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## **PERFORMANCE REVIEW OF THE EARLY LEARNING COALITION OF BROWARD COUNTY REPORT 08-03.01**

### **Results in Brief**

In accordance with Florida law, the Agency for Workforce Innovation's Office of Early Learning (the Agency) conducted a performance review of the Early Learning Coalition of Broward County (the coalition, the Broward Coalition). The on-site review took place the week of October 8-11, 2007. The review team examined the coalition's operations from July 2006 through September 2007.

The Broward Coalition's overall implementation of early learning programs is commendable in meeting most service delivery and operational requirements. The coalition operates many of the coalition's programs in a manner that complies with or exceeds state and federal rules and regulations. The review team found a number of notable observations:

- Educational skill-building and self-sufficiency programs for parents
- Use of strategies to improve quality and availability of early learning services
- High level of board involvement in operations
- Multiple contract managers for subcontracts
- Extensive training for resource and referral specialists
- Proactive use of child care provider assessment results

The review team did not note any compliance issues for four out of five of the performance review areas. There are some minor issues, however, in the area of Child Care Resource and Referral (CCR&R) that could detract from the coalition's success in this area. If unresolved the following issues may reduce the coalition's effective delivery of programs and services:

- Incomplete child care provider informational packets
- Compromised telephone access to resource and referral services
- Two incorrect data system code descriptions

The Agency's Eligibility Support and Fraud Prevention Unit (ESFP) conducted a separate review of eligibility determination practices, reimbursement, and instructor qualifications. The report that contains the results of the ESFP review of the Broward Coalition was published on October 31, 2007.

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**Scope and Methodology**

The Agency shall monitor and evaluate the performance of a coalition’s administration of the School Readiness (SR) and Voluntary Prekindergarten Education (VPK) programs, and implementation of the coalition’s SR plan. The monitoring and performance evaluations must include, at a minimum, onsite monitoring of a 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(4) (m) states that the Agency shall identify best practices for coalitions that can improve the outcomes of SR programs.

The Agency developed performance expectations or criteria for measuring a coalition’s effectiveness in implementing early learning programs (See *Appendix A—Indicators/Expectations/Standard Levels of Service*). The performance expectations include a combination of indicators that relate to compliance with state and federal laws and regulations, as well as indicators for additional activities that could assist a coalition in maintaining high quality programs and operations. The expectations cover specific areas of program implementation that include governance, operations and program management, and educational services delivery (s. 411.01(4) (1), F.S.).

In addition, the Agency developed a series of indicators and standards known as the *Child Care Resource & Referral Network CCR&R Standard Levels of Service* (Standard Levels of Service), which a local coalition should meet in delivering child care 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/Standard Levels of Service* for a more detailed description of the Standard Levels of Service.

To measure how the Broward coalition meets the performance expectations and the Standard Levels of Service, the Agency review team interviewed the coalition executive director, coalition staff, board members, parents, providers, and personnel from the coalition’s contracted service provider. The team examined various documents, such as the coalition’s contracts, board meeting minutes, mini-grant program guidelines, provider agreements, and coalition reports. The team also conducted focus groups for both the SR and VPK programs for parents and providers receiving services from the coalition, analyzed various data contained in the Enhanced Field System (EFS), and visited several child care provider sites.

**Background**

**History of Operations.** The Broward Coalition began operations in 2000 as the Broward County School Readiness Coalition. The Early Learning Coalition of Broward County began operations 2005 in response to Chapter 411, F.S. Broward is the second largest county in Florida by population, with approximately 10 percent of individuals and 8 percent of families living below the poverty level. The coalition’s expenditures for the SR, VPK, and child care resource and referral early learning programs, for fiscal year 2006-2007, totaled approximately \$80 million. Details of key budget areas and reported expenditures appear in the tables below.

**Early Learning Coalition of Broward  
Reported SR Expenditures**

Area	2006-2007
Administration (97 BBA and 97LCA)	\$1,042,313
Resource & Referral (97Q14)	\$1,516,331
Eligibility Determination (97BDE)	\$2,209,407
Monitoring w/ other Non-direct services (97BBD, 97CCT, 89JTR, 89JOO)	\$744,748
Inclusion Services (97QIN)	\$54,319
SR Quality Initiatives (97QOO)	\$4,032,537
Infant and Toddler Quality (97INT)	\$528,700
CCEP (97PPA-97PPO)	\$5,033,620
Gold Seal (97GSD)	\$2,917,211
Disaster (if applicable) (97HCF-97HKR)	\$0
Program Services (97COO-97TNW, 97RSP)	\$32,106,518
<b>Total Expenditures (for above OCAs only)</b>	<b>\$50,185,704</b>

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

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

Area	2006-2007
Administration (VPKADM)	\$579,902
Enrollments (VPENR)	\$829,968
Monitoring (VPMON & VPMNI)	\$0
Outreach and Awareness (VPLCM)	\$0
Program Services (VPPRS)	\$28,252,430
<b>Total Expenditures (for above OCAs only)</b>	<b>\$29,662,300</b>

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

**Children Served.** For fiscal year 2006-2007, the Broward Coalition served a total of 12,280 children in the VPK program and 18,711 children in the SR program, with 1,500 children receiving services from both programs.

**Organization and Staffing.** At the time of the on-site visit, the coalition’s management staff consisted of four employees who managed the programmatic and fiscal aspects of the coalition’s mission. The coalition management staff included the executive director, director of program operations, director of community relations and resource development, and director of finance. Eight additional staff members provided support to the coalition and the management team. See *Appendix C—Coalition Organizational Structure* for a diagram of the coalition’s organization.

**Scope of Services.** During the 2006-2007 fiscal year, the Broward Coalition had three principal contractors to implement the VPK, SR, and CCR&R program services.

*Appendix E—Coalition Principal Contracts for 2006–2007* lists the coalition’s contracts by contractor, services provided, contract period, and amount.

- **Family Central, Inc. (FCI).** The FCI contract provided CCR&R, SR eligibility determination, slot management, and child care provider technical assistance/training. FCI contracted services for VPK includes a provider agreement for FCI to deliver the VPK program as a child care provider.
- **Broward County Child Care Licensing and Enforcement (CCLE).** CCLE implemented the quality

rating services. The Quality Rating System (QRS) assists the coalition in assuring that a Broward County child receives quality care. The coalition uses the QRS to rate a provider on several factors including staff and director qualifications, ratios/group size, and accreditation. The QRS not only recognizes the quality of child care programs, but also identifies programs that can most benefit from the coalition’s quality improvement supports.

- **Broward County Public Schools (BCPS).** The coalition contracted with BCPS for Florida First Start, a home-visiting program that utilizes the Parents as Teachers curriculum. Florida First Start involves teaching a parent how to implement developmentally appropriate activities with a child. Broward County Public Schools also employs parent educators to visit with a parent about the importance of a child’s developmental screening and assessment.

**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 24-member board consisted of six non-voting and 18 voting members representing Broward County. Membership composition includes representatives from both the private and public sectors. *Appendix B—Board Membership* depicts board membership submitted with the coalition’s plan amendment on June 18, 2007.

The board is supported by four standing committees that consist of both voting and non-voting board members. *Appendix C—Committee Membership* depicts standing committee membership submitted with the coalition’s self assessment on September 21, 2007. Descriptions are listed below:

- **The Executive Committee** consists of coalition board officers, the previous coalition board chair, and the standing committee chairs. The committee has authority to act on behalf of the coalition between coalition meetings, develop the coalition meeting agendas, formulate policy issues for coalition consideration, review the executive director’s evaluation, and make recommendations for service contract renewal.
- **The Finance Committee** is responsible for overseeing the financial operation of the coalition, and the committee’s duties include reviewing the annual operating budget, annual audit, and monthly monitoring reports on contract compliance.
- **The Personnel Committee** is charged with managing the evaluation process and contract negotiations for the

coalition executive director. Other duties include reviewing and recommending personnel policies, job descriptions, and staff salary ranges.

- **The Nominating Committee** is responsible for the nomination of all elected officers to be voted on at the coalition’s annual meeting. The committee is also charged with review of all board membership applications and for making recommendations to the board.

## Findings

The following report summarizes the coalition’s notable observations and compliance issues that the review analysts observed. All compliance issues require that the coalition submit a corrective action plan to the Agency within 30 days of the report’s publication, and a subsequent six month follow-up status report. A comprehensive list of required actions is in *Appendix F—Required Actions*.

### **Program Access and Availability**

Florida Statutes 411.01(4) (0) requires the Agency to work with a coalition to increase a parent’s training and involvement in a child’s preschool education, including family literacy activities and programs. A coalition is responsible for serving a family in the coalition’s service areas, including families from diverse backgrounds. A family’s needs are as unique as the family’s makeup, including differences in household income, English speaking skills, and a family that faces challenges related to a child with disabilities and special health care needs.

A coalition is also responsible for ensuring that training and skill-enhancement opportunities are available to staff and providers (s. 411.01(5) (c) 1.c., F.S.). A coalition should collaborate with local community education institutions, such as universities, community colleges, and vocational institutions, to provide on-going training for provider staff.

The Agency review of the Program Access and Availability program expectations confirms that the Broward Coalition is effectively implementing the coalition’s plan in this review area.

## NOTABLE OBSERVATIONS

### **The coalition implements strategies to improve quality and availability of early learning services**

The Broward Coalition has programs and initiatives to maximize the quality of the coalition’s contracted service providers, as well as make child care readily available to a family in the coalition’s service area, as described below.

- **Quality Rating System (QRS).** The coalition contracts with Broward County Child Licensing and Enforcement to certify a child care provider through the QRS system. The voluntary program holds a provider that participates to higher standards than a provider who does not participate. QRS is an effort to assist a provider in identifying the level of program quality achievement in the provider’s early care and education programs. The QRS protocol assigns a one to four “star” rating to a provider based on program quality component outcomes. The assessed components are staff qualifications, director qualifications, family and community involvement, licensing compliance history, ratios, and group sizes. The QRS includes scores from Infant/Toddler Environment Rating Scale, Early Childhood Environment Scale, and Family Child Care Environment Rating Scale. This formalized program assessment serves as a guide for technical assistance for a participating provider.
- **Provider training.** The coalition, through FCI, has established linkage agreements with the Broward County School District, Broward County Community College, and Nova Southeastern University for technical assistance and training for child care providers. Additionally, FCI awarded 221 scholarships during the review period to students in early learning programs who were pursuing a child development associate degree.

### **Programs support educational skill-building and self-sufficiency for parents**

Initiatives through the Broward Coalition and the coalition’s contractors encourage parental involvement with a child’s education, as well as assist a parent in building the parent’s own skills, allowing the parent the opportunity to become self-sufficient through work and attending classes.

- **C-QuELL.** Community for Quality Early Learning and Literacy (C-QuELL), a program managed by FCI, reaches out to parents of children in 20 private child care sites and four family homes. The project offers training, technical assistance, mentoring, community/family literacy events, and early intervention services to the children, families, and child care facilities in the coalition’s service delivery area. The objectives are to improve child literacy outcomes and family capacities and to strengthen the community’s support of early learning.
- **Parent training.** The coalition provides extensive training for both providers and parents. A parent is provided information (through instructional aides and newsletters) on how to recognize the various stages of developmental behavior. The coalition also developed a Community Relations and Resource Development Plan

that develops partnerships with local hospitals, community based organizations, Healthy Start, Healthy Families, birthing centers, and baby stores to distribute childhood education materials to parents. The focus is on increasing community support and awareness while educating a parent on the parent's role as a child's first teacher.

- **Increased availability of services.** The coalition provides VPK enrollment services in the late afternoon and early evening from 4 to 8 p.m., a minimum of three times each week to accommodate working parents' schedules. The coalition also offers VPK enrollment four to five times each week at four diverse locations in Broward County.

#### COMPLIANCE ISSUES

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

### ***Governance and Operations***

To ensure the success of the SR, VPK, and CCR&R programs, coalitions 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. All major policies should be implemented 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 regarding these roles and responsibilities.

The Broward Coalition clearly delineates the roles and responsibilities of the board and executive director, which promotes effective working relationships. The bylaws define both the powers and duties of the executive director and the roles of the standing committees that report to the board, which ensures the coalition runs smoothly with clear assignment of responsibility.

#### COMPLIANCE ISSUES

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

### ***Grant Awards 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, specifically 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 coalition followed proper procedures 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.

The Broward Coalition has an efficient and effective method for meeting requirements for procuring goods and services, including a comprehensive procurement process and an innovative use of the coalition's contract managers.

#### NOTABLE OBSERVATIONS

#### ***Board involvement in designing contracts ensures accountability of the coalition's service delivery models***

Board members were very involved in designing service delivery contracts. Board meeting minutes show that the Procurement Committee provided recommendations to the full board about contract procurement for the coalition service delivery. The committee's recommendations support child assessment activities, family support services, service priorities, and provider professional development. Board accountability is demonstrated by the use of key indicator reports that the coalition provides to the board at most board meetings. The reports outline the status of the deliverables in each of the coalition's contracts.

#### ***Subcontracts for services and multiple contract managers allow the coalition tighter control***

The coalition solicited bids for resource and referral, developmental screening, technical assistance and support, SR eligibility and processing/VPK payments, quality rating services, and Florida First Start. These program areas were contained in one invitation to negotiate [ITN] document. Each of the program areas were awarded to the three separate contractors as described in the "scope of services" section above. See *Appendix E—Broward Coalition Principal Contracts for 2006-07* lists of contracts by contractor, services provided, contract period, and amount.

Three separate coalition early childhood education specialists in the different program areas act as contract managers for

the three contracts. The director of operations supervises the three specialists. Dividing the contracts and the duties to oversee the contracts allows the coalition to better monitor the coalition’s contractors and how the services are delivered. The coalition’s contract process ensures that the coalition can identify and address any possible issues in a timely manner.

The coalition also should be commended for using the services of an attorney experienced in contract law to advise the board’s Procurement Committee, which oversaw the ITN, during the procurement process.

**COMPLIANCE ISSUES**

The Early Learning Coalition of Broward County has no compliance issues in the *Grant Award and Contract Management* 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 Broward Coalition contracts with FCI for CCR&R services. The contract totals \$1,527,397. The terms of the agreement are to provide child care consumer information, establish a toll-free telephone system, maintain a comprehensive database of all early learning child care providers and community resources in Broward County, and deliver other aspects of the CCR&R program.

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

**2006 Coalition Comparison of Completed Referrals**

Coalition	Orange	Hillsborough	Broward
Referrals	12,135	9,724	15,944
Percentage	6.16%	4.70%	5.50%
0-5 Population	196,937	207,053	290,029

Source: CCR&R County Comparison Report, 2006

For example, the referrals for the 2006 calendar year numbered 15,944 for a birth to 5-year-old population of 290,029 (5.50%). In comparison, the Hillsborough County coalition generated 9,724 referrals for a birth to 5-year-old population of 207,053 (4.70%) and the Orange County coalition generated 12,135 referrals for a birth to 5-year-old population of 196,937 (6.16%).

The review team found that the Broward coalition excelled in some areas of CCR&R.

**NOTABLE OBSERVATIONS**

***Extensive training ensures resource and referral counselors are able to assist customers in an effective and efficient manner***

The Standard Levels of Service (SLS) requires that CCR&R specialists, and any staff performing resource and referral functions, receive orientation from the resource and referral coordinator before conducting referrals. The orientation must include one day of one-on-one training in database use, reviewing of the reference guide, reviewing the SLS, shadowing an experienced specialist for one day; and being observed conducting a parent intake.

The coalition, however, requires specialists to undergo three months of training on CCR&R services, consisting of financial and screening requirements and the social service needs assessment used by FCI to determine additional customer needs. The coalition does not permit new CCR&R specialists to take calls until the specialists are comfortable with the process.

The agency analyst observed the CCR&R counselors who were competent and knowledgeable about the resource and referral process. The counselors were articulate and responsive to the parents’ needs and aware of community resources.

***Resource and referral is innovative in its outreach services***

The Broward Coalition’s resource and referral program has unique ways of meeting the needs of a parent and informing a parent who may need services of resources available.

- **Workforce One.** A CCR&R specialist facilitates a presentation at three sites every Tuesday and Thursday during the orientation for new Workforce One clients. The specialist informs new clients of services available for a child, if the parent needs child care. The presentation covers the name of the coalition, the name of the resource and referral department and the department’s role in assisting a parent in choosing quality child care,

what to look for when choosing quality child care, and ideas for readying a child for kindergarten. The specialist hands out pre and post tests eight times a month to a sample of orientation attendees to determine if the clients sampled learned anything about early learning services. The CCR&R specialist collects the pre and post tests. The CCR&R coordinator tallies the tests and submits a report to the coalition on a quarterly basis.

- **Needs assessment.** When a parent signs in to see a CCR&R specialist or calls in requesting services, the parent is asked to fill out a social services needs assessment. The assessment assists the counselor in identifying additional needs of the family and linking that family to appropriate resources in the community.

Despite the noted accomplishments, the coalition must address the coalition’s R&R deficiencies.

**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 Broward Coalition needs to address some of the required standards that the coalition is not meeting as described below. Problems meeting all SLS standards could affect the service delivery of the CCR&R program.

- **Incomplete provider packets.** As required by the SLS section 111-1.a and b., when a new provider is first entered into the Enhanced Field System (EFS) database, the coalition must mail the provider an informational start-up packet. The start-up packet is required to have information for *potential* providers on local provider demographics, and for the *new* providers the packet should include information on program and budget development. The coalition provides program and budget information to a *new* provider if the provider contacts the resource developer after the licensing orientation. This information is not included in the informational start-up packet as required by the SLS. Not including this information misses many of the providers who would be reached if the coalition included the information and mailed out as outlined. The OEL CCR&R Network staff is available to provide assistance on developing this information for inclusion and distribution with the provider packets.
- **Secret shopper calls.** Four of six secret shopper calls made by the CCR&R Network and the Agency analyst revealed long wait times before someone answered FCI’s parent line. Additionally, callers left messages on voice

mail and did not receive a timely response, if any response at all.

The coalition responded to the Agency during the courtesy review of findings and stated that the coalition previously had problems with the phone system. The coalition established a new phone system January 1, 2008 and has also made subsequent secret shopper calls to ensure the new phone system is functioning adequately and to ensure customer service and response from the CCR&R program. Additionally, the coalition stated that child care provider feedback about the phone system improvement has been positive.

- **Incomplete updates.** EFS is a database that all coalitions in the State of Florida are required to use and maintain. Each individual coalition is responsible for the accuracy of the information entered into the system and for ensuring timely updates. As required by the SLS section III-3b., complete annual updating of all legally operating providers in the EFS database must be conducted according to the provider survey instructions. In a review of the provider short list the analyst noted that out of approximately 837 providers reviewed, only five providers have the wrong address, phone number, or incorrect name listed in the EFS database. See table below for incorrect provider information.

**Incorrect Provider Information**

Provider Name	Discrepancy Description
All My Children Academy IV	Incorrect Address
Gospel Arena Christian Preschool	Incorrect Name
Hopewell Preschool Academy	Incorrect Address
Marva Sands Ages and Stages	Incorrect Name
Parkridge Baptist Preschool	Incorrect Name and Phone Number

- **Problematic code descriptions.** As required by section II-13d., the coalition must make all CCR&R standard code changes and updates affecting the monthly or quarterly reports within 30 days of the CCR&R Network notifying the coalition. In a review of the standard codes the analyst noted that out of 483 codes, only two of the codes had the wrong descriptions in a table that does not permit changes or additions. The code descriptions need to be corrected to ensure the validity and accuracy of the

information in EFS. See the next table for the non-matching descriptions.

**Non-Matching Descriptions**

Table	Code	Coalition EFS Description	Standard Codes Description
INAC	22	Informal failed to comply	Informal Provider
INCM	53	\$20,000-\$29,000	\$20,000-\$29,999

**RECOMMENDED ACTIONS**

To achieve compliance in the area of Child Care Resource and Referral, the coalition must complete the following actions:

- Ensure provider packets contain all required information including local provider demographics and program/budget development information.
- Ensure phone systems for CCR&R services are always available from a qualified CCR&R specialist during normal hours of operation and all voice mail messages are promptly returned.
- Ensure providers are properly updated in EFS according to information the Broward County Licensing office provides the coalition.
- Ensure EFS standard codes and descriptions are inputted correctly and appropriately used.

***Educational Services Delivery***

Chapter 411.01, F.S., provides an outline of components for a coalition’s SR programs, including the use of developmentally appropriate curricula by a provider, and the implementation of health and developmental screenings and assessments for a child participating in the program. A coalition must address these elements as part of the coalition’s plan, and the plan must be approved by the Agency.

The Broward Coalition is effectively meeting the coalition’s plan and statutory requirements in this area, and has implemented a commendable educational service delivery program.

**ACCOMPLISHMENTS**

***Widely-offered services provide options to parents and child care providers***

The Broward Coalition ensures that a provider as well as a child and parent, have access to important services, regardless of the provider location or child’s placement on the waitlist. Details are outlined below:

- **Lending library.** Beyond fulfilling the requirement of maintaining a resource lending library, the Broward Coalition provides a mobile resource lending library that travels throughout Broward County and into Palm Beach County. The mobile library allows child care providers who cannot get to the library during operating hours to take advantage of the resources available, including supplementation of curriculum. The mobile library drops off materials and returns to pick the materials up when the provider is finished with them.
- **Waitlist screening.** Through Family Central, Inc (FCI), the coalition ensures that a child in the SR program, whose parent consents, receives a developmental screening. A developmental screening is also offered to a child who is placed on the unified waitlist. The screening ensures that even though the child is not in an SR classroom, the coalition will identify any possible developmental delays and refer the child for further assessment.

***Proactive follow-up of child care providers’ use of assessment results***

The FY 07-08 developmental screening contract with FCI requires pre- and post-assessments on a child in the SR program. Additionally, the contract requires FCI to assist a child care provider and parent in using the results to educate a child by requiring a child care provider to submit a plan in which the provider reports two or more ways in which the provider will use the assessment results in the classroom. This plan is important in assisting a child care provider in learning to use the assessment results to focus on implementing effective teaching techniques that are directly related to the needs of the children they serve.

**COMPLIANCE ISSUES**

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

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**APPENDIX A—INDICATORS/EXPECTATIONS/STANDARD LEVELS OF SERVICE**


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**Performance Expectations for Coalition Governance**


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

**Performance Expectations for Operations and Program Management**


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- 1 The coalition 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**


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- 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/R&R office for review by Network staff during assessment visits and/or onsite training/TA visits.

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## Excerpts from the Standard Levels of Service for Child Care Resource & Referral (continued)

- 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.
- 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 R&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***

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- 1 The coalition ensures a coordinated staff development and training plan.
- 2 The coalition ensures the selection and use of a developmentally appropriate curriculum by an SR provider.
- 3 The coalition ensures the selection and use of a character development program by an SR provider.
- 4 The coalition has an effective process for providing an age-appropriate developmental screening.
- 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.

### ***Performance Expectations for Program Access and Availability***

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

**APPENDIX B—BOARD MEMBERSHIP**

<b>Name</b>	<b>Designation</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Harry R. Duncanson	Chair Private sector	Yes/Yes	Dynacolor Graphics, Inc.	April 30, 2009
Heidi Richards	Private sector Governor appointee	Yes/Yes	Eden Florists	April 30, 2008
Jeffrey Dwyer	Private sector Governor appointee	Yes/Yes	BNW Law	April 30, 2007
Jack Moss	Department of Children and Family Services	Yes/Yes	District Administrator	N/A
Robin Bartleman	School District superintendent designee	Yes/No	School Board of Broward County	N/A
Mason Jackson	Regional Workforce Development Board	Yes/Yes	CEO, Broward Workforce	N/A
Deborah Hill	County Health Department	Yes/Yes	Broward County Health Department	N/A
Dr. Hettie Williams	President of a community college	Yes/Yes	Broward County Community College dean of academic affairs	N/A
Patricia Good	County commission appointee	Yes/Yes	Board of County Commissioners	August 2007
Nancy Lieberman	Head Start director	Yes/No	Broward County Schools, School Readiness director	N/A
Irma Hunter-Wesley	Private child care representative	Yes/No	Irma Hunter-Wesley Child Development Center	June 2006
Stacy Angier	Faith-based child care representative	Yes/No	Abundant Life Preschool	June 2008
Larry Rein	Representative of program under Disabilities Education Act	Yes/No	ChildNet vice president	June 2009
Cindy J. Arenberg-Seltzer	Children services council or juvenile welfare board chair	Yes/Yes	CEO, Children's Services Council	N/A
Shawn Lamarche	Child care licensing agency	Yes/Yes	Head, Broward County Child Care Licensing and Enforcement	N/A
Dr. Barbara Weinstein	Central child care agency	Yes/No	CEO, Family Central, Inc.	N/A
Corey Hicks	Private Sector Business	Yes/Yes	Sepracor Pharmaceuticals	June 2009
Sidney Calloway	Private Sector Business	Yes/Yes	Shutts and Bowen Law	June 2007
Alan Levy	Private Sector Business	Yes/Yes	Great American Farms, Inc.	June 2009
Latha Krishnaiyer	Private Sector Business	Yes/Yes	Lark, Ltd.	June 2007
Robyn Perlman	Private Sector Business	Yes/Yes	R.F. Perlman, Inc.	June 2008

**APPENDIX C—COMMITTEE MEMBERSHIP**

<b>Executive Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Harry Duncanson	Chair	Yes/Yes	Dynacolor Graphics, Inc.	April 30, 2009
Sidney Calloway	N/A	Yes/Yes	Shutts and Bowen Law	June 2007
Mason Jackson	N/A	Yes/Yes	CEO, Broward Workforce	N/A
Robyn Perlman	N/A	Yes/Yes	R.F. Perlman, Inc.	June 2008
Cindy Arenberg Seltzer	N/A	Yes/Yes	CEO, Children's Services Council	N/A
Jeffrey Dwyer	N/A	Yes/Yes	BNW Law	April 30, 2007
Alan Levy	N/A	Yes/Yes	Great American Farms, Inc.	June 2009
<b>Finance Committee</b>				
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Robyn Perlman	Chair	Yes/Yes	R.F. Perlman, Inc.	June 2008
Harry Duncanson	N/A	Yes/Yes	Dynacolor Graphics, Inc.	April 30, 2009
Sidney Calloway	N/A	Yes/Yes	Shutts and Bowen Law	June 2007
Mason Jackson	N/A	Yes/Yes	CEO, Broward Workforce	N/A
Dr. Steven Ronik	N/A	Yes/Yes	Henderson Mental Health Center	June 2008

Jeffrey Dwyer	N/A	Yes/Yes	BNW Law	April 30, 2007
Cindy Arenberg Seltzer	N/A	Yes/Yes	CEO, Children's Services Council	N/A

### Personnel Committee

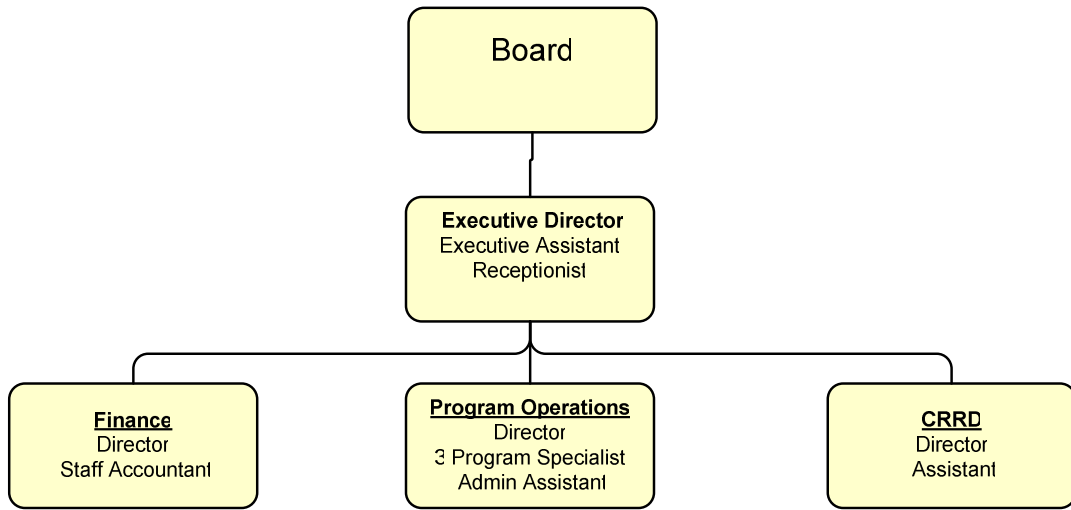
<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Jeffrey Dwyer	Chair	Yes/Yes	BNW Law	April 30, 2007
Desorae Giles-Smith	N/A	No/Yes	Parent of pre-K child	June 2009
Maria Kuhn-Brotton	N/A	Yes/Yes	United Way of Broward County	June 2008
Shawn Lamarche	N/A	Yes/Yes	Head, Broward County Child Care Licensing and Enforcement	N/A
Jack Moss	N/A	Yes/Yes	Department of Children and Family Services	N/A

### Nominating Committee

<b>Name</b>	<b>Office</b>	<b>Mandatory/ Voting</b>	<b>Affiliation</b>	<b>Term/Ends</b>
Cindy Arenberg Seltzer	Chair	Yes/Yes	CEO, Children's Services Council	N/A
Patricia Good	N/A	Yes/Yes	Board of County Commissioners	August 2007
Deborah Hill	N/A	Yes/Yes	Broward County Health Department	N/A
Latha Krishnaiyer	N/A	Yes/Yes	Lark, Ltd.	June 2007
Jack Moss	N/A	Yes/Yes	Department of Children and Family Services	N/A

<sup>1</sup> As submitted with the coalition's self assessment on September 21, 2007.

**APPENDIX D—COALITION ORGANIZATIONAL STRUCTURE**



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**APPENDIX E—COALITION PRINCIPAL CONTRACTS FOR 2006–2007**


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<b>Contractor</b>	<b>Services Provided</b>	<b>Contract Period</b>	<b>Contract Amount</b>
ELC-1: Family Central, Inc.	Child Care Resource and Referral, Voluntary Pre-kindergarten Enrollment and Planning/implementation	July 1, 2006-June 30, 2007	\$2,732,558
ELC-2: Family Central, Inc.	School Readiness and Voluntary Pre-Kindergarten: Enrollment, Eligibility, Provider Payments and Monitoring	July 1, 2006-June 30, 2007	\$78,687,157
ELC-3: Family Central, Inc.	Quality Initiatives, PERKS Grant, Infant & Toddler Services, Inclusion Services	July 1, 2006-June 30, 2007	\$3,036,601
ELC-4: Broward County Child Care Licensing and Enforcement	Quality Rating System	July 1, 2006-June 30, 2007	\$497,451
ELC-5: Family Central, Inc.	Developmental Screening	July 1, 2006-June 30, 2007	\$862,077
ELC-6: Broward County Public Schools	Florida First Start	July 1, 2006-June 30, 2007	\$449,240

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**APPENDIX F—COALITION RECOMMENDED ACTIONS**

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

***Child Care Resource and Referral***

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To achieve compliance in the area of Child Care Resource and Referral, the coalition must complete the following actions:

- Ensure provider packets contain all required information including local provider demographics and program/budget development information.
- Ensure phone systems for CCR&R services are always available from a qualified CCR&R specialist during normal hours of operation and all voice mail messages are promptly returned.
- Ensure providers are properly updated in EFS according to information the Broward County Licensing office provides the coalition.
- Ensure EFS standard codes and descriptions are inputted correctly and appropriately used.