

STATE OF FLORIDA
GOVERNOR
CHARLIE CRIST

AGENCY FOR
WORKFORCE INNOVATION
DIRECTOR
CYNTHIA R. LORENZO

OFFICE OF EARLY LEARNING
(850) 921-3180

DIRECTOR
BRITTANY BIRKEN, PH.D.

ACCOUNTABILITY MANAGER
STEPHANIE L. GEHRES

REVIEW SUPERVISOR
TAMARA AKINS PRICE

REVIEW ANALYSTS
REGINAL WILLIAMS
CHRISTINE JOHNSON
ANDREA RAINES
ROYAL LOGAN

WRITER
RENÉE LISS

INTERNAL QUALITY ASSURANCE
CELICIA BELL
BETTY WALLACE
TOM IMHOLT

CPR REPORT 09-03.01
REVISED JUNE 2009



PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF THE SARASOTA REPORT 09-03.01

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 the Sarasota, Inc. (the coalition, or the Sarasota Coalition). The on-site review took place the week of October 13-16, 2008. The review team examined the coalition's operations from July 2007 through August 2008.

The Sarasota Coalition's overall implementation of early learning programs is commendable. The coalition operates the School Readiness (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:

- Sarasota initiatives support teachers and parents to effectively keep children with challenging behaviors in their classrooms,
- Quality Childcare Council community initiative supports high quality early learning programs, and
- Social Marketing Campaign supports early literacy.

The coalition's performance, however, needs improvement, specifically in the areas of child care resource and referral (CCR&R), and educational services delivery. If unresolved the issues may reduce the coalition's effective delivery of programs and services. These issues include:

- Need for improvement in some aspects of CCR&R.
- Need for full adherence to the coalition's SR plan to ensure *all* SR child care providers are using developmentally appropriate curriculum and character development programs.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the Sarasota Coalition's eligibility determination practices, reimbursement, and instructor qualifications. ESFP published program findings and best practices for fiscal year 2006-2007 in a separate report on April 4, 2008.

Scope and Methodology

45 C.F.R. 98.11(b)(6) and sections 411.01(4)(l) and 1002.75(1), F.S. mandate that the Agency administer early learning programs in Florida. Specifically, section 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, on-site monitoring of each coalition’s finances, management, operations, and programs” (s. 411.01(4)(l), F.S.). Legislature has also given the Agency authority to “identify best practices for early learning coalitions, and to improve the outcomes of school readiness programs” through section 411.01(4)(m), F.S.

The Agency developed performance expectations to provide a framework for measuring a coalition’s effectiveness in implementing early learning programs (see *Appendix A—Indicators, Expectations, and Excerpts from Standard Levels of Service*). The performance expectations include indicators relating to compliance with state and federal laws and regulations, as well as indicators for additional activities that could assist a coalition in maintaining high quality programs and operations. The expectations outlined in section 411.01(4)(l) cover specific areas of program implementation: coalition governance, operations and program management, and educational service delivery.

In addition, the Agency developed the *Child Care Resource & Referral Network CCR&R Standard Levels of Service (SLS)* to guide a coalition in delivering resource and referral services to a family. The standards address issues, such as customer service expectations, staff training and certification, consumer services and information, and database maintenance. See *Appendix A—Indicators, Expectations, and Excerpts from Standard Levels of Service (April 10, 2006)* for a more detailed description of the SLS.

To measure the extent to which the Sarasota Coalition meets the performance expectations and the guidelines of the SLS, the review team interviewed the coalition’s executive director, coalition staff, board members, providers, and contractor staff, if applicable. The team examined various documents, such as 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 Sarasota School Readiness Coalition incorporated in 2000, and became the Early Learning Coalition of Sarasota County in 2005 in response to amendments made by the Florida Legislature to chapter 411, F.S. The coalition’s expenditures for the SR and VPK programs for fiscal year 2007–2008 totaled approximately \$10.4 million. **Expenditures in the table below represent cost categories that support the scope of the performance review and are not all-inclusive.*

Area	2007–2008
Administration (97 BBA and 97LCA)	\$190,948
Resource & Referral (97Q14)	\$94,973
Eligibility Determination (97BDE)	\$300,007
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$295,225
Inclusion Services (97QIN)	\$41,381
SR Quality Initiatives (97QOO)	\$399,951
Infant and Toddler Quality (97INT)	\$55,774
CCEP (97PPA-97PPO)	\$274,595
Gold Seal (97GSD)	\$112,330
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$4,004,559
Total Expenditures (for above OCAs only)	\$5,769,743

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of November 30, 2008

Table 2: Early Learning Coalition of the Sarasota Reported VPK Expenditures

Area	2007–2008
Administration (VPKADM)	\$67,667
Enrollments (VPENR)	\$82,800
Monitoring (VPMON & VPMNI)	\$29,965
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$4,444,548
Total Expenditures (for above OCAs only)	\$4,621,980

Source: AWI Grant Management FLAIR Expenditures, OCA Reconciliation as of November 30, 2008

Children Served¹. For program year 2007–2008, the Sarasota Coalition served a total of 1,877 children in VPK and 1,950 children for fiscal year 2007-2008 in the SR program.

Organization and Staffing. The coalition has a staff of 21 employees who implement the programmatic aspects of the coalition’s mission. The management staff is made up of the executive director, senior program manager, program managers, director of Child Care Connection (CCC), finance manager, CCR&R/intake manager, and eligibility manager. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

Scope of Services. During the review period, the Sarasota Coalition had three contracts with one principal contractor, the Florida Center for Child and Family Development Services (FCCFD) provided under these contracts included child health and developmental screenings, intervention, inclusion, training, technical assistance, and mental health support for behaviorally challenged children. The coalition also had a contract with Devereux Florida for a Quality Improvement and Rating System (QIRS) assessment program. The coalition provided in-house services for SR eligibility determination, CCR&R, hearing and vision screenings at the coalition’s offices, provider reimbursement, recruitment and training, family support, VPK provider certification, child eligibility determination, and provider payments. *Appendix E—Coalition Principal Contracts for 2007–*

2008 lists the coalition’s contracts by contractor, services provided, contract period, and amount.

Board Governance. The coalition’s board of directors serves as the policy-making entity for the coalition, delegating authority to the coalition’s executive director. At the time of the review, the 18-member board consisted of five non-voting and 13 voting members representing Sarasota County. Membership composition included representatives from both the private and public sectors. *Appendix B—Board Membership* depicts board membership as submitted with the coalition’s plan amendment approved on August 20, 2008.

The board is supported by one standing committee. The Budget and Finance Committee provides oversight for all of the coalition’s financial operations, including those of the contractor. Coalition voting members and senior staff sit on this committee.

The coalition’s bylaws that are on file with the Agency list six standing committees. None but the Budget and Finance Committee, however, was active during the review period.

FINDINGS

The following report summarizes the coalition’s notable observations and compliance issues observed by the review analysts. The coalition must submit a corrective action plan addressing all indicated compliance issues within 30 days of the report’s publication, as well as a subsequent six month follow-up status report. The Agency 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. Specifically, a coalition should maintain a constructive and trusting relationship between the coalition’s board members, executive director, and employees. The relationship is in jeopardy when the parties do not understand, or fail to adhere to, the parties’ distinct roles in the governance process.

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

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

COMPLIANCE ISSUES

The Early Learning Coalition of Sarasota has complied 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 in place policies and procedures 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 relating to the contract and/or grant award selection process, including the method of selection used. Without the proper documentation, there will be insufficient evidence that the proper procedures were followed according to chapter 287, F.S., and Agency policies. 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 in place a set of personnel policies and procedures 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, 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.

COMPLIANCE ISSUES

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

Child Care Resource & Referral

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

The Early Learning Coalition of Sarasota County retains control over all CCR&R services. These services 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 Sarasota County.

The following table shows the number of completed referrals generated by the coalition’s CCR&R program, based on the size of the birth to 5-year-old population and in comparison to similarly-sized coalitions. **Note: this table is for informational purposes only. The table does not reflect differences in the coalitions’ SR budgets and therefore should not be solely relied upon to determine the performance of a coalition.*

Table 3: 2007 Coalition Comparison of Completed Referrals			
Coalition	Sarasota	St. Lucie	Lake
Referrals	3,482	6,161	5,343
Percentage	19.30%	33.50%	30.00%
0-5 Population	18,070	18,369	18,052

Source: CCR&R County Comparison Report, 2007

NOTABLE OBSERVATIONS

Sarasota initiatives support teachers and parents to effectively keep children with challenging behaviors in classrooms

More than four years ago the Sarasota Coalition made a decision to use a significant portion (30%) of its quality dollars to provide additional inclusion support services to children with special needs, behavior challenges, or mental health concerns. Part of this effort included developing services for child care providers to better equip them to meet the needs of all children in the classroom. The coalition made the decision to allocate funds based on a need for services identified by the coalition, by other community agencies, and by child care providers.

- **Building Better Behaviors Initiative (BBB).** This initiative is one component of the overall Sarasota Coalition inclusion program that specifically provides targeted training, support, and mentoring to teachers. This enables teachers to meet the needs of the challenging children in their classrooms so the children can remain in care with the support they need. Over the past few years, requests for inclusion support to specifically address the issue of “challenging behavior” have increased markedly. Behavioral specialists work more intensively with those teachers who have requested assistance in working with challenging children. The BBB program provides targeted training, support, and mentoring to the participating teachers using the DECA system, and as-needed assistance to the identified child. If required, assistance is provided for referrals to

additional therapeutic services for the child and/or family.

In addition to coalition funds, a grant from the Sarasota Partnership for Children's Mental Health provides partial funding of \$37,000 to support/supplement this, and Early Success provided a \$20,000 grant.

- **Positive Behavior Support Project.** Starting this year, the Sarasota Coalition is working with Head Start and the Sarasota County School District to implement a three-year Positive Behavior Support (PBS) project through a grant from the Sarasota Partnership for Children's Mental Health. The purpose of the PBS project is to increase the number of child care sites in the Sarasota community that are able meet the needs of young children with emotional, behavioral, and mental health problems and their families. To reach that goal, the coalition and its partners will offer support and training to a select group of 25 to 30 teachers and directors at 18 to 20 child care sites throughout Sarasota County. This first cohort will represent community providers, Head Start teachers, and ESE teachers from the school district. A second cohort will begin the following program year.

Teachers and directors in the project will receive 32 hours of formal PBS training. The curriculum used in the training will assist participants in building relationships, designing classroom environments, teaching social and emotional competencies (such as friendship skills, emotional literacy, empathy, anger control, and problem solving), and developing individualized interventions for children with challenging behaviors. Participants will receive classroom and training materials and there will be opportunities for small additional mini-grants. Not only will participants receive intensive training, they will also have the advantage of support from a highly experienced inclusion specialist as a coach. The coach will provide targeted assistance specifically for the PBS sites in the implementation of the program.

The overall intent of the program is to see a measurable decrease in children's challenging behaviors and an improvement in their social and SR skills. For teachers, the intent is to increase job satisfaction and reduce turnover by improving the level of confidence and competence in supporting young children with challenging behaviors, to reduce program incidences (such as suspensions and expulsions in preschool programs), and to improve the quality of instruction in the classroom.

The Sarasota Partnership for Children's Mental Health provides a grant of \$100,000 per year to support this program. The partnership committed to three years of funding.

COMPLIANCE ISSUES

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

Sarasota's new staff orientation includes a CCR&R training guide that is administered through a PowerPoint presentation. The presentation emphasizes, in a detailed manner, each of the SLS requirements and processes that staff should implement during parent intakes and provider updates. Despite the extensive training, a review of Sarasota's CCR&R revealed four findings as detailed below:

- **Current EFS release.** All staff members should have the most current EFS release on their computers, as stated in SLS II-15. At the time of the review, the release was 49c, but one staff member had 48b. *The coalition corrected this while the review team was still on site.*
- **Potential provider packets.** The potential provider packets have four out of five items listed in SLS III-1b, but are missing data pertaining to local demographics. *This was required by the SLS 2006 version, in effect at the time of the review. It is no longer required by the new SLS, as of October 1, 2008. Therefore, the Agency does not require any corrective action. The coalition, however, should always ensure that it complies with current standards.*
- **Coalition annual mail out/newsletter.** SLS III-1c states that annual mail-out/newsletters to child care providers should contain information about the Central Directory, contacts for the CCR&R Network, the Statewide Inclusion Warm Line, and DCF CCTIC, among other items. The coalition mailed six annual mail-out/newsletters in fiscal year 2007-2008, and none of the mailings contained the listed elements.
- **DCF CCTIC.** SLS III-4b states that the phone number, fax number, and email address for DCF CCTIC must be included on the coalition website and in provider packets. The coalition's new provider packet does not have the fax number or email address and the website does not have any of the information listed.

RECOMMENDED ACTIONS

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

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

- Ensure that all staff members have the most current EFS release,
- Ensure provider packets contain all information, as stated in the new SLS , and ensure the most current standards are always followed,
- Ensure the coalition annual mail-out/newsletters contains all information as stated in the new SLS and ensure the most current standards are always followed, and
- Include the phone number, fax number, and email address for DCF CCTIC on the coalition website and in provider packets.

Educational Services Delivery

Section 411.01, F.S. provides an outline of 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 (s. 411.01(5)(c), F.S.). A coalition must address these elements as part of the SR plan (coalition plan), and the plan must be approved by the Agency (s. 411.01(5)(d), F.S.).

NOTABLE OBSERVATIONS

Quality Childcare Council community initiative supports high quality early learning programs

The Quality Childcare Council (QCC) is a community initiative originated by local funders and community leaders that resulted in a public private partnership. It is comprised of a cross section of community leaders and stakeholders. They work in partnership with the coalition to ensure that all child care sites are able to strive for and maintain high quality early learning education environments. The QCC’s purpose is to establish strategies, secure sufficient short and long-term resources to accomplish the goals, build community ownership, and ensure that appropriate accountability and evaluation mechanisms are in place.

The responsibilities of the QCC are to:

- Conduct long-range planning and establish basic strategies to achieve impact,
- Secure sufficient resources to accomplish the program’s mission,
- Build community ownership and sustainability,
- Assure that accountability and evaluation mechanisms are in place, and

- Serve as “ambassador” to communicate the importance of quality childcare.

The development of the public/private partnership effectively resulted in significant investment of additional local funds (\$3-\$4 million pledged over three years) to support high quality early learning programs.

Social Marketing Campaign to Support Early Literacy

The local Community Foundation awarded a grant to the Sarasota Coalition in the spring of 2008 to develop and implement a comprehensive social marketing campaign to support early literacy. This initiative is part of a larger initiative called LEAF, Literacy Empowers ALL Families. Other partners facilitated activities such as parent training, Imagination Library, and a summer camp for at-risk children. The coalition’s social marketing campaign not only builds upon the partner efforts, but also focuses on the role of parents in fostering their children’s literacy skills. Research shows that there is a huge disparity in the amount and variety of language children hear from their parents and a clear correlation between the amounts of language heard and school performance. There is a 30 million word gap by age 3.

The message of the campaign is simple: parents can have a big impact if they listen more, talk more and read more with their children. The Social Marketing Campaign focuses on the message to parents that “Your child’s success is as easy as 1. Talk 2. Listen 3 Read.” The initiative uses multiple mediums are used to convey the message in English and Spanish (bus ads; TV ads; radio messages; flyers; rack cards; magnets; bus shelter/billboard ads; a special website with additional activities for parents to support early literacy; and a membership club where the child receives books, materials, and messages from LEAF the bookworm mascot, on activities they can do that will enhance early literacy). The idea is to blanket the community with the same message for maximum impact.

Notwithstanding the notable observations above, the Agency’s review of the Sarasota Coalition’s delivery of educational services revealed one compliance issue, as detailed below.

COMPLIANCE ISSUES

Gaps exist in ensuring provider use of developmentally appropriate curriculum and character development programs

Section 411.01(5)(c) 2.a., F.S., requires a coalition to ensure that child care providers use developmentally appropriate and character development curricula. This requirement is also covered in the coalition’s SR plan sections 4.3.1 and 4.3.3 and in the coalition’s child care provider agreement.

For the first part of fiscal year 2007-2008, the coalition used the *Early Care & Education Provider Contract Agreement* and the *Child Care Provider Self-Assessment* with the *DECA Reflective Checklist* to identify what curriculum and character development programs were used by child care providers. The *Child Care Provider Self-Assessment* required providers to name the curriculum in use and confirm the curriculum had a character development component. The coalition provided the review analyst with a spreadsheet that summarizes the self-assessments, and shows that 204 providers out of 250 returned the self-assessments. Of the 204 providers who returned the assessments, 31 (15.2%) did not list a curriculum or character development program. During the on site visit in October 2008, the review analyst visited four child care providers, one of whom was a child care provider listed on the spreadsheet as not having a curriculum or character development program. At the time of the visit the child care provider stated that she was still not using a curriculum or character development program. This provider's lack of curriculum and character development program was also captured on the 2007-2008 provider agreement, and the requirement to list a curriculum was not included in the 2008-2009 provider agreement.

The coalition currently contracts with Devereux Florida to conduct annual assessments on child care providers using the Quality Rating Improvement System (QRIS) validation checklist and point determination. The QRIS, implemented February 2008, also captures curricula and character development programs used by child care providers. The child care provider who the review analyst visited on-site was also recorded on the QRIS validation checklist as not having a curriculum.

As a result, the coalition denied a mini grant to the provider, and required the provider to attend training on the use of developmentally appropriate and character development curricula. The coalition also mailed the provider a postcard stating that the provider was out of compliance with this requirement. The provider failed to comply with statute and the provider's signed contract with the coalition, however, the coalition still allowed the provider to continue serving SR children. Therefore, with this provider example, the Sarasota Coalition did not fully enforce the use of curriculum and based on this example, there may be gaps in fully ensuring the use of appropriate curriculum with all providers.

RECOMMENDED ACTIONS

In order for the coalition to comply with all laws, regulations, and recommendations of the Agency in the area of Educational Service Delivery, the coalition must enforce statutory requirements that SR providers have and use developmentally appropriate curriculum and character development programs.

APPENDIX A—INDICATORS/EXPECTATIONS/STANDARD LEVELS OF SERVICE (APRIL 10, 2006)***Performance Expectations for Coalition Governance***

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

Performance Expectations for Operations and Program Management

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

Excerpts from the Standard Levels of Service for Child Care Resource & Referral (April 10, 2006)

- 1 **Each ELC is responsible for the coordination and/or provision of CCR&R services in their service area. Each ELC must ensure all CCR&R services are provided, including but not limited to the following responsibilities:**
 - Designating/training/supervising CCR&R Staff
 - CCR&R services for all families and providers
 - Resources for families and providers (including but not limited to information on resources, VPK, financial assistance, School Readiness, Florida Kid Care Insurance, CCEP, employer initiatives)
 - Designating/training/supervising inclusion services/Warm Line staff
 - Provider outreach and recruitment
 - Community outreach and collaboration
 - Reports (Monthly, Quarterly, ad hoc) and community awareness plans
 - DCF reports and information
 - Data collection/updates (for providers/families)
 - Coalition Continuity of Operations Plan (COOP)
- 2 A CCR&R Coordinator/designated trainer must use the Quality Assessment form to observe each a CCR&R specialist, (including but not limited to School Readiness staff/ELC staff) conducting a complete family interview and generating referrals at least twice a year.
 - The Quality Assessment Roll-up Report must be sent to the CCR&R Network Office during the second and fourth fiscal quarters detailing the staff name, date of assessment, and result (Excellent, satisfactory, poor).
 - The Quality Assessment form must be kept on file at the ELC/CCR&R office for review by Network staff during assessment visits and/or onsite training/TA visits.
- 3 The CCR&R Coordinator/designee must review monthly/quarterly statistics and narrative reports for all counties in the coalition service area and submit the reports to the CCR&R Network.
 - All reporting errors/inconsistencies must be explained.
 - Requests for resources/information other than referrals must be entered into the EFS database.

Excerpts from the Standard Levels of Service for Child Care Resource & Referral (continued) (April 10, 2006)

- 4 The CCR&R service provider must ensure a provider is tracked within the EFS data base and informed on all program services on a regular basis.
 - A new provider must be entered into the provider database within two weeks of receiving the new provider list from licensing or accessing this information from the secure CCIS reports.
 - An informational brochure must be sent to a potential provider.
 - An annual mail out must be posted on the website and mailed to all providers in the database with comprehensive information concerning CCR&R services
- 5 The CCR&R service provider must work to promote awareness of the Child Care Executive Partnership and other employer initiatives. Training and technical assistance is available upon request. Possible activities may include but are not limited to:
 - Speaking at employer benefit events
 - Speaking at local Chamber of Commerce meetings
 - Speaking at Kiwanis, Rotary, or other service club meetings
- 6 A written plan must be in place that provides emergency preparedness to ensure services to families and communication with CCR&R Network is not interrupted. Written policies must be consistent with CCR&R Network recommendations.
- 7 Coalition and CCR&R Staff must respond in a timely manner to the Agency's monitoring staff's request for a scheduled monitoring date, be available for interviews, and provide all necessary documents as requested during the monitoring session.

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.

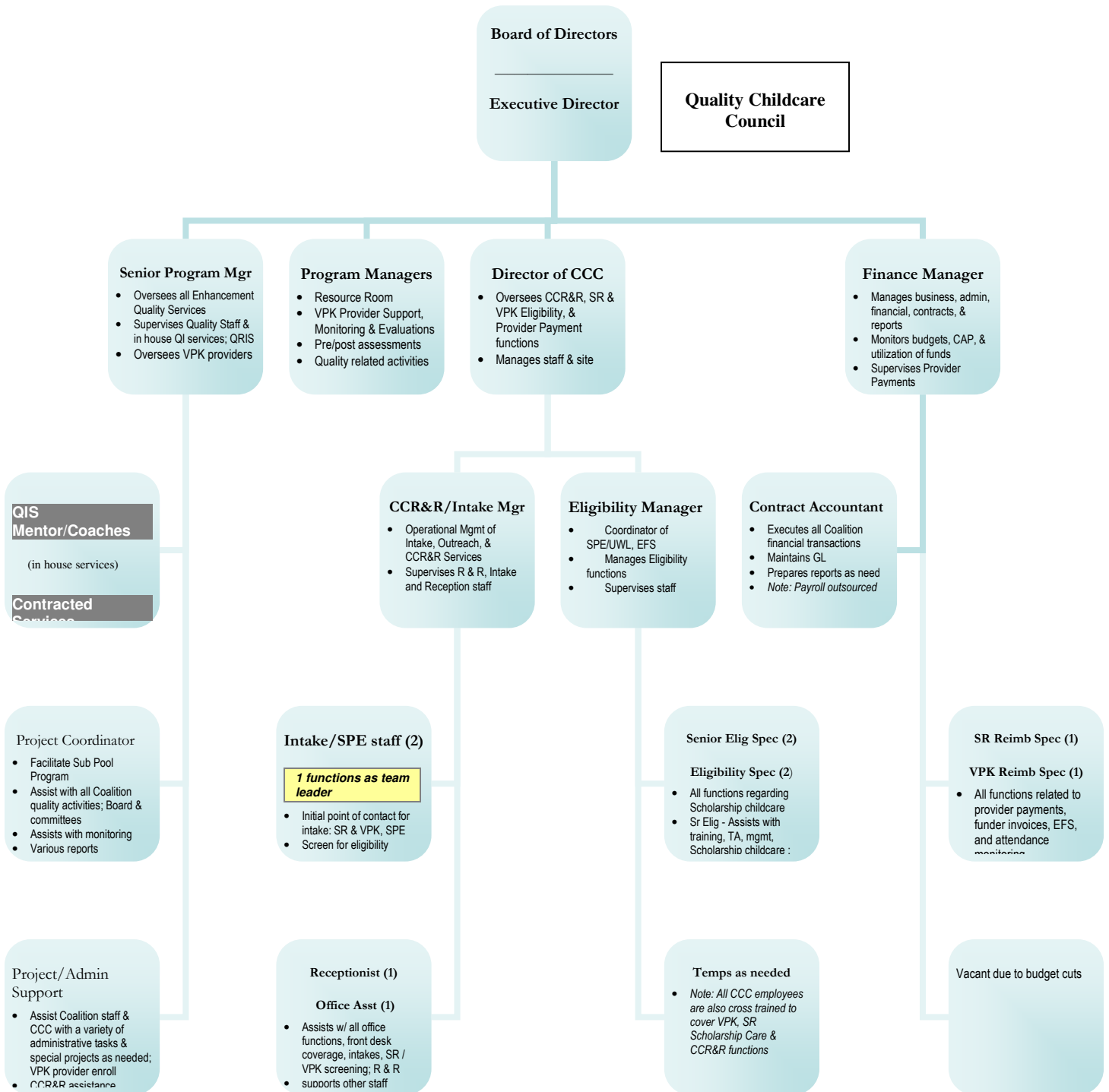
APPENDIX B—BOARD MEMBERSHIP

Name	Designation	Mandatory/ Voting	Affiliation	Term/Ends
Laura Benson	Chair/ Private sector, Gubernatorial appt.	Yes/Yes	Realtor, Prudential Cascade Realty	4 years/April 2009
Chris C. Kofler	Private sector, Gubernatorial appt.	Yes/Yes	President, Unisource Group	3 years/April 2008
David H. Hicks	Private sector, Gubernatorial appt.	Yes/Yes	President, Alladin Ward Electric and Air, Inc.	2 years/April 2011
Lois Natiello	DCF representative	Yes/Yes	Department of Children and Families	(mandated)
Sonia Figaredo-Alberta	School district designee	Yes/No	Sarasota County School District	(mandated)
Janice Mee	Regional workforce board designee	Yes/Yes	Regional workforce board	(mandated)
Jill Jacoby	Health department designee	Yes/Yes	Sarasota County Health Department	(mandated)
Kathryn Stuckey	Community college designee	Yes/Yes	Community college	(mandated)
Pauline Tracy	County commission appointee	Yes/Yes	Human services policy coordinator, Sarasota County Health & Human Services	(mandated)
Hope Kinney	Head Start	Yes/No	Head Start director	(mandated)
Ken Modzelewski	Private child care center representative	Yes/No	South County YMCA	3 years/October 2008
Sue Loncaric	Faith-based child care center representative	Yes/No	First United Methodist Church ECC	3 years/October 2009
Dr. Norman Goldstein	Representative of program under Disabilities Education Act	Yes/No	Director, Early Steps	3 years/October 2009
Bill Little	Child care licensing representative	Yes/Yes	Local licensing agency	(mandated)
Laura Bauman	Private sector, business	Yes/Yes	P.A., Ruden, McClosky, Smith, Schuster & Russell	3 years/October 2010
Tami Conetta	Private sector, business	Yes/Yes	P.A., Ruden, McClosky, Smith, Schuster & Russell	3 years/October 2008
Stephen Spangler	Private sector, business	Yes/Yes	CPA/Partner, Cavanaugh & Company, LLP	3 years/October 2008
Michael Breton	Private sector	Yes/Yes	Breton Benefits, Licensed Insurance Broker	3 years/October 2008

APPENDIX C—COMMITTEE MEMBERSHIP

Budget and Finance Committee				
Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Linda Mason	Not a board member	N/A	Coalition staff	N/A
Janet Kahn	Not a board member	N/A	Coalition staff	N/A
Laura Benson	Private sector, Gubernatorial appt.	Yes/Yes	Realtor, Prudential Cascade Realty	4 years/April 2009
Chris Kofler	Private sector, Gubernatorial appt.	Yes/Yes	President, Unisource Group	3 years/April 2008
Stephen Spangler	Committee Chair / Private sector, business	Yes/Yes	CPA/Partner, Cavanaugh & Company, LLP	3 years/October 2008
Janice Mee	Regional workforce board designee	Yes/Yes	Regional workforce board	(mandated)

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



² Submitted by the coalition. Dated August 6, 2007.

APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2007–2008

Contractor	Services Provided	Contract Period	Contract Amount
Devereux	School Readiness – Quality	07/01/07-06/30/08	\$ 95,000
FCCFD	Quality Improvement – Inclusion Services	07/01/07-06/30/08	\$ 165,000
FCCFD	Human Services Grant–Substance Abuse and Mental Health Services	07/01/07-06/30/08	\$ 20,000
FCCFD	Human Services Grant–Training and TA Services	07/01/07-06/30/08	\$ 20,000

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

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

Operations and Program Management

The Early Learning Coalition of Sarasota complies with all applicable laws and recommendations of the Agency in the *Operations and Program Management* performance review area.

Child Care Resource and Referral

- Ensure that all staff members have the most current EFS release,
- Ensure provider packets contain all information, as stated in the new SLS , and ensure the most current standards are always followed,
- Ensure the coalition annual mail-out/newsletters contains all information as stated in the new SLS and ensure the most current standards are always followed, and
- Include the phone number, fax number, and email address for DCF CCTIC on the coalition website and in provider packets.

Educational Services Delivery

Enforce statutory requirements that SR providers have and use developmentally appropriate curriculum and character development programs.