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CPR REPORT 09-12
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PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF PASCO AND HERNANDO REPORT 09-12

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 Pasco and Hernando Counties, Inc. (the coalition, or the Pasco-Hernando Coalition). The onsite review took place the week of April 13-15, 2009. The review examined the period of the coalition's operations from July 2008 through April 2009.

Overall, the Pasco-Hernando Coalition's service delivery is commendable as it effectively implements the coalition's early learning programs. The coalition operates its School Readiness (SR), Child Care Resource and Referral (CCR&R), and Voluntary Prekindergarten (VPK) programs in a manner that meets or exceeds most state and federal laws, rules, and regulations.

During the review, the analysts noted, however, that the coalition's performance needs some improvement in the areas of operations and program management, CCR&R, and educational services delivery. If unresolved, the following issues may reduce the coalition's effective delivery of programs and services.

- Contracts lacked legal review and required language.
- Service provider monitoring is incomplete.
- EFS code updates are inaccurate or incomplete.
- Documentation insufficient to support completion of SR Plan outcome measures.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of eligibility determination practices, reimbursement, and instructor qualifications. ESFP published program findings and best practices for fiscal year (FY) 2007-2008 on October 3, 2008.

Scope and Methodology

45 C.F.R. 98.11(b)(6) and s. 411.01(4)(l) and 1002.75(1), F.S., mandate that the Agency administer early learning programs in Florida. Specifically, s. 411.01(4)(l) requires “the Agency for Workforce Innovation to monitor and evaluate the performance of each early learning coalition in administering the school readiness program, implementing the school readiness plan, and administering the Voluntary Prekindergarten Education Program. These monitoring and performance evaluations must include, at a minimum, onsite monitoring of each coalition’s finances, management, operations, and programs” (s. 411.01(4)(l), F.S.). The Legislature has also given the Agency authority to “identify best practices 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 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 Pasco Hernando Coalition.

To measure the extent to which the Pasco-Hernando 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 teams visited several child care provider sites and while at the child care sites, reviewed a sample of child care provider files for SR and VPK program recipients. The team also conducted a focus group for providers receiving services from the coalition.

Background

History of Operations. The SR coalitions of Pasco and Hernando counties formed separately in 1999. In response to the passage of amendments made to Chapter 411 F.S. in 2005, the Pasco and Hernando coalitions merged and began operating as the Early Learning Coalition of Pasco and Hernando Counties, Inc.

The coalition’s expenditures for the SR and VPK programs for fiscal year 2008–2009 to date totaled approximately \$26,809,023.. *Expenditures in the table below represent cost categories that support the scope of the performance review and are not all-inclusive.

Table 1: Early Learning Coalition of Pasco-Hernando Reported SR Expenditures

Area	2008–2009
Administration (97 BBA and 97LCA)	\$458,585
Resource & Referral (97Q14)	\$142,215
Eligibility Determination (97BDE)	\$410,417
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$419,425
Inclusion Services (97QIN)	\$227,374
SR Quality Initiatives (97QOO)	\$637,041
Infant and Toddler Quality (97INT)	\$114,359
CCEP (97PPA-97PPO)	\$0
Gold Seal (97GSD)	\$603,975
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$11,694,419
Total Expenditures (for above OCAs only)	\$14,707,810

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

Table 2: Early Learning Coalition of Pasco-Hernando Reported VPK Expenditures

Area	2008–2009
Administration (VPKADM)	\$257,415
Enrollments (VPENR)	\$149,006
Monitoring (VPMON & VPMNI)	\$53,067
Outreach and Awareness (VPLCM)	\$18,715
Local Planning (VPLPI)	\$0
VPK School District Roundup (VPKSD)	\$21,474
Program Services (VPPRS)	11,601,536
Total Expenditures (for above OCAs only)	\$12,101,213.

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

Children Served.¹ As of May 29, 2009, the Pasco-Hernando Coalition served a total of 7,068 children in the SR program for fiscal year 2008–2009 and 5,000 children in the 2008-2009 VPK program year.

Organization and Staffing. At the time of the review, the coalition had a staff of 14 employees who implemented the programmatic aspects of the coalition’s mission. The management staff was made up of the executive director, quality manager, program/contracts manager, and fiscal manager. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

Scope of Services. During the review period, Childhood Development Services (CDS) provided services for Eligibility and Disbursements as the coalition’s subcontractor. The coalition provided all other SR and VPK services in-house. As of July 1, 2009, the coalition ended its contract with CDS and brought all services in-house. *Appendix E—Coalition Principal Contracts for 2008–2009* lists the coalition’s contracts by contractor, services provided, contract period, and amount.

¹ The VPK program has a summer and school year which crosses over fiscal years. For reporting purposes the SR program is reported by fiscal year and the VPK program is reported by program year.

Board Governance. The coalition’s board of directors serves as the policy-making entity for the coalition, delegating authority to the coalition’s executive director to conduct day-to-day operations. The 19-member board consists of seven non-voting and 12 voting members representing Pasco and Hernando counties. Membership composition includes representatives from both the private and public sectors. *Appendix B—Board Membership* depicts board membership as of June 1, 2009.

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

- **The Executive Committee** takes action on behalf of the board in between full board meetings when necessary. It also serves as the coalition’s personnel committee. This committee conducts the executive director’s annual evaluation. The full board must approve any actions this committee takes at its next meeting.
- **The Finance and Audit Committee** provides oversight for the coalition’s budgetary and financial operations and conducts financial reporting to the full board. This committee also reviews and summarizes audit findings for the full board.
- **The Program Committee** reviews and monitors performance of VPK and SR providers who have contracts with the coalition. The committee reports the findings to the full board. The committee also monitors curriculum development, accreditation activities, and the training efforts of provider staff.
- **The Quality Committee** presents the full board’s plan recommendations and use of quality dollars as required by Florida statutes and the coalition’s bylaws.

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. A comprehensive list of recommended actions is provided in *Appendix F—Coalition 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. The board should be the policymaking entity for the coalition, and the executive director should have the primary responsibility for implementing and managing the coalition's policies. The coalition should implement all major policies with the board's approval. At a minimum, the coalition should establish clearly written bylaws and governance policies that comply with state and federal statutes about the coalition's roles and responsibilities.

Each coalition establishes its own bylaws, including the selection of a method of parliamentary procedures to provide structure and organization for board business and operations. These procedures may establish, among other requirements, the number of board members that constitutes a quorum as well as how the board receives motions for decision. The Pasco-Hernando Coalition's bylaws set Robert's Rules of Order as a standard for parliamentary procedure for voting members.

COMPLIANCE ISSUES

The Early Learning Coalition of Pasco and Hernando comply with all applicable laws and recommendations of the Agency in the *Coalition Governance* performance review area.

Operations and Program Management

To ensure effective and efficient procurement processes, a coalition must have policies and procedures in place to ensure compliance with state and federal laws and regulations, and specifically with s. 287.057, F.S. To ensure compliance with Florida Statutes, a coalition must maintain all documentation about the contract and/or grant award selection process, including the method of selection used. Without the proper documentation, a coalition will have insufficient evidence to demonstrate that the coalition followed the proper procedures, established under chapter 287, Florida Statutes, 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 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 about public records requests and ensure compliance with statutory exemptions for VPK and SR data.

The review analyst found two areas of concern in the Pasco-Hernando Coalition's operations and program management review area. These are listed below.

COMPLIANCE ISSUES

Contracts lacked required terms and conditions and legal review

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 coalitions to include or reference requirements in the F.S. and all provisions and conditions in the procurement document. Also, there was no legal review and approval of the contract by an attorney, in accordance with section 287.057(19), F.S. The contract did not include:

- Americans with Disabilities Act of 1990;
- Equal Employment Opportunity that agrees to comply with Executive Order No. 11246 and supplemented in Department of Labor regulation 29 CFR parts 33, 41, and 60;
- Energy efficiency in accordance with the Energy Policy and Conservation Act, Public Law 94-163; and
- Construction or renovation of facilities using program funds as prohibited activities.

As of July 1, 2009, the coalition no longer uses a contracted service provider, but the coalition should ensure all future contracts include all terms and conditions as specified in statute and the AWI Grant Agreement.

Coalition monitoring of service provider is incomplete

The coalition contracted with an independent consultant to monitor CDS. The agreement with the consultant was to monitor a minimum of 90 Pasco and 60 Hernando SR eligibility files and corresponding invoicing documents as well as the SR subsidized Program Management Requirements. The contract did not require the consultant to monitor the VPK program. The CDS monitoring report, however, shows that the consultant monitored 119 SR files and 31 VPK files, which is not in agreement with the contract language. Of the SR files, 73 were from Pasco County and 46 from Hernando County. Seventeen of the VPK files were from Pasco County and 14 were from Hernando County. The coalition did not provide the review analyst documentation showing monitoring of any other aspects of its early learning programs as specified in the coalition's SR plan.

Additionally, Section (8) of the AWI Grant Agreement specifies that monitoring should occur once each quarter. The monitoring schedule provided to the review analyst specified

monitoring of the CDS would occur once each quarter of FY 2008-2009. The consultant, however, monitored CDS in the first quarter only of FY 2008-2009. The coalition terminated the contract with the consultant prior to completion of the contracted monitoring schedule and the Agency’s onsite review.

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:

- Ensure legal review of future contracts above the specified threshold in statute,
- Ensure all future contracts contain required language and amend core contracts to accurately reflect scope of work and deliverables, and
- Conduct contract monitoring in accordance with the AWI Grant Agreement and the coalition’s SR and monitoring plan.

Child Care Resource & Referral

CCR&R should serve as the “front door” to all services offered through a coalition and the coalition’s contracted service provider. A parent, regardless of socio-economic status, who seeks or needs financial assistance with child care, should receive complete CCR&R services. A coalition should offer a parent the option of receiving assistance with locating child care and information that will help the parent make an informed decision, as well as additional information and community resources as appropriate.

Each CCR&R specialist should be prepared to explain various types of 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 Pasco-Hernando Coalition provides all CCR&R services directly. These include 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 Pasco and Hernando counties, among other resource and referral services.

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

to similarly-sized coalitions. **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	Brevard	Seminole	Pasco-Hernando
Referrals	9,220	7,815	17,596
Percentage	28.83%	25.76%	49.70%
0-5 Population	31,985	30,341	35,404

Source: CCR&R County Comparison Report, 2008.

The Pasco-Hernando Coalition generally complies with the SLS in the delivery of CCR&R and effectively renders services within its service area. The review analyst, however, found one area in CCR&R that the Pasco-Hernando Coalition must address, as detailed below.

COMPLIANCE ISSUES

The coalition process for updating codes in EFS needs improvement

As required in section 11 of the AWI Grant Award Agreement, each coalition is responsible for the accuracy of the information entered into the EFS data system and for ensuring timely updates. The coalition must make provider and customer standard code changes and updates affecting the quarterly or monthly report within 30 days of notification from the OEL CCR&R Network, per SLS II-13d and the FY 2008-2009 AWI Grant Agreement. There are two areas, however, that need improvement to bring the coalition into compliance, as detailed below.

Incorrect descriptions. The coalition had seven incorrect descriptions. The table below details the description errors:

Coalition Description	Correct Description
Do Not Use	F-Church Avenue Academy
Directors Cerdential Foun	Advanced Administrator Credential
Director's Credtal-Advanc	Beginning Administrator Credential
BA Degree Child Related	B.A. Degree Early Childhood

MA Degree Child Related	MA Degree Early Childhood
Full Time VPK	Full Time Wrap for VPK
Part Time VPK	Part Time Wrap for VPK

Incorrect code. The coalition entered three codes in a table that states “Required do not change or add any codes” and had one code with an incorrect age limit. See tables below for a list of incorrectly added codes.

Table 5: Codes Added to Restricted Tables			
Table	Code		
CRLV	SPCR		
CRLV	SPTN		
PRSC	VPK		
Table 6: Incorrect Code			
Table	Care Level	Age Limit	EFS Incorrect Age Limit
CRST	SCHM	19	21

RECOMMENDED ACTIONS

For the coalition to comply with all applicable laws, regulations, and guidance of the Agency in the area of CCR&R, the coalition must update standard codes and descriptions accurately and in a timely manner, as stated in the CCR&R requirements and the AWI Grant Agreement.

Educational Services Delivery

Section 411.01 (5)(c) and (d) (2008), F.S., delineates the required components for each coalition’s SR programs. The components include ensuring the use of developmentally appropriate curricula by providers, implementing health and developmental screenings and assessments for children participating in the program, coordinating staff development and provider training, and fostering parental support and involvement. A coalition must address these elements as part of the coalition plan (SR plan) and the plan must be approved by the Agency for Workforce Innovation

The Agency’s review of the Pasco-Hernando Coalition’s delivery of educational services found that the coalition meets most program outcomes as specified in the coalition’s SR plan. There were five areas, however, in which the coalition did not provide documentation to show it met the outcome measures, as detailed below.

COMPLIANCE ISSUES

Documentation does not support coalition SR plan outcomes have been met

The coalition did not provide sufficient documentation that it met five of its SR plan outcome measures. These are detailed below.

- Increased parent knowledge.** The coalition SR plan, section 3.4.1, states that “80 percent of parents will demonstrate an increased knowledge of commonly accepted child development practices as documented [by a] pre-post tests by 2009.” The coalition did not provide sufficient documentation to support that it administered the pre-post tests.
- Increased literacy skills.** The coalition SR plan section 3.4.2 states that “80 percent of families attending workshops will report satisfaction and are able to identify one new strategy to increase literacy skill development in young children according to surveys completed by the participants.” The coalition did not provide sufficient documentation to support that it met this outcome.
- Referrals.** In its SR plan, section 3.5.1, the coalition states, “25 percent of families after re-determination will state that one or more of the referrals accessed resulted in utilization of those services as evidenced by documentation.” The coalition did not provide documentation to support that it tracked the referrals and utilization.
- Migrant families.** The coalition SR plan section 3.6.1 states, “By 2009, increase the number of migrant families receiving assistance by 5 percent.” The coalition did not provide documentation showing the number of migrant families receiving SR services has increased from 2008 to 2009.
- Curriculum.** The coalition states in its SR plan, section 4.3.3., “The number of school readiness providers who fully use a developmentally appropriate curriculum will increase to 70 percent.” The coalition did not provide monitoring or roll-up reports showing that it tracked this outcome measure and that the number of providers in compliance is 70% or more.

RECOMMENDED ACTIONS

For the coalition to comply with all laws, regulations, and recommendations of the Agency in the area of educational services delivery, the coalition must amend or follow its SR plan regarding stated outcome measures.

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

Performance Expectations for Coalition Governance

- 1 The coalition clearly delineates the roles and responsibilities of the board and the executive director in order to promote effective working relationships.
- 2 The coalition organizes efficient board meetings that are accessible to the public.
- 3 The executive director and coalition board exercise effective oversight of the coalition's financial operations.
- 4 The executive director and coalition board exercise effective oversight of the coalition's programmatic allocations and development.

Performance Expectations for Operations and Program Management

- 1 The coalition clearly defines its organizational structure, including procedures to manage coalition personnel effectively.
- 2 The coalition's process for managing information supports daily operations.
- 3 An individual(s) is (are) assigned responsibility for managing coalition contracts.
- 4 The coalition has policies and procedures in place to monitor both administrative and programmatic aspects of all contracts.

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

- 1 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.

Performance Expectations for Educational Service Delivery

- 1 The coalition is ensuring a coordinated staff development and training plan.
- 2 The coalition is ensuring the selection and use of a developmentally appropriate curriculum by all SR providers.
- 3 The coalition is ensuring the selection and use of a character development program by all SR providers.
- 4 The coalition has an effective process for providing age-appropriate developmental screenings.
- 5 The coalition provides health screenings and appropriate referrals.
- 6 The coalition has a system in place to offer and track training for a provider on the developmental and health screening process.
- 7 The coalition ensures that providers use pre- and post-assessment data to make sound decisions about teaching and learning.
- 8 The coalition is implementing effective strategies to improve the quality and availability of child care services.
- 9 The coalition is implementing a comprehensive program that supports: (1) Educational and skill-building opportunities for parents and (2) Economic self-sufficiency for parents.

APPENDIX B—BOARD MEMBERSHIP²

Name	Designation	Mandatory/ Voting	Affiliation	Term/Ends
Lisa Hammond	Chair /Private sector, governor appointee	Yes/Yes	Cenaps Corp.	4 years/June 15, 2009
Susan Arnett	Private sector, governor appointee	Yes/Yes	United Way of Pasco County	3 years/April 30, 2012
Patricia Wisman	DCF designee	Yes/Yes	Department of Children and Families	4 years/June 15, 2009
Sonya Jackson	Superintendant of schools designee	Yes/No	County School District	4 years/May 23, 2011
Joe Mascaro	Regional Workforce Board designee	Yes/Yes	Regional Workforce Board	(mandated)
Elizabeth Callaghan	County health department designee	Yes/Yes	County Health Department	4 years/June 15, 2009
Dr. Burt Harres	Community college designee	Yes/Yes	Community College	(mandated)
Jean Rags	County commission designee	Yes/Yes	County commission	4 years/June 15, 2009
Beth Rawls	Head Start designee	Yes/No	Pasco County School District Head Start	4 years/May 23, 2011
Denise Gill	Private child care provider representative	Yes/No	Bright Beginnings Preschool	4 years/June 15, 2009
Sister Roberta Bailey	Faith based child care provider representative	Yes/No	St. Anthony Interparochial Catholic School	4 years/August 22, 2012
Lydia Pinkowski	Representative of a program un Disabilities Education Act	Yes/No	Exceptional Student Education	4 years/June 15, 2009
Mary Beth Wehnes	Child care licensing agency designee	Yes/Yes	Local licensing agency	4 years/June 28, 2011
Curt Bromund	Central child care agency head	Yes/No	Childhood Development Services, Inc.	3 years, concurrent with RFP contract July 2009
Janis McKnight	Private sector, business	Yes/Yes	Strong Tower Vineyard & Winery	4 years/May 21, 2013
Jayne Goldstein	Private sector, business	Yes/No	Today Care at PHCC	4 years/May 27, 2011
David P. Meglay	Private sector, business	Yes/Yes	SunTrust Investment Services, Inc.	4 years/June 15, 2009
Dr. Steven K. Kanakis	Private sector, business	Yes/Yes	Dr. Steven N. Kanakis, Psy.D. P.A.	4 years/October 19, 2010
Nicole Miller	Private sector, business	Yes/Yes	Sylvan Learning Center	4 years/June 28, 2011

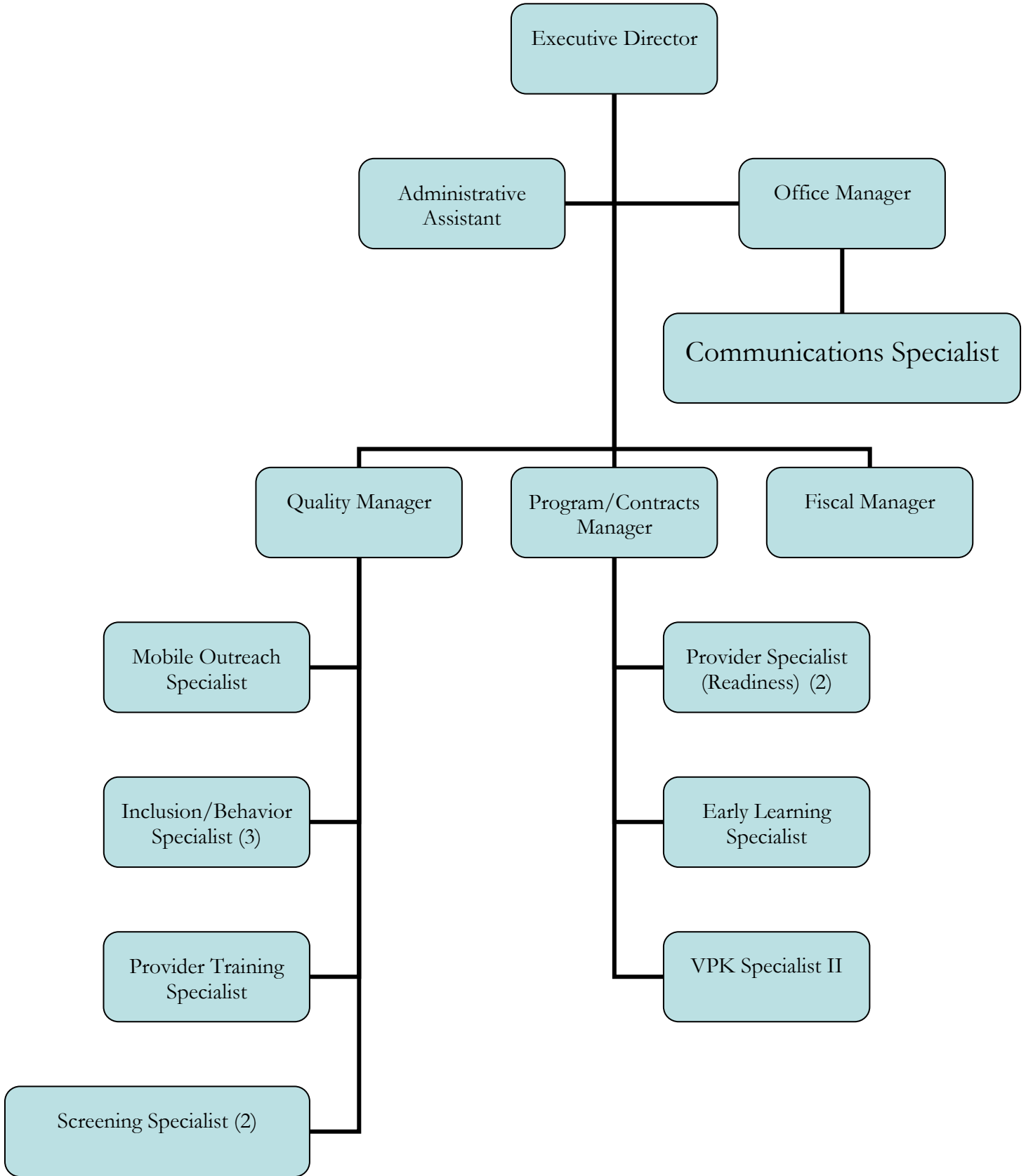
² Board roster as provided to the review analyst on June 1, 2009.

APPENDIX C—COMMITTEE MEMBERSHIP

Finance and Audit Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Elizabeth Callaghan	County health department designee	Yes/Yes	County Health Department	4 years/June 15, 2009
Curt Bromund	Central child care agency head	Yes/No	Childhood Development Services, Inc.	3 years, concurrent with RFP contract July 2009
Susan Arnett	Private sector, governor appointee	Yes/Yes	United Way of Pasco County	3 years/April 30, 2012
Dr. Burt Harres	Community college designee	Yes/Yes	Community College	(mandated)
Sister Roberta Bailey	Faith based child care provider representative	Yes/No	St. Anthony Interparochial Catholic School	4 years/August 22, 2012
Program Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Jean Rags	Chair/ County commission designee	Yes/Yes	County commission	4 years/June 15, 2009
David P. Meglay	Private sector, business	Yes/Yes	SunTrust Investment Services, Inc.	4 years/June 15, 2009
Sonya Jackson	Superintendent of schools designee	Yes/No	County School District	4 years/May 23, 2011
Mary Beth Wehnes	Child care licensing agency designee	Yes/Yes	Local licensing agency	4 years/June 28, 2011
Steve Davis	Not a board member	N/A	N/A	N/A
Denise Gill	Private child care provider representative	Yes/No	Bright Beginnings Preschool	4 years/June 15, 2009
Quality Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Dr. Steven K. Kanakis	Chair/ Private sector, business	Yes/Yes	Dr. Steven N. Kanakis, Psy.D. P.A.	4 years/October 19, 2010
Joe Mascaro	Regional Workforce Board designee	Yes/Yes	Regional Workforce Board	(mandated)
Sister Roberta Bailey	Faith based child care provider representative	Yes/No	St. Anthony Interparochial Catholic School	4 years/August 22, 2012
Beth Rawls	Head Start designee	Yes/No	Pasco County School District Head Start	4 years/May 23, 2011
Lydia Pinkowski	Representative of a program un Disabilities Education Act	Yes/No	Exceptional Student Education	4 years/June 15, 2009

Tony Watkins	Not a board member	N/A	N/A	N/A
Denise Gill	Private child care provider representative	Yes/No	Bright Beginnings Preschool	4 years/June 15, 2009
Executive Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Lisa Hammond	Chair /Private sector, governor appointee	Yes/Yes	Cenaps Corp.	4 years/June 15, 2009
Dr. Steven K. Kanakis	Private sector, business	Yes/Yes	Dr. Steven N. Kanakis, Psy.D. P.A.	4 years/October 19, 2010
Jean Rags	County commission designee	Yes/Yes	County commission	4 years/June 15, 2009
Nicole Miller	Private sector, business	Yes/Yes	Sylvan Learning Center	4 years/June 28, 2011

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2008–2009

Contractor	Services Provided	Contract Period	Contract Amount
Child Development Services	SR and VPK eligibility and disbursements	07/01/08 - 06/30/09	\$24,999,867

APPENDIX F—COALITION RECOMMENDED ACTIONS

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

Coalition Governance

The coalition had no compliance findings in this area.

Operations and Program Management

- Ensure legal review of future contracts above the specified threshold in statute,
- Ensure all future contracts contain required language and amend core contracts to accurately reflect scope of work and deliverables, and
- Conduct contract monitoring in accordance with the AWI Grant Agreement and the coalition's SR and monitoring plan.

Child Care Resource and Referral

Update standard codes and descriptions accurately and in a timely manner, as stated in the SLS and AWI Grant Agreement.

Educational Services Delivery

Amend or follow the coalition's SR plan regarding stated outcome measures.