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CPR REPORT 09-10  
AUGUST 2009



## ***PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF CLAY, NASSAU, BAKER, AND BRADFORD REPORT 09-10***

### **Results in Brief**

In accordance with s. 411.01(4)(l), Florida Statutes, the Agency for Workforce Innovation (the Agency) conducted a performance review of the Early Learning Coalition of Clay, Nassau, Baker, and Bradford Counties, Inc. (the coalition, or the CNBB Coalition). The onsite review took place the week of January 12-14, 2009. The review examined the coalition's operations from July 2007 through January 2009.

The CNBB Coalition's overall implementation of early learning programs is commendable in meeting the requirements of its School Readiness (SR) plan. The coalition operates the SR, Child Care Resource and Referral (CCR&R), and Voluntary Prekindergarten (VPK) programs in a manner that meets most state and federal laws, rules, and regulations. One notable observation about the coalition's performance is the coalition's exemplary number of child care referrals provided to assist parents with selecting quality child care.

In the areas of coalition governance, operations and program management, and CCR&R, however, the coalition's performance needs some improvement. If unresolved, the following issues may reduce the coalition's effective delivery of programs and services.

- Committee meeting minutes do not satisfy the Florida Government in the Sunshine Law (Florida Sunshine Law).
- Quorum recognition does not comply with Florida Statutes (F.S.).
- Lease agreement violates AWI Grant Agreement.
- Contract lacks references to some state and federal statutes.
- Lack of advanced notification prior to monitoring service provider.
- CCR&R service delivery needs improvement in two areas.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the CNBB Coalition's eligibility determination practices, reimbursement, and instructor qualifications. ESFP has not published its 2007-2008 report as of the date of this report.

## 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 about compliance with state and federal laws and regulations, as well as indicators for additional activities that could assist a coalition in maintaining high quality programs and operations. The expectations outlined in section 411.01(4)(l), F.S. cover specific areas of program implementation: 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 CNBB Coalition.

To measure the extent to which the CNBB 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 CNBB began doing business as the Early Learning Coalition of CNBB 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 were \$14,342,448.

*\*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 CNBB Reported SR Expenditures**

Area	2007-2008
Administration (97 BBA and 97LCA)	\$60,273
Resource & Referral (97Q14)	\$172,201
Eligibility Determination (97BDE)	\$227,147
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$728,837
Inclusion Services (97QIN)	\$46,086
SR Quality Initiatives (97QOO)	\$787,268
Infant and Toddler Quality (97INT)	\$155,425
CCEP (97PPA-97PPO)	\$9,713
Gold Seal (97GSD)	\$122,187
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$5,709,870
<b>Total Expenditures (for above OCAs only)</b>	<b>\$8,019,007</b>

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

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

Area	2007-2008
Administration (VPKADM)	\$37,266
Enrollments (VPENR)	\$187,070
Monitoring (VPMON & VPMNI)	\$60,707
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$6,038,398
<b>Total Expenditures (for above OCAs only)</b>	<b>\$6,323,441</b>

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

**Children Served.**<sup>1</sup> For FY 2007-2008, the CNBB Coalition served 3,713 children in the SR program and for the 2007-2008 VPK program year, the coalition served 2,609 children.

**Organization and Staffing.** During the review period, the coalition had a staff of two employees who implemented the programmatic aspects of the coalition’s mission. The management staff included the executive director and an executive assistant. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

**Scope of Services.** During the review period, the CNBB Coalition had one principal contractor, Episcopal Children’s Services, Inc. (ECS). The contract provides for SR and VPK program services, provider reimbursement and training, parent support and involvement, CCR&R services and the Inclusion Warm Line. *Appendix E—CNBB Coalition Contract for 2008-2009* details the coalition’s contract by contractor, services provided, contract period, and amount.

**Board Governance.** The coalition’s board of directors serves as the policy-making entity for the coalition and delegates authority to the coalition’s executive director to conduct day-to-day operations. At the time of the review, the 18-member board consisted of six non-voting and 12 voting members. Membership composition includes representatives from both the private and public sectors. *Appendix B depicts*

<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.

*Early Learning Coalition of CNBB County Board Membership* as of the beginning of January 2009.

During the review period, the coalition had two standing committees. The coalition did not submit a committee roster to the review analyst. (See committee descriptions below.)

- **The Executive Committee** meets as necessary for the proper management of the affairs of the coalition. The committee may act for the coalition between full board meetings. During the review period, the committee also served as the coalition’s finance committee.
- **The Nominating Committee** certifies members as eligible for office and nominates an official slate of nominees.

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

The review analyst found two issues with the coalition’s governance. Details of the coalition’s compliance issues appear on the next page.

**COMPLIANCE ISSUES*****Committee meeting minutes do not satisfy the Florida Sunshine Law***

The Florida Sunshine Law, section 286.011(2), F.S. requires entities to promptly record meeting minutes. The review analyst found evidence of public noticing of Executive Committee meetings during the review period and the full board discussed the Executive Committee meetings. The coalition, however, failed to provide the review analyst with any committee meeting minutes for the review period.

***Quorum recognition does not comply with Florida Statutes***

The review analyst looked at nine board meetings from August 2007 to December 2008. Five out of the nine meetings did not meet quorum requirements. Section 411.01(5)(a)8, F.S., requires a majority of the voting membership (more than 50%) to be present to meet quorum for conducting business. The board, however, conducted business during three of the five meetings; in December 2007, February 2008, and August 2008. During the December 2007 meeting, the board made motions and voted on approving minutes and authorizing staff to develop contract changes to comply with sub recipient status for coalition approval of contract revision at the February 2008 meeting. During the February 2008 meeting, the board motioned and voted on approving meeting minutes and approving a contract revision. During the August 2008, the board motioned and voted on approving minutes, approving the 2008-2009 budget, and approving the 2008-2009 contract with ECS. During the August 2007 meeting, the chair recognized the lack of quorum and did not allow business to proceed. At the December 2008 meeting, the board discussed business, but did not vote on any agenda items. Voting on action items without a quorum leaves the coalition's decisions open for legal challenge.

The poor attendance of several board members amplifies the lack of quorum at five meetings. One private sector business member missed seven of nine meetings, while another private sector business member missed five meetings. The health department representative missed three of five meetings from April 2008 to December 2008. Although they are not voting members, the private provider representative missed five of nine meetings, the community college representative missed six of nine meetings, and the faith-based representative missed four of five meetings. The coalition does not have an attendance policy in its bylaws or governing policies to address this problem, which may have led to the quorum issues.

***Recommended Actions***

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

- Promptly record minutes from committee meetings,
- Ensure the coalition board establishes a quorum in accordance with statutory requirements prior to voting on board business, and
- Consider adding an attendance policy to bylaws or governing policies for non-mandated members, encourage board member participation, and consider adding a clause to the bylaws that will allow the coalition to send a letter to mandated members that cannot be removed from the board, stating the attendance status of the member.

***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 the coalition used. Without the proper documentation, the coalition will have insufficient 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.

The 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 compliance with state and federal laws and regulations, and specifically with s. 760.10 and s. 112.0455, F.S. In addition, to comply with statutes, a coalition must have policies and procedures necessary for managing information that specifically address public records requests and include statutory exemptions for VPK and SR data.

The CNBB Coalition meets most requirements for procuring goods and services, awarding contracts, and performing contract file maintenance. The review team, however, found three issues that the coalition should address.

**COMPLIANCE ISSUES*****Lease agreement does not comply with terms of the AWI Grant Agreement***

The coalition employs two staff members under a lease agreement between the board and ECS. Specifically, the leasing agreement contract states “CNBB desires to lease employees from ECS such employees shall remain employees of ECS, unless this agreement is terminated, in which case the employees will automatically become employees of CNBB” thus representing a conflict of interest situation. While this arrangement has benefits, such as reduced cost for health insurance for the employees, the employees of the coalition work for ECS.

The AWI Grant Agreement (grant agreement) requires the coalition to monitor its sub recipients, including service providers. The grant agreement specifies that at no time shall any individual or organization other than the coalition have control over administrative functions. As the operational staff of the coalition, the employees leased from the service provider are directly responsible for managing the contract that employs them and for monitoring the contractor. This arrangement is a violation of the grant agreement and presents a conflict of interest.

At its December 2008 board meeting, the coalition began the procurement process to eliminate the leasing agreement and contract with a human resources agency. The coalition, however, had not yet finalized the proposal at the time of the onsite review.

Additionally, the ECS personnel policies apply to the leased staff, however, if the staff members become coalition employees, the policies of ECS will no longer apply to them. The coalition does not have personnel policies for hiring, firing, evaluating, and compensating coalition employees. SR Plan element 1.10.1 requires the coalition to have these policies; therefore, the coalition needs to develop these policies to comply with its SR plan.

The coalition’s current staffing arrangement also creates a conflict regarding separation of duties. OMB Circular A-133 Compliance Supplement, Part 6-Internal Control, March 2008, requires separation of duties. Specifically, the document states that there must be separation of duties between employees responsible for contracting and accounts payable and cash disbursing, and the document requires “adequate segregation of duties in review and authorization of costs.” The executive director serves as the contract manager, procures goods and services, approves disbursements, and monitors the service provider, among other administrative duties. Combining fiscal management responsibilities and contract management duties creates a potential for corporate governance problems, including insufficient separation of duties. Additionally, as noted previously, the employees of CNBB are leased employees from ECS and therefore the duties of the executive director lead to conflict of interest.

### ***Lack of advanced written notification prior to monitoring service provider***

As required by CNBB’S monitoring manual, monitoring of ECS by the coalition for fiscal year 2007-2008 did not include documentation that CNBB gave ECS advanced notification of the coalition’s onsite visits. Specifically, the pre-monitoring activities section of the manual states that the coalition will send a letter to the service provider confirming the date, time, and location of the monitoring visit.

### ***Contract lacks references to some state and federal statutes***

The coalition’s contract with ECS did not include references to some state and federal statutes and laws. Section 287.058(1)(a)-(f), F.S. and the grant agreement with the Agency, requires a coalition to include or reference requirements of the Florida Statutes and all provisions and conditions in the procurement document. The contract did not include:

- CCDF 45 CFR 98,
- TANF, 45 CFR parts 260-265,
- Omnibus Budget Reconciliation Act of 1981, section 654,
- Americans with Disabilities Act of 1990, P.L. 101-336.
- Rights to Inventions Made Under Contract or Agreement, 37 CFR part 401,
- Energy Policy and Conservation Act, Public Law 94-165, and
- Construction or Renovation of Facilities Using Program Funds.

Additionally, there was no legal review and approval of the contract by an attorney, in accordance with section 287.057(19), F.S.

### ***Recommended Actions***

In order 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:

- Ensure no conflict in operational management and administrative duties among staff members,
- Continue efforts to end the leasing agreement for employees with the coalition’s service provider, including development of personnel policies and procedures.

Other options may include:

- Revise agreement between the coalition and ECS to indicate that the two employees are employees of the coalition and answer only to the coalition board about employment matters while the coalition provides benefits through the contract with ECS.

- Terminate the lease agreement and lease employees from an unrelated third party leasing company that is independent of the service provider.
- Terminate the lease agreement and hire the leased employees as employees of the coalition and provide the benefits directly.
- Terminate the lease agreement with ECS; keep employees as independent consultants or employees of the coalition. The coalition may consider offering an increase in pay to help the coalition staff provide for their own insurance at their own cost.
- Bring all services in house. This would enable the coalition to terminate the lease agreement, and hire all coalition staff directly, thereby reducing overhead costs and enabling the coalition to provide salary and human resource services.
- Merge personnel with another coalition for administrative purposes. This would enable the coalition to share the costs of the human resources and benefits.
- Merge completely with another coalition.
- Provide advanced notice to service providers prior to monitoring,
- Update contracts to include all required references, and
- Ensure an attorney reviews all contracts.

***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 assistance with child care, should receive complete CCR&R services. A coalition should offer a parent the option of receiving assistance with locating child care and information that will help the parent make an informed decision, as well as additional information and community resources as appropriate. A parent who does not need assistance finding child care may 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 CNBB Coalition contracted ECS for CCR&R services in FY 2008-2009. The contract totaled \$168,220. The terms of contract included providing child care consumer information and services, maintaining and managing a comprehensive database of all legally operating early learning child care providers in the CNBB service area, providing technical services to childcare providers, providing applicants with referrals for inclusion services, collaborating with community agencies to increase the number of childcare providers, assisting with Child Care Executive Partnership programs, promoting awareness of CCR&R, and providing training to CCR&R staff.

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>Escambia</b>	<b>Manatee</b>	<b>CNBB</b>
Referrals	5,750	5,224	19,043
Percentage	24.20%	24.25%	84.49%
0–5 Population	23,751	21,624	22,443

Source: CCR&R County Comparison Report, 2008

**NOTABLE OBSERVATIONS**

***The CNBB Coalition has an effective CCR&R program***

Overall, the CNBB Coalition has an effective CCR&R program that generally meets most of the SLS established by the Agency’s OEL CCR&R Network. The CCR&R services in CNBB are readily accessible to providers and parents seeking assistance with child care, and SR and VPK information. Furthermore, the coalition has more than tripled the number of referrals as compared to similarly sized coalitions. See *Table 3* for referral comparisons.

Despite the exemplary number of referrals, the review team found two areas within the coalition’s CCR&R program that the coalition needs to address.

**COMPLIANCE ISSUES**

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

The CNBB coalition has two areas that need improvement to ensure that the coalition’s service delivery does not lead to decreased program access for parents and providers over time.

- **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. ...” The CNBB Coalition had one CRLV code error, six descriptions entered incorrectly, and one incorrect code. See tables 4, 5, and 6 below for a list of errors. *The coalition has corrected the errors since the onsite review. The Agency will not require a corrective action.*

Care Level	Description	Age Limit Error	CRLV Age Limit
SCHM	MID SCH AGE	21	19

Table	Coalition Description	Correct Description
PRST	B.A. Degree Child Related	B.A. Degree Early Childhood
PRST	MA Degree Child Related	MA Degree Early Childhood
PRSU	State Subsidized Contract	School Readiness Contract
PRSU	State Voucher	School Readiness Voucher Certificate
REFR	Readiness Coalition	Early Learning Coalition
REFT	Local Sch Readiness Coali	Early Learning Coalition

Table	Incorrect Code	Correct Code
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PAEL	CEP	CCEP
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**Written provider statement.** Based on SLS III-2, the coalition should have the written provider statement posted on the coalition website and the service provider website. The coalition website does not have the written provider statement posted. *As of the date of this report, the coalition added the written provider statement to the coalition’s website. The Agency will not require a corrective action.*

**Recommended Actions**

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

- Ensure codes and descriptions in EFS are correct and updated within 30 days of receiving notice of new codes, and
- Continue posting the written provider statement on the coalition and service provider websites.

**Educational Service Delivery**

Section 411.01(5)(c) and (d), F.S., delineate 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

**COMPLIANCE ISSUES**

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

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

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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 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 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.

**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>Jack Baker</b>	Private sector governor appointee	Yes/Yes	Farm Bureau Insurance	2 years/2011
<b>Lynn Meares</b>	Private sector governor appointee	Yes/Yes	Independent Insurance Representative	3 years/2008
<b>Andrea Trzcinski</b>	Department of Children and Family Services designee	Yes/Yes	DCF	(mandated)
<b>Sherri Raulerson</b>	Superintendent of schools designee	Yes/No	Baker County School District	1 year/2009
<b>Bruce Ferguson</b>	Workforce board designee	Yes/Yes	WorkSource Regional Workforce Board	3 years/2011
<b>Amy Johns</b>	County health department designee	Yes/Yes	Bradford County Health Department	3 years/2010
<b>Dr. Dana Thomas</b>	Community college designee	Yes/Yes	Florida Community College at Jacksonville	3 years/2011
<b>Dr. Connie Gutnecht</b>	Head Start	Yes/No	Episcopal Children's Services, Inc.	(mandated)
<b>Renee Crane</b>	Private child care provider representative	Yes/No	Amelia Island Montessori School	3 years/2010
<b>Dale Spaulding</b>	Faith based child care provider representative	Yes/No	Island View Child Care Center	3 years/2010
<b>Goldie Zayas</b>	Program under Disabilities Education Act representative	Yes/No	Early Start	3 years/2010
<b>Connie Stophel</b>	Central Agency representative	Yes/No	Episcopal Children's Services	(mandated)
<b>Adam Chalker</b>	Private sector	Yes/Yes	Trinity Mortgage	2 years/2011
<b>David Phillips</b>	Private sector	Yes/Yes	Financial Design Associates	3 years/2009
<b>Vina Delcomyn</b>	Private sector	Yes/Yes	Awakenings Association Management	2 years/2011
<b>Jeri Kolke</b>	Private sector	Yes/Yes	First Coast Community Bank	3 years/2009
<b>Ronald Coleman</b>	Private sector	Yes/Yes	BMT Designers and Planners, Inc.	3 years/2009
<b>Pam Jett</b>	Optional Member DCF staff	No/Yes	DCF	N/A

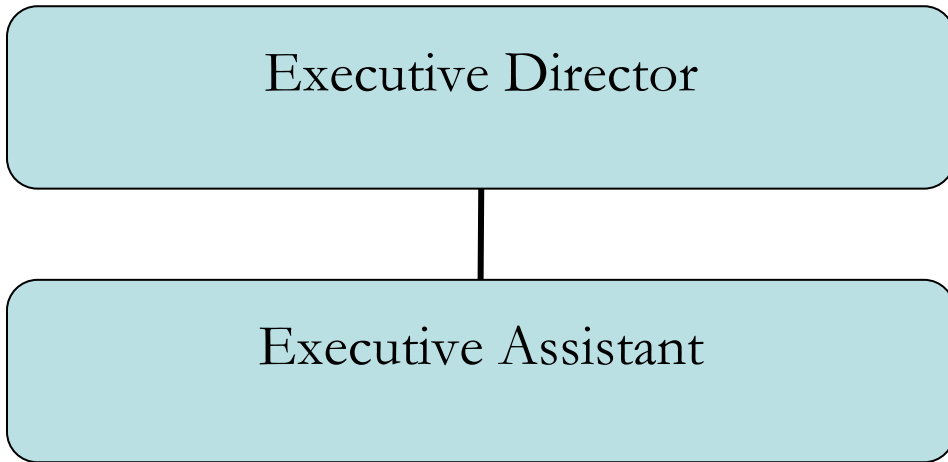
<sup>2</sup> This chart reflects membership as stated on board roster received on-site January 2009.

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**APPENDIX C—COMMITTEE MEMBERSHIP**

The coalition did not submit a roster of committee membership.

APPENDIX D—*COALITION ORGANIZATIONAL STRUCTURE*



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

<b>Contractor</b>	<b>Services Provided</b>	<b>Contract Period</b>	<b>Contract Amount</b>
Episcopal Children's Services	CCRR, Inclusion Warm Line, SR eligibility determination and provider reimbursement, provider training, parent support and involvement, VPK administration, child and provider enrollment, monitoring, training and technical assistance, curriculum, materials and supplies purchases	July 1, 2008- June 30, 2009	\$14,383,149

## APPENDIX F—COALITION RECOMMENDED ACTIONS

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

### ***Coalition Governance***

- Promptly record minutes from committee meetings,
- Ensure the coalition board establishes a quorum in accordance with statutory requirements prior to voting on board business, and
- Consider adding an attendance policy to bylaws or governing polices for non-mandated members, encourage board member participation, and consider adding a clause to the bylaws that will allow the coalition to send a letter to mandated members that cannot be removed from the board, stating the attendance status of the member.

### ***Operations and Program Management***

- Ensure no conflict in operational management and administrative duties among staff members,
- Continue efforts to end the leasing agreement for employees with the coalition’s service provider, including development of personnel policies and procedures.

Other options may include:

- Revise agreement between the coalition and ECS to indicate that the two employees are employees of the coalition and answer only to the coalition board about employment matters while the coalition provides benefits through the contract with ECS.
- Terminate the lease agreement and lease employees from an unrelated third party leasing company that is independent of the service provider.
- Terminate the lease agreement and hire the leased employees as employees of the coalition and provide the benefits directly.
- Terminate the lease agreement with ECS; keep employees as independent consultants or employees of the coalition. The coalition may consider offering an increase in pay to help the coalition staff provide for their own insurance at their own cost.
- Bring all services in house. This would enable the coalition to terminate the lease agreement, and hire all coalition staff directly, thereby reducing overhead costs and enabling the coalition to provide salary and human resource services.
- Merge personnel with another coalition for administrative purposes. This would enable the coalition to share the costs of the human resources and benefits.
- Merge completely with another coalition.
- Provide advanced notice to service providers prior to monitoring,
- Update contracts to include all required references, and
- Ensure an attorney reviews all contracts.

### ***Child Care Resource and Referral***

- Ensure codes and descriptions in EFS are correct and updated within 30 days of receiving notice of new codes, and

- Continue posting the written provider statement on the coalition website.

***Educational Service Delivery***

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The Early Learning Coalition of CNBB has no compliance issues in the *Educational Service Delivery* review area.