joanie Sigal</b>	Private sector	Yes/Yes	Consultant	3 years/July 2011
<b>Lounell C. Britf</b>	N/A	No/Yes	Sanderlin Center	3 years/January 2011
<b>LeAnn Elliott</b>	National Terrorism Preparedness Institute	No/Yes	National Terrorism Preparedness Institute	3 years/January 2011

**APPENDIX C—COMMITTEE MEMBERSHIP****Finance Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Jack J. Geller</b>	<b>Committee chair</b> /Private sector	Yes/Yes	Harper, Kynes, Geller & Buford	3 years/January 2011
<b>Dr. Ken Peluso</b>	Chair, Private sector governor appointee	Yes/Yes	Peluso Chiropractic & Rehab Center	N/A/April 2009
<b>LeAnn Elliott</b>	National Terrorism Preparedness Institute	No/Yes	National Terrorism Preparedness Institute	3 years/January 2011
<b>Jeff Joyner</b>	Private sector	Yes/Yes	Wachovia Bank	3 years/November 2010
<b>Craig Phillips</b>	Private sector	Yes/Yes	Client Advisors	3 years/July 2011
<b>Guy Cooley</b>	Central child care agency administrator	Yes/No	Coordinated Child Care of Pinellas, Inc.	(mandated)

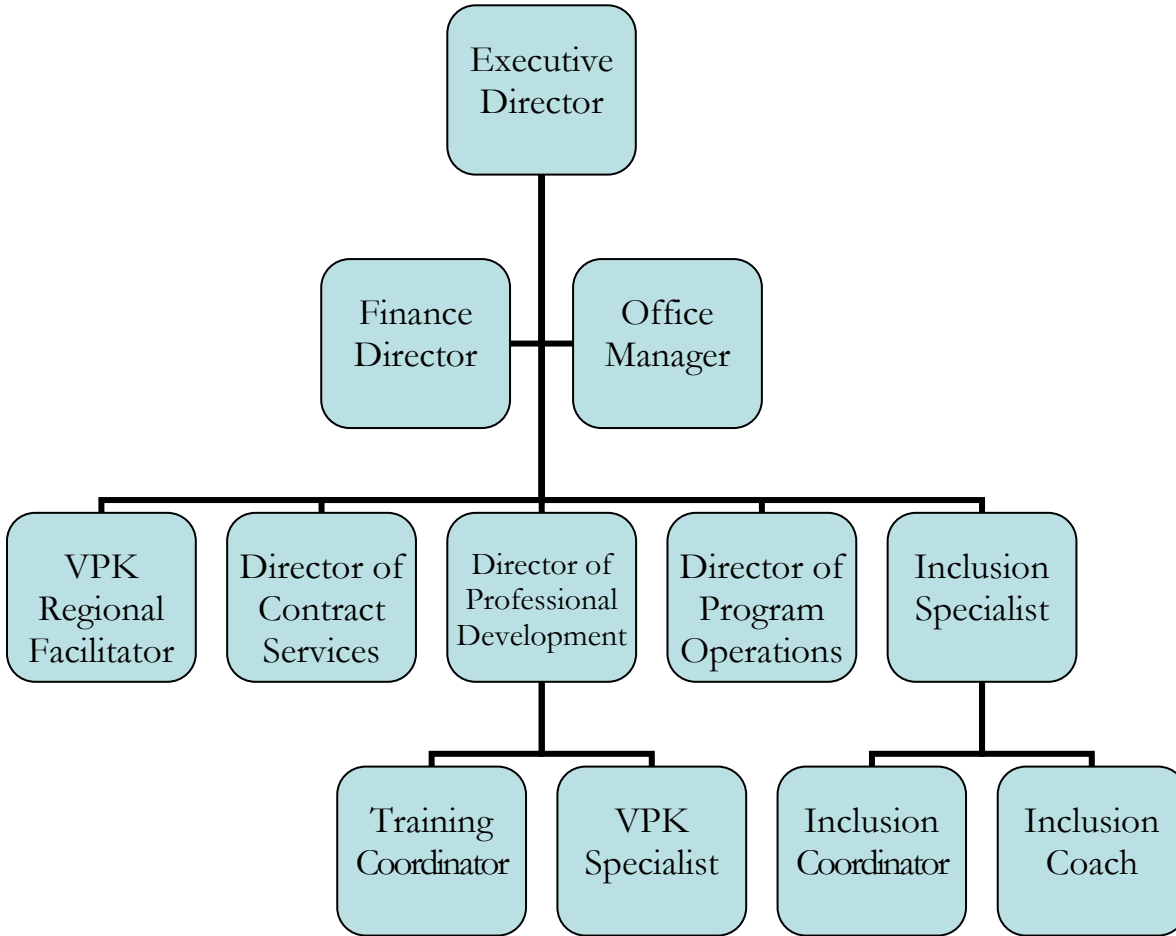
**Board Development Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Ellen Lasher</b>	<b>Committee chair</b> /Private sector	Yes/Yes	WTSP-TV	3 years/January 2011
<b>Dr. Ken Peluso</b>	Chair, Private sector governor appointee	Yes/Yes	Peluso Chiropractic & Rehab Center	N/A/April 2009
<b>Lounell C. Britf</b>	N/A	No/Yes	Sanderlin Center	3 years/January 2011
<b>Kevin Mekler</b>	Private sector	Yes/Yes	Zimmet, Unice, Salzman & Heyman, P.A.	3 years/January 2011
<b>Cindy Jameson</b>	Private sector	Yes/Yes	Bright House Networks	3 years/August 2011
<b>Cindy Seletos</b>	Private sector governor appointee	Yes/Yes	Apple Computer	N/A/April 2008
<b>Guy Cooley</b>	Central child care agency administrator	Yes/No	Coordinated Child Care of Pinellas, Inc.	(mandated)

**Executive Committee**

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
<b>Guy Cooley</b>	Central child care agency administrator	Yes/No	Coordinated Child Care of Pinellas, Inc.	(mandated)
<b>Jack J. Geller</b>	Private sector	Yes/Yes	Harper, Kynes, Geller & Buford	3 years/January 2011
<b>Cindy Jameson</b>	Private sector	Yes/Yes	Bright House Networks	3 years/August 2011
<b>Ellen Lasher</b>	Private sector	Yes/Yes	WTSP-TV	3 years/January 2011
<b>Dr. Ken Peluso</b>	Chair, Private sector governor appointee	Yes/Yes	Peluso Chiropractic & Rehab Center	N/A/April 2009
<b>Craig Phillips</b>	Private sector	Yes/Yes	Client Advisors	3 years/July 2011
<b>Cindy Seletos</b>	Private sector governor appointee	Yes/Yes	Apple Computer	N/A/April 2008

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



**APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2008-2009**

<b>Contractor</b>	<b>Services Provided</b>	<b>Contract Period</b>	<b>Contract Amount</b>
CCCP	Eligibility (TANF, CCDF, State), CCR&R, School Readiness – Two Parent/One Working, Child-at-Risk, School Readiness – At Risk, School Readiness – Working Poor, Refugee Working, Transitional Child Care, School Readiness – Purchasing Pool, Gold Seal, School Readiness – Income Eligible $\geq$ 100% and $\leq$ 150%, Income Eligible = 100%, Migrant Farm Work, Teen Parent, Native American, SSI, School Readiness – Welfare Transition, TANF At-Risk, School Readiness – Quality, School Readiness – Non-Direct Services, School Readiness – 411 Eligible, VPK – Administration, VPK – Enrollment, VPK – Prepayment	07/01/08-06/30/09	\$ 46,649,323
Pinellas School Board	First Start	07/01/08-06/30/09	\$ 270,801
Pinellas Department of Health	Screening of Eyes and Ears (SEEK)	07/01/08-06/30/09	\$111,425
Pinellas Public Library Cooperative	Born to Read	07/01/08-06/30/09	\$12,492

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**APPENDIX F—COALITION RECOMMENDED ACTIONS**

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The coalition must submit a corrective action plan addressing all indicated compliance issues within 30 days of the report's publication, as well as a subsequent six month follow-up status report.

***Coalition Governance***

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- Ensure a quorum is present at board meetings prior to conducting business and ensure bylaws are clear about what constitutes a quorum,
- Establish a policy addressing grievances by and against board members, and
- Update policies to include a requirement for board members who abstain from voting because of a conflict of interest to submit a written memorandum disclosing the nature of the conflict. The Agency recommends use of Form 8B Memorandum of Voting Conflicts.

***Operations and Program Management***

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The coalition had no compliance issues in this review area.

***Child Care Resource and Referral***

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- Ensure specialists receive orientation and proper training prior to conducting family interviews or generating referrals,
- Ensure specialists complete the staff training checklist within four months of their hire date,
- Ensure specialists follow SLS guidelines when providing information to families during interviews,
- Ensure provider and parent packets include all information stated in the SLS,
- Continue posting the written provider statement on the coalition website,
- Correctly update child care providers in the EFS database based on the DCF Master and Facilities Homes List, and include history notes explaining why information may differ from the DCF Master List,
- Ensure codes in EFS are correct and updated, and
- Correctly update child care providers in the EFS database based on provider surveys or phone updates.

***Educational Service Delivery***

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The coalition had no compliance issues in this review area.