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CPR 08-04.01
REVISED
SEPTEMBER 2008



PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF ORANGE REPORT 08-04.01

Results in Brief

In accordance with Florida Statutes 411.01(4) (l), the Agency for Workforce Innovation (the Agency) conducted a performance review of the Early Learning Coalition of Orange County (the coalition, the Orange Coalition). The on-site review took place the week of November 5-8, 2007. The review examined the coalition's operations from July 2006 through November 2007.

The Orange Coalition has several notable accomplishments and, in most aspects of program implementation, the coalition operates the coalition's programs in a manner that complies with state and federal rules and regulations. Additionally, the coalition demonstrates creativity in maximizing operations and business practices. Some notable observations include:

- Taking an innovative approach to improve and support quality child care services.
- Clearly defining the board's roles and responsibilities.
- Delivering quality-driven educational services to child care providers and families.

While overall program implementation is commendable in many aspects, the review team found some issues that could compromise the coalition's success if not addressed in a timely manner. The issues include the following:

- Contract language inconsistent with Grant Award Agreement.
- Improvement needed in some areas of child care resource and referral service delivery.
- Failure to fully adhere to the coalition's plan to ensure *all* School Readiness (SR) child care providers use developmentally appropriate curriculum.
- Failure to ensure that the developmental assessment sampling process includes children from birth to 3-years-old.

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of the Orange Coalition's eligibility determination practices, reimbursement, and instructor qualifications. ESFP published the report that contains the program findings and recommended best practices of the ESFP review on April 4, 2008.

Scope and Methodology

Florida law 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 coalition’s 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., s. 1002.75(1), F.S., and 45 CFR 98.11(b)(6)]. Additionally, Florida Statutes s. 411.01(3)(m) gives the Agency authority to “identify best practices for early learning coalitions, and to improve the outcomes of school readiness programs.”

To accomplish this, 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 coalitions in maintaining high quality programs and operations. The expectations cover specific areas of program implementation: governance and operational processes, grant award and contract management, program access and availability, and educational service delivery (s. 411.01(4) (l), F.S.).

In addition, the Agency developed the *Child Care Resource & Referral (CCR&R) Network Standard Levels of Service* (Standard Levels of Service), which a local coalition should meet 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* for a more detailed description of the Standard Levels of Service.

To measure the extent to which the Orange Coalition meets the performance expectations and the Standard Levels of Service, the review team interviewed the coalition executive director, coalition staff, board members, parents, and child care providers. The team examined various documents, such as the coalition’s contracts, board meeting minutes, mini-grant program guidelines, provider agreements, written policies and procedures, and coalition reports. The team conducted a review of a small sample of client files for both the

SR and VPK programs and analyzed various data contained in the Enhanced Field System (EFS). Additionally, the review team visited several child care provider sites and conducted focus groups for parents and providers receiving services from the coalition.

Background

History of Operations. The Early Learning Coalition of Orange County, Inc. began operations on October 16, 2000, in response to Chapter 411, F.S. In 2006-2007, the coalition reported a budget of approximately \$39.3 million for SR and \$20 million for VPK. Details of key budget areas and reported expenditures appear in the tables below. **Expenditures represent cost categories that support the scope of the performance review and are not all-inclusive.*

Early Learning Coalition of Orange Reported School Readiness Expenditures

Area	2006-2007
Administration (97 BBA and 97LCA)	\$1,427,550
Resource & Referral (97Q14)	\$161,154
Eligibility Determination (97BDE)	\$1,668,921
Monitoring w/ other Non-Direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$655,448
Inclusion Services (97QIN)	\$58,801
SR Quality Initiatives (97QOO)	\$2,237,777
Infant and Toddler Quality (97INT)	\$501,066
CCEP (97PPA-97PPO)	\$551,359
Gold Seal (97GSD)	\$963,471
Disaster, if applicable (97HCF-97HKR)	\$0
Direct Program Services (97COO-97TNW, 97RSP)	\$31,382,728
Total Expenditures (for above-listed OCAs only)	\$39,608,275

Source: AWI Grant Management FLAIR Expenditures as of June 2007.

**Early Learning Coalition of Orange
Reported VPK Expenditures**

Area	2006-2007
Administration (VPADM)	\$490,792
Enrollments (VPENR)	\$254,316
Monitoring (VPMON & VPMNI)	\$76,948
Outreach and Awareness (VPLCM)	\$3,644
Program Services (VPPRS)	\$18,264,040
Total Expenditures (for above-listed OCAs only)	\$19,089,740

Source: AWI Grant Management FLAIR Expenditures as of June 2007.

Children Served. For fiscal year 2006-2007, the Orange Coalition served a total of 7,311 children in VPK-only programs, 15,579 children in the SR-only program, and 1,515 children received services from *both* programs.

Organization and Staffing. The coalition has an administrative staff of six employees responsible for oversight and management of the programmatic and fiscal aspects of the coalition’s mission. The administrative staff includes the chief executive officer (executive director), deputy director, finance director, quality services director, contract services director, and VPK services director. An additional 16 supporting coalition staff are responsible for the implementation of the programmatic aspects of the coalition. See *Appendix D—Coalition Organizational Structure* for a diagram of the coalition’s organization.

Scope of Services. At the time of the review, the Orange Coalition had one principal contracted service provider, Community Coordinated Care for Children, Inc. (4C). The coalition’s contract with 4C totaled approximately \$61.5 million, and included SR and VPK eligibility and enrollment determination service, developmental screening administration, provider reimbursement, and CCR&R.

The coalition, however, retained some SR and VPK services in-house, which include overseeing programmatic implementation and ensuring performance standards and accountability measures are met. *Appendix E—Coalition Contracts for 2006-2007*

lists the contracted services provided, contract period, and the agreed payment amount for delivered services.

Board Governance. The coalition’s board of directors serves as the policy-making entity for the coalition and delegates authority to the coalition’s executive director. At the time of the review, the 22-member board consisted of 16 voting and six non-voting members representing Orange County. Membership composition includes representatives from both the private and public sectors. *Appendix B—Board Membership* depicts board membership submitted as of November 2007.

Five standing committees that are comprised of both voting and non-voting members support the board. Three of the committees provide executive, fiscal, and programmatic guidance for the board’s activities. Two additional committees assist the board by advocating coalition goals and objectives among community members and promptly addressing coalition staffing issues, respectively. The following briefly summarizes the scope of the standing committees.

- **The Executive Committee** reviews strategies and operations of the coalition, makes decisions on behalf of the coalition in between coalition meetings, and acts as the overall leadership for the coalition.
- **The Finance Committee** is responsible for the overall management of coalition funds, including the development and review of fiscal procedures, annual budget review with staff and other board members, and oversight of other fiscal issues.
- **The Quality Initiatives Committee** oversees the development, identification, prioritization, and implementation of all quality initiatives projects conducted by the coalition within the allocated quality dollars.
- **The Nominating Committee** is responsible for recruitment, nomination, and designation of new board members.
- **The Human Resources Committee** manages coalition personnel issues and concerns.

Findings

The following report of findings summarizes the coalition's notable observations and compliance issues that the review analysts observed. The coalition should 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.

Program Access and Availability

Florida Statutes 411.01(4)(0) states that the Agency shall work with the early learning coalitions to increase parents' training for and involvement in their children's preschool education and to provide family literacy activities and programs. Early learning coalitions are responsible for serving families in their service areas, including those from diverse backgrounds. Family needs vary, including differences in household income, English speaking skills, and challenges related to children with disabilities and special health care needs.

Coalitions are also responsible for ensuring there are coordinated staff development and teaching opportunities for staff and providers [s. 411.01(5) (c) 1.c., F.S.]. Coalitions should collaborate with local community education institutions such as universities, community colleges, and vocational institutions to provide on-going training for provider staff.

The Orange Coalition ensures program access and availability to all Orange County residents, and effectively implements a plan to increase the quantity and improve the quality of provided services. The Agency's analysis confirmed that the coalition plan is being followed in this review area.

NOTABLE OBSERVATIONS

The coalition has developed an innovative approach to improve and support the quality of child care services

The coalition actively seeks to ensure that a child care provider and a family are equipped with the skills needed to make the most of the SR and VPK programs. The following examples demonstrate the extent of these efforts.

- **Program quality driven by empirical data.** The coalition has developed a series of spreadsheets that capture key compliance data. The data compilation, the "quality matrix," comprises various performance measures, including

percentage of assessments completed, number of providers pursuing accreditation, percentage of health and safety assessments completed, resolution percentage of non-compliant providers, and CDA scholarship grant recipients' progress. The methodical compilation and documented tracking of empirical data is distinct from the anecdotal approach most often practiced by other coalitions, and subsequently may be a best practice statewide.

- **Focused efforts to increase parental involvement and family literacy.** The coalition's commitment to foster parental participation and promote family literacy is demonstrated in the coalition's contract with Building Bridges Consulting, Inc. Through this contract, the coalition offers a variety of classes to encourage parent involvement in the education of a child. Such class topics include Partnering with Parents, Breakthrough Parenting, and Parenting Training and Involvement.

Additionally, the coalition's *Cuddle Up and Read* program is directly aimed at cultivating family literacy. The program involves giving books and survey cards to a coalition-selected SR provider to loan out to a parent. After reading the books with their child, parents are encouraged to fill out the survey card and return it to the child care provider. After the child care provider submits at least 10 completed surveys to the coalition, the provider receives additional literacy tools, such as puzzles, more books for the provider's lending library, or other items that will aid in family literacy. To date, the coalition has received more than 2,000 surveys.

COMPLIANCE ISSUES

The Early Learning Coalition of Orange County has no compliance issues in the *Program Access and Availability* performance review area.

Governance and Operations

The Orange Coalition clearly delineates the roles and responsibilities of the coalition's board and executive director, which promotes effective working relationships. The coalition's approach to board governance and operations demonstrates a commitment to providing comprehensive, formalized board member training and promoting cohesive relationships among coalition board members.

NOTABLE OBSERVATIONS**The board's roles and responsibilities are clearly defined**

The executive director and the coalition board have organized the board structure and bylaws to align with coalition-driven goals and objectives. The coalition's board structure is cohesive and well-organized, and effectively ensures board officers operate efficiently as a corporate governing board. The following examples demonstrate how the board's overall effectiveness is largely because of clearly defined board roles, responsibilities, and structure:

- **Well-defined bylaws.** The bylaws clearly define the powers and duties of the board members and the chief executive officer (executive director). In addition, the bylaws define the scope of the board's decision-making authority over coalition programs, and contain specific requirements in Article III, Section 7.7.3 for the vote needed to adopt an amendment through a quorum. A board member is also given clear direction pertaining to bylaw revisions when substantial changes are necessary. Lastly, the bylaws contain a recently added dispute resolution process in Article III, Section 7.5.a, which helps to ensure any individual associated with the coalition has the appropriate recourse and means by which to present grievances if needed, and the coalition is given the opportunity to exercise more control over the outcome of each dispute.
- **Well-designed committee structure.** The coalition's committee structure facilitates detailed discussions of coalition operations and policies at the committee level to promote efficient board meetings. The board has established several standing committees: executive, finance, quality initiatives, public relations, and human resources. The board's standing committees meet every other month to discuss pertinent issues to be reviewed at monthly full-board meetings. *Ad hoc* committees also meet when specific needs arise, such as the selection of contractors, changing or modifying the bylaws, and the nomination and designation of new board members and officers. This is facilitated by the nominating committee.
- **Diversity in board membership.** During interviews, the executive director and board members indicated that the coalition seeks diversity in the coalition's overall membership. Two new members have joined the board: a

private business person employed by Disney, Inc., and an individual employed by the *Orlando Sentinel*. Additionally, an optional member who served on the Orlando County Citizens Commission for Children also serves to bring diversity to the board. By having an appropriate blend of members with varying backgrounds, the coalition ensures an impartial, comprehensive review of committee/workgroup issues.

COMPLIANCE ISSUES

The Early Learning Coalition of Orange County has no compliance issues in the *Governance and Operations* review area.

Grant Award and Contract Management

To ensure effective and efficient procurement processes, a coalition must have 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, the coalition will have insufficient evidence that the proper procedures were followed according to chapter 287, F.S., and Agency policies. The coalition's failure to adhere to the requirements could result in conflicts of interest, bid protests, and poor quality of work performed by contractors.

As previously mentioned, the Orange Coalition's primary contracted service provider is Community Coordinated Care for Children, Inc (4C). The coalition, however, also contracted with additional entities during fiscal year 2006-2007, including: Building Bridges Consulting, Inc., Orange County Public Schools (OCPS), the Devereaux Foundation, and the Orange County Health Department. The contracts served to offer child care provider and parent training, educational seminars, provider program evaluations, and provider health and safety inspections. *Appendix D—Orange Coalition Contracts for 2006-07* lists the contracted services provided, contract period, and the agreed payment amount for delivered services.

Overall, the Orange Coalition meets most requirements for procuring goods and services, awarding contracts, and performing contract file maintenance. The review team, however, found one

area of non-compliance that the coalition needs to correct, as explained below.

COMPLIANCE ISSUES

The Orange Coalition contracts are missing standard contract language

Although the contractual process is well developed, there are gaps in the process that need further attention. As discussed below, the review team found two issues with the Orange Coalition’s contracts for fiscal year 2006-2007. These problems make the coalition vulnerable to challenges.

Language in core contract. In accordance with the Grant Award Agreement (section 10) the “coalition is solely responsible for maintaining all fiscal records and must retain direct management, direct access and complete control over all fiscal and administrative functions and records.” The coalition’s core contract template, as well as the existing contract with 4C, however, states that the “contractor is solely responsible for maintaining all fiscal records. ...” The coalition should have fiscal and administrative control of records; not the contractor. Therefore, there is a conflict between conditions of the grant award and those of the core contract.

RECOMMENDED ACTIONS

The Orange Coalition should improve Grant Award and Contract Management operations by:

- Ensuring language in all contracts complies with the Grant Award Agreement.

Child Care Resource & Referral

Child Care Resource and Referral (CCR&R) should serve as the “front door” to all services offered through the coalition. A parent, regardless of socio-economic status, that seeks or needs financial assistance with child care should receive complete resource and referral services. Every parent should be offered the option of receiving assistance with locating child care and provided information that will help the parent make an informed decision, as well as additional information and community resources as appropriate.

The Orange Coalition contracts with 4C for CCR&R services. The contract amount totals \$165,912. The terms of the agreement include providing child care consumer information and referrals, establishing a toll-free telephone system, maintaining and managing a comprehensive database of all early child care and

education caregivers and community resources in Orange County, and other aspects of the CCR&R program. Notably, 4C also makes 4C’s quarterly publication, *The Source*, available to both parents and child care providers to serve as a helpful, well-developed information resource for the care and education of a child residing in the Orange County community.

2006 COALITION COMPARISON OF COMPLETED REFERRALS

	ORANGE	HILLSBOROUGH	BROWARD
Referrals	12,135	9,724	15,944
Percentages	6.2%	4.7%	5.5%
0-5 Population	196,937	207,053	290,029

SOURCE: CCR&R 2006 COUNTY COMPARISON REPORT

The chart above shows the number of completed referrals generated by the coalition’s child care resource and referral service, based on the size of the birth to 5-year-old population and in comparison to similarly-sized coalitions. For example, the referrals for the Orange Coalition 2006 calendar year numbered 12,135 for a birth to 5-year-old population of 196,937 (6.2%). In comparison, the similarly-sized Hillsborough Coalition generated 9,724 referrals for a birth to 5-year-old population of 207,053 (4.7%).

COMPLIANCE ISSUES

The coalition’s CCR&R program needs improvement in some aspects of its service delivery

While the overall program referral numbers are high, the Orange Coalition needs to address some of the required standards that the coalition is not meeting, as described below. Problems meeting all Standard Levels of Service (SLS) requirements could decrease referral numbers over time and lead to decreased program access for parents and providers within the Orange County service area. The following areas require improvement.

- **Secret shopper calls.** SLS section II-8c states, “if staff are unable to answer the telephone, customers must have the ability to leave voice mail messages and calls must be returned no later than the second business day.” During one secret shopper call made by the CCR&R Network, the caller, after several rings, was

transferred to voicemail by an operator and the message instructed the caller to leave a social security number on the voicemail. Additionally, the caller received no return phone call.

- **Business hours for resource and referral services are incorrectly listed.** In an evaluation of the coalition’s CCR&R service availability, review analysts noted that voicemail messages indicate conflicting hours of operation for CCR&R services. For example, one voicemail message informs callers that CCR&R services are available from 7:30 a.m. to 5:00 p.m. Another voicemail message informs callers that offices are open Mondays through Fridays at 7:00 a.m. According to CCR&R specialists, however, the correct listed hours are Mondays, Wednesdays, Thursdays, and Fridays from 7:00 a.m. to 5:30 p.m. and Tuesdays from 7:00 a.m. to 6:30 p.m., with appointments only accepted on Tuesdays from 6:00 p.m. to 6:30 p.m. The coalition’s contracted service provider also lists the hours of availability on its website. The hours, however, are also listed incorrectly.
- **Missing written provider statement.** As required by the SLS section III-2, the coalition must post the written provider statement (“*There are no charges/fees associated with a provider listing in the Resource & Referral Database or for referrals to your program. If you are asked to provide a payment for a referral or listing in the Resource & Referral database, please call the Agency for Workforce Innovation-Office of Early Learning Resource & Referral Network at 1-866-357-3239*”) on the coalition’s CCR&R website. During the review period, the coalition had not posted the written provider statement on the website. Since the date of the on-site review, the coalition has corrected its website.
- **Incomplete information.** As required by the SLS section 111-1a and b., when the coalition enters a new provider into the EFS database, the coalition must mail the provider an informational start-up packet. In a review of the coalition’s *new* and *potential* provider informational packets, the review analyst noted that the packets do not contain all of the required information, as described below.
 - The *new* provider informational packet is missing the following required items:
 - Start-up, zoning, program, and budget development information;

- Instructions on how to utilize the provider resource lending library/van; and
- Instructions on how to access the statewide Central Directory/FDLRS toll-free line, 1-800-654-4440, for information on a child screening and evaluation.
- The *potential* provider informational packet is missing the following required items:
 - Required cover letter;
 - The local resource and referral brochure/newsletter; and
 - Data that pertains to local provider demographics.

RECOMMENDED ACTIONS

Improve Child Care Resource and Referral operations to include the following standards:

- Improve child care resource and referral telephone service availability and accessibility.
- Amend contracted service provider’s voicemail and website to reflect the correct business hours.
- Ensure provider informational packets contain all of the required information in accordance with the SLS.

Educational Service Delivery

Section 411.01, Florida Statutes provides an outline of components for a coalition’s SR programs, to include ensuring the use of developmentally appropriate curricula by providers, implementing health and developmental screenings and assessments for a child that participates 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’s SR plan (coalition plan), and the plan must be approved by the Agency for Workforce Innovation.

In evaluating key aspects of educational service delivery, the review team concluded that the Orange Coalition actively seeks to provide educational opportunities to child care providers and families. The coalition’s efforts to engage a provider and a parent in education opportunities are noteworthy. As will be discussed later in this section, however, there are two specific areas of deficiency pertaining to the coalition’s failure to fully adhere to the coalition’s plan.

NOTABLE OBSERVATIONS***The coalition delivers quality-driven educational services to child care providers and families***

The Orange coalition endeavors to provide quality-enriched services and successfully demonstrates the coalition's drive towards quality educational services. Some notable observations are detailed below.

- **Customized profile provider management (database) system.** In addition to developing a coordinated staff development and training plan, the coalition has also designed a database system to track provider training. This customized system, the Provider Profile Management System (PPMS), serves to track, evaluate, and measure training effectiveness.
- **Innovative and expanded implementation of resource lending library.** The coalition offers further support to the coalition's providers by offering a resource lending library (also known as the *Support & Supply Depot*). The coalition's lending library, in conjunction with the coalition's *Cuddle Up and Read* program, as discussed in detail in the *Program Access & Availability* section of this report, are resources available to child care providers and parents. The age-appropriate books and other informational resources available at the lending library may be checked out by providers or parents, and may be used at child care facilities or a child's home to better assess and improve a child's overall SR skills.

COMPLIANCE ISSUES***Gaps exist in ensuring SR child care providers use developmentally appropriate curricula***

The Orange Coalition plan requires that the coalition constructs a defined process for identifying and evaluating developmentally appropriate curricula and ensuring that a child care provider selects and uses an appropriate curriculum.

The coalition's process for identifying and evaluating developmentally appropriate curricula and character development programs primarily involves the coalition requiring all SR providers to select a curriculum from a list of board-approved curricula. The list is captured in the coalition's *Approved Curriculum Guide*. If a provider chooses to use a curriculum that is not contained in the list, the provider must submit a curriculum waiver,

which the coalition brings before the board's quality committee for approval. Additionally, the coalition's plan states that the coalition will monitor approximately 270 SR centers and VPK sites and 260 family child care homes, twice a year for curriculum compliance—a total of 530 providers to be monitored.

In reviewing coalition monitoring reports (as captured in the coalition's quality matrix), however, there is insufficient evidence that demonstrates the coalition's assurance that *all* SR providers use developmentally appropriate curricula and character development programs as specified in the coalition's plan. All 539 SR providers are contractually obligated to use a coalition-approved curriculum. VPK providers are mandated to adhere to developmentally appropriate practices. The coalition only monitored 259 total SR and VPK providers for compliance.

Coalition's developmental assessment sampling process does not include children birth to 3-years-old

While the Orange Coalition has developed a comprehensive process for administering age-appropriate developmental *screenings* to all SR children birth to 4-years-old, the coalition does not fully adhere to the coalition's plan in ensuring that the coalition developmentally *assesses* a sample size of children birth to 5-years-old.

According to the coalition's developmental assessment process, only SR children ages 4- or 5-years-old who are entering kindergarten are given pre- and post-assessments. The child care provider or the coalition's quality service specialists administers the assessments. Consequently, the coalition should either adhere to the coalition's plan by including children birth to 3-years-old in the coalition's developmental assessment sampling process, or amend the coalition's plan to accurately reflect the coalition's developmental assessment processes.

RECOMMENDED ACTIONS

The coalition should amend the coalition's plan, or fully adhere to the coalition's plan, by :

- Ensuring *all* SR child care providers use a coalition-approved curriculum, *and*
- Including children birth to 3-years-old in developmental assessment sampling process.

APPENDIX A—INDICATORS/EXPECTATIONS/STANDARD LEVELS OF SERVICE***Performance Expectations for Governance and Operations***

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

Performance Expectations for Grant Award and Contract Management

- 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 Program Access and Availability

- 1 The coalition is implementing effective strategies to improve the quality and availability of child care services.
- 2 The coalition is implementing a comprehensive program that supports: (1) educational and skill-building opportunities for parents, and (2) economic self-sufficiency for families.
- 3 The coalition has policies and procedures in place that adhere to program access standards and eligibility priorities.

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 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.

Excerpts from the Child Care Resource & Referral Standard Levels of Service

Each ELC is responsible for the coordination and/or provision of CCR&R services in their service area. Each ELC must ensure all CCR&R services are provided, including but not limited to the following responsibilities:

- Designating/training/supervising CCR&R Staff
 - CCR&R services for all families and providers
 - Resources for families and providers (including but not limited to information on resources, VPK, financial assistance, School Readiness, Florida Kid Care Insurance, CCEP, employer initiatives)
 - Designating/training/supervising inclusion services/Warm Line staff
 - Provider outreach and recruitment
 - Community outreach and collaboration
 - Reports (Monthly, Quarterly, ad hoc) and community awareness plans
 - DCF Reports and Information
 - Data collection/updates (for providers/families)
- 1 • Coalition Continuity of Operations Plan (COOP)

CCR&R Coordinator/designated trainer must use the Quality Assessment form to observe each CCR&R specialist, (including but not limited to School Readiness staff/ELC staff) conducting a complete family interview and generating referrals at least twice a year.

- 2 • The Quality Assessment Roll-up Report must be sent to the CCR&R Network Office during the second and fourth fiscal quarters detailing the staff name, date of assessment, and result (Excellent, satisfactory, poor).
- The Quality Assessment form must be kept on file at the ELC/R&R office for review by Network staff during assessment visits and/or onsite training/TA visits.

3 Each ELC must complete an internal CCR&R Programmatic Assessment. Assistance is available from coalition analysts and CCR&R Network staff.

4 ELC and CCR&R Staff must respond in a timely manner to the AWI-OEL monitoring staff's request for a scheduled monitoring date, be available for interviews, and provide all necessary documents as requested during the monitoring session.

Work to promote awareness of the Child Care Executive Partnership and other employer initiatives. Training and TA is available upon request. Possible activities may include but are not limited to:

- 5
- Speaking at employer benefit events
 - Speaking at local Chamber of Commerce meetings
 - Speaking at Kiwanis, Rotary, or other service club meetings

APPENDIX B—BOARD MEMBERSHIP¹

Name	Designation	Mandatory/Voting	Affiliation	Term/Ends
Richard Morrison	Governor appointee, Chair	Yes/Yes	Florida Hospital	4 years/October 2010
Dr. Lynn Hartle	Optional Member	No/Yes	University of Central Florida	4 years/October 2008
Dr. Cathleen Armstead	Head Start Director	Yes/No	Head Start	N/A
Kyle Havill	Private Sector	Yes/Yes	Darden Restaurants	4 years/October 2009
Gabriele Bloodworth	Orange County Health Department	Yes/Yes	Health Department	N/A
Anne Lee	Private Sector, Vice Chair	Yes/Yes	Scholastic Book Fairs	4 years/October 2010
Geraldine Ferris, DMD	Governor appointee	Yes/Yes	Periodontist	2 years/April 2008
Betty Lowery	Governor appointee	Yes/Yes	Walt Disney Minority Business Development	April 2011
Colleen Gallagher	Central Agency Administrator	Yes/No	Community Coordinated Care for Children (4C)	N/A
John Cooper	DCF Administrator Designee	Yes/Yes	Department of Children and Families	N/A
Ella J. Gilmore	County Commissioners appointee	Yes/Yes	Board of County Commissioners	N/A
George Johnson	Private Sector	Yes/Yes	Orlando Sentinel Communications	4 years/October 2011
Charaline Luna	Private Child Care Center Rep.	Yes/No	Page Private Schools	3 years/October 2010
Lesla Mason	Faith-based Child Care Center Rep.	Yes/No	Redeemer Lutheran Learning Center	4 years/October 2011
Ann-Marie O'Brien	Regional Workforce Board Rep.	Yes/Yes	Regional Workforce Board of Central Florida	N/A
Peggy Rivers	School District Representative	Yes/No	Orange County School District	N/A
Adrienne Rowe	Private Sector	Yes/Yes	Work Life Initiatives	4 years/October 2010
Linda Sutherland	Optional Member	No/Yes	Healthy Start Coalition, Inc.	4 years/October 2010
Robert Wheeler	Private Sector, Treasurer	Yes/Yes	CPA/CFE	4 years /October 2009
Falecia Williams	Community College Representative	Yes/Yes	Valencia Community College	N/A
Tyra Witsell	Conditional, Secretary	Yes/Yes	Children's Services Council	N/A
Illene Wilkins	Private Sector	Yes/No	United Cerebral Palsy of Central Florida	4 years/October 2009

¹ Board membership submitted as of November 2007.

APPENDIX C—COMMITTEE MEMBERSHIP (DOES NOT INCLUDE NOMINATING AND LEGISLATIVE COMMITTEES)**Executive Committee**

Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Robert Wheeler	Treasurer	Yes/Yes	CPA/CFE	4 years /October 2009
Richard Morrison	Chair	Yes/Yes	Florida Hospital	4 years/October 2010
Anne Lee	Vice Chair	Yes/Yes	Scholastic Book Fairs	4 years/October 2009
Tyra Witsell	Secretary	Yes/Yes	Children's Services Council	N/A

Finance Committee

Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Robert Wheeler	Treasurer	Yes/Yes	CPA/CFE	4 years /October 2009
Ann-Marie O'Brien	N/A	Yes/Yes	Regional Workforce Board of Central Florida	N/A
Peggy Rivers	N/A	Yes/No	Orange County School District	N/A
Kyle Havill	N/A	Yes/Yes	Darden Restaurants	4 years/2009

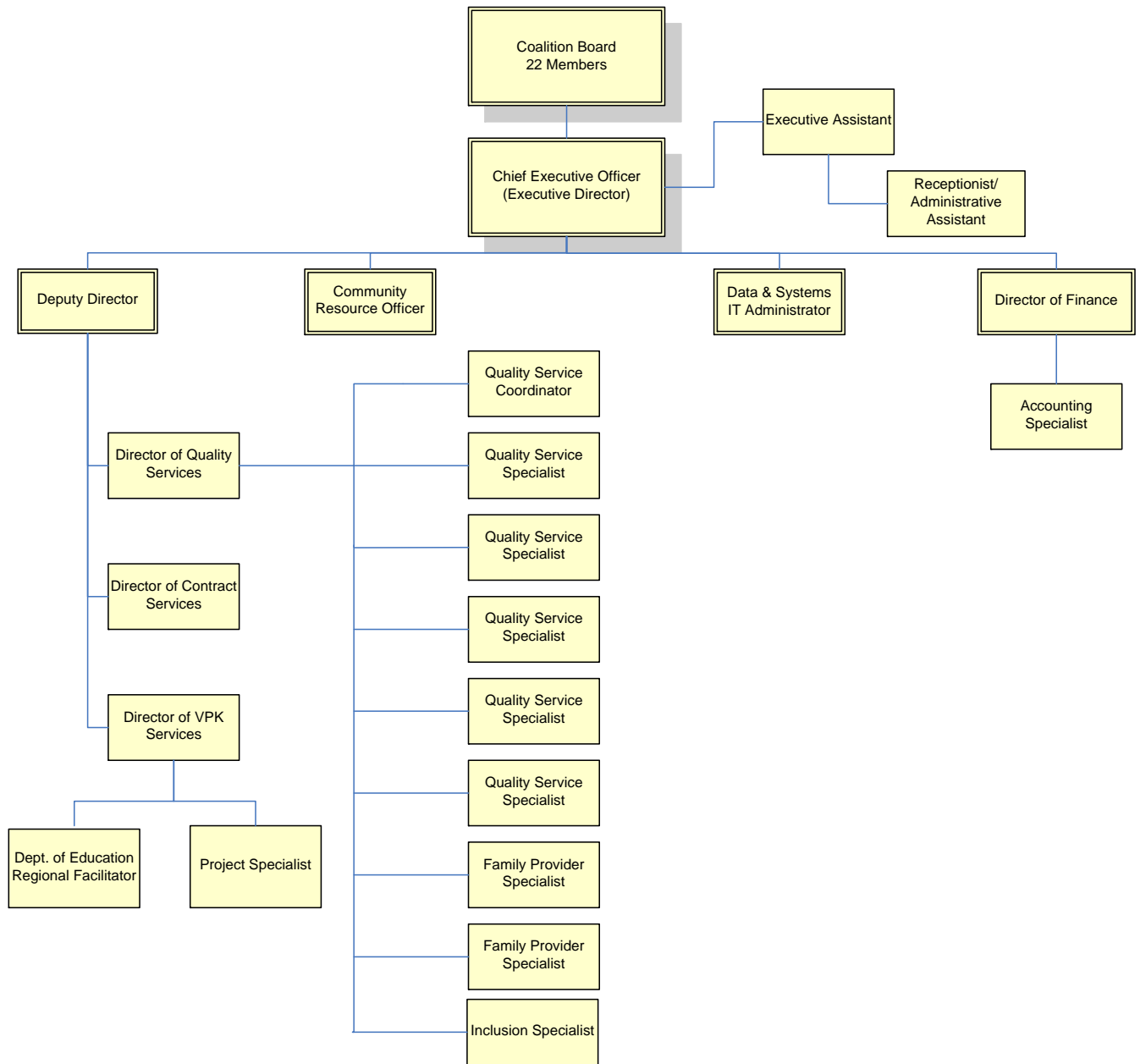
Human Resources Committee

Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Linda Sutherland	N/A	No/Yes	Healthy Start Coalition, Inc.	4 years/October 2010
Dr. Cathleen Armstead	N/A	Yes/No	Head Start	N/A
Ilene Wilkins	N/A	Yes/No	United Cerebral Palsy of Central Florida	4 years/October 2010
Tyra Witsell	Secretary	Yes/Yes	Children's Services Council	N/A

Quality Initiative Committee

Name	Office	Mandatory/ Voting	Affiliation	Term/Ends
Peggy Rivers	N/A	Yes/No	Orange County School District	N/A
Ella Gilmore	N/A	Yes/Yes	Board of County Commissioners	N/A
Dr. Cathleen Armstead	N/A	Yes/No	Head Start	N/A
Colleen Gallagher	N/A	Yes/No	4C	N/A
Linda Sutherland	N/A	No/Yes	Healthy Start Coalition, Inc	4 years/October 2010
Dr. Lynn Hartle	N/A	No/Yes	University of Central Florida	N/A
Ilene Wilkins	N/A	Yes/No	United Cerebral Palsy of Central Florida	4 years/October 2010

APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE



APPENDIX E—COALITION CONTRACTS FOR 2006-2007

Contractor	Services Provided	Contract Period	Contract Amount
Community Coordinated Care for Children, Inc. (4C)	Administration of Family & Provider Enrollment, Eligibility, and Payment for SR & VPK	July 1, 2006-June 30, 2007	\$ 61,209,652
Community Coordinated Care for Children, Inc. (4C)	Child Screening Services (Administration of AQS to SR-eligible children)	July 1, 2006-June 30, 2007	\$ 359,616
The Devereaux Foundation of Florida	Provider Program Evaluations (ERS)	July 1, 2006-June 30, 2007	\$ 826,496
Building Bridges Consulting, Inc.	Provider and Parent Training Services	July 1, 2006-June 30, 2007	\$ 75,000
Orange County Public Schools	First Start Services - Encourage parental involvement in child (ages 0-3) development services	July 1, 2006-June 30, 2007	\$305,648
	Migrant Services - Encourage parental involvement in child development for migrant families, provide intensive home visits		
Orange County Health Department	Provider Health and Safety Inspections	Oct. 12,2006-June 30, 2007	\$ 125,000
Digital Business Solutions	Website Hosting & Consulting	OPEN	As needed
Heart of Florida United Way	Office Lease	Aug. 31,2006-July 31, 2007	\$ 25,984
Community Coordinated Care for Children, Inc. (4C)	Administration of Family & Provider Enrollment, Eligibility, and Payment for SR & VPK	July 1, 2006-2007	\$ 61,209,652