



OFFICE OF  
**Early Learning**  
LEARN EARLY. LEARN FOR LIFE.

**EARLY LEARNING COALITION OF ORANGE COUNTY**  
**SCHOOL READINESS PLAN**

FOR FY 2015-16 AND 2016-17



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**OVERVIEW**

**Coalition Identification and Information**

|                 |  |                                 |                                   |
|-----------------|--|---------------------------------|-----------------------------------|
| Coalition Name: | <b>EARLY LEARNING COALITION OF ORANGE COUNTY</b>     | FEIN #:                         | 31-1751986                        |
| Address:        | 1940 Traylor Blvd. Orlando FL 32804                  | Mailing Address (if different): | PO Box 540387<br>Orlando FL 32854 |
| Phone:          | (407) 841-6607 ext. 106                              | Fax:                            | (407) 749-0282                    |
| E-mail Address: | <a href="mailto:Karen@elcoc.org">Karen@elcoc.org</a> |                                 |                                   |

| Chair                  | Executive Director or Chief Executive Officer | Finance Director | Counties Represented |
|------------------------|---|------------------|----------------------|
| LINDA LANDMAN-GONZALEZ | KAREN WILLIS                                  | LEONARDO ALMANZA | ORANGE               |

*The coalition certifies that it will provide all services compliance with the plan as the Florida Office of Early Learning (OEL) approved. The coalition further certifies that it will provide the local services in compliance with all applicable federal, state and local laws and regulations and the State Child Care and Development Fund Plan that Federal Department of Health and Human Services approved.*

**ABBREVIATIONS**

|  |   |
|--|---|
| <p><b>4C:</b> Community Coordinated Care for Children, Inc.</p> <p><b>ASQ:</b> Ages and Stages Questionnaire</p> <p><b>AWI:</b> Agency for Workforce Innovation</p> <p><b>CAP:</b> School District Community Alignment Project</p> <p><b>CCC:</b> Citizens Commission for Children (Orange County Govt.)</p> <p><b>CCR&amp;R:</b> Child Care Resource and Referral</p> <p><b>CDA:</b> Child Development Associate</p> <p><b>CLASS:</b> Classroom Assessment Scoring System</p> <p><b>DAP:</b> Developmentally Appropriate Practices</p> <p><b>DCF:</b> Department of Children and Families</p> <p><b>E-LAP:</b> Early-Learning Accomplishments Profile</p> <p><b>EFS:</b> Enhanced Field System</p> <p><b>EL:</b> Early Learning</p> <p><b>ELCOC:</b> Early Learning Coalition of Orange County</p> <p><b>FCCH:</b> Family Child Care Home</p> <p><b>FDCERS:</b> Family Day Care Environmental Rating Scale</p> <p><b>FPL:</b> Federal Poverty Level</p> <p><b>GRTR:</b> Get Ready to Read</p> <p><b>HS:</b> Head Start</p> <p><b>ILP:</b> Individual Learning Plan</p> <p><b>LAP-D:</b> Learning Accomplishments Profile-Diagnostic</p> <p><b>MMCI:</b> Making the Most of Teacher Child Interactions</p> <p><b>OCPS:</b> Orange County Public Schools</p> <p><b>OEL:</b> Office of Early Learning</p> <p><b>PARENT:</b> Adult responsible for the child, i.e. biological, adoptive or relative</p> | <p><b>PDS:</b> Professional Development Specialist</p> <p><b>PERKS:</b> Partners in Education and Research for Kindergarten Success grant.</p> <p><b>PKZ:</b> Parramore Kidz Zone Baby Institute</p> <p><b>PoPs:</b> Providers on Probation</p> <p><b>Provider:</b> Any provider serving SR eligible children funded by the ELCOC. A provider may be an informal/relative, registered FCCH, licensed FCCH, licensed center, faith based exempt, license exempt, or school based.</p> <p><b>PS:</b> Protective Supervision (for children at risk of abuse and neglect)</p> <p><b>QIRS:</b> Quality Rating Improvement System</p> <p><b>R&amp;R:</b> Resource and Referral</p> <p><b>SPOE:</b> Simplified Point of Entry</p> <p><b>SR:</b> School Readiness</p> <p><b>SSI:</b> Supplemental Security Income</p> <p><b>TA:</b> Technical Assistance</p> <p><b>TCA:</b> Temporary Cash Assistance</p> <p><b>TCC:</b> Transitional Child Care</p> <p><b>UCP:</b> United Cerebral Palsy; serves children with special needs</p> <p><b>UWL:</b> Unified Wait List</p> <p><b>VPK:</b> Voluntary Pre-Kindergarten education program</p> <p><b>WAGES:</b> Workforce Transition Program or Workforce Development Program</p> |
|--|---|

**I. COALITION OPERATIONS**

**A. Membership**

Please complete the **Coalition Membership Form**.

**Early Coalition of Orange County**  
**Approved as of [January 27, 2017]**

| Count or N/A | Designation in F.S. 1002.83(3) and (4)   | Voting Member | Name<br>Address<br>Telephone Number<br>Fax Number<br>Email Address   | Affiliation and/or Employment | For multi-county coalitions, indicate the county the member represents | Date Appointed | Length of Current Term and Date it Will End | Term |
|--------------|--|---------------|--|-------------------------------|--|----------------|---|------|
| 1            | Chair, appointed by the Governor         | Yes           | Awaiting Appointment   |                               |  |                |   |      |
| 2            | Private sector appointed by the Governor | Yes           | Lourdes Mola<br>PO Box 10000<br>Lake Buena Vista, FL 32830-9600<br>Tel: 407-828-2270<br>Fax: 407-828-4049<br><a href="mailto:lourdes@lourdesmola.com">lourdes@lourdesmola.com</a>                      | Lourdes Mola Solutions        |  | September 2016 | 4 years<br>April 2020                       | 1    |
| 3            | Private sector appointed by the Governor | Yes           | Carrie Eisnaugle<br>200 South Orange Avenue<br>Suite 2600<br>Orlando, FL 32801<br>Tel: 407-244-1136<br>Fax: 407-244-5288<br><a href="mailto:carrie.eisnaugle@hklaw.com">carrie.eisnaugle@hklaw.com</a> | Holland & Knight, LLP         |  | September 2016 | 4 years<br>April 2019                       | 1    |

|   |  |     |   |                              |  |               |                       |     |
|---|--|-----|---|------------------------------|--|---------------|-----------------------|-----|
| 4 | Department of Children & Family Services circuit administrator or designee | Yes | Stephanie Weis<br>400 West Robinson St<br>Orlando, FL 32801<br>Tel: 407-317--7050<br>Cell: 407-721-7100<br><a href="mailto:stephanie.weis@myflfamilies.com">stephanie.weis@myflfamilies.com</a>   | DCF District 9               |  | October 2015  | Seated until Replaced | N/A |
| 5 | District superintendent of schools or designee                             | Yes | Meg Bowen<br>445 W. Amelia Street<br>Orlando, FL 32801<br>Tel: 407-317-3200<br>Fax: 407-317-3369<br><a href="mailto:marguerite.bowen@ocps.net">marguerite.bowen@ocps.net</a>                      | Orange County Public Schools |  | December 2015 | Seated until Replaced | N/A |
| 6 | Regional workforce board executive director or designee                    | Yes | Ryan Ridley<br>707 Mendham Blvd., Ste. 250<br>Orlando, FL 32825<br>Tel: 407-531-1223 Ext. 4749<br>Fax: 407-708-1424<br><a href="mailto:rridley@careersourcecf.com">rridley@careersourcecf.com</a> | CareerSource Central Florida |  | October 2015  | Seated until Replaced | N/A |
| 7 | County health department director or designee                              | Yes | Dr. Kevin Sherin<br>6101 Lake Ellenor Drive<br>Orlando, FL 32809<br>Tel: 407-858-1434<br>Fax: 407-858-5519<br><a href="mailto:kevin.sherin@flhealth.gov">kevin.sherin@flhealth.gov</a>            | Florida Health Department    |  | January 2016  | Seated until Replaced | N/A |

|    |  |     |   |   |  |              |                         |     |
|----|--|-----|---|---|--|--------------|-------------------------|-----|
| 8  | President of a Florida College System institution or his or her permanent designee         | Yes | Dr. Molly McIntire<br>1800 South Kirkman Road<br>Location: 11-103<br>Orlando, FL 32811<br>(407) 582-5588<br>Fax: (407) 582-1675<br><a href="mailto:mmcintire1@valenciacollege.edu">mmcintire1@valenciacollege.edu</a> | Valencia College                            |  | June 2015    | Seated until Replaced   | N/A |
| 9  | Member appointed by Board of County Commissioners or the governing board of a municipality | Yes | Lonnie Bell<br>400 E South Street<br>Orlando, FL -32801<br>Tel: 407-836-7318<br>Fax: 407-383-2860<br><a href="mailto:lonnie.bell@ocfl.net">lonnie.bell@ocfl.net</a>   | Orange County Board of County Commissioners |  | October 2013 | 4 years<br>October 2017 | 2   |
| 10 | Head Start Director  | Yes | Sonya Hill<br>2100 E. Michigan Avenue<br>Orlando, FL 32806<br>Tel: 407-836-7409<br>Fax: 407-836-8969<br><a href="mailto:sonya.hill@ocfl.net">sonya.hill@ocfl.net</a>  | Orange County Head Start                    |  | April 2014   | Seated until Replaced   | N/A |
| 11 | Representative of private for-profit child care providers                                  | Yes | Arlene Miller<br>209 West Oakridge Road<br>Orlando, FL 32809<br>Tel: 407-851-2955<br><a href="mailto:arlenert57@aol.com">arlenert57@aol.com</a>   | Storybook School                            |  | October 2014 | 4 years<br>October 2018 | 1   |
| 12 | Representative of faith based child care providers   | Yes | Carol Foo<br>2000 Mount Leigh Trail<br>Orlando, FL 32824<br>Tel: 407-219-2273<br><a href="mailto:cfoo2365@yahoo.com">cfoo2365@yahoo.com</a>   | Conway Learning Center                      |  | October 2015 | 4 years<br>October 2019 | 1   |



|     |   |                    |   |  |  |              |                         |     |
|-----|---|--------------------|---|--|--|--------------|-------------------------|-----|
| 13  | Representative of program under federal Individuals with Disabilities Education Act | Yes                | Cindy Metz<br>1221 W. Colonial Dr., 3 <sup>rd</sup> Flr.<br>Orlando, FL 32804<br>Tel: 407-852-3310<br>Fax: 407 852-3301<br><a href="mailto:cmetz@ucpcf.org">cmetz@ucpcf.org</a>   | UCP  |  | October 2013 | 4 years<br>October 2017 | 1   |
| 14  | Children services council or juvenile welfare board chair or executive director     | Yes                | Angela Chestang<br>Senior Director of Operations<br>2100 E. Michigan Street<br>Orlando, FL 32806<br>Tel: 407-836-6541<br>Fax: 407-836-6556<br>Email: <a href="mailto:angela.chestang@ocfl.net">angela.chestang@ocfl.net</a> | Orange County Citizens' Commission for Children    |  | April 2016   | Seated until Replaced   | N/A |
| N/A | Child care licensing agency head  | Yes, if applicable | N/A   |  |  |              |                         |     |
| 15  | Central agency administrator  | Yes                | Pat Frank<br>3500 West Colonial Drive<br>Orlando, FL 32808<br>Tel: 407-532-4124<br>Fax: 407-445-7341<br><a href="mailto:pefrank@4cflorida.org">pefrank@4cflorida.org</a>  | Community Coordinated Care for Children, Inc. (4C) |  | October 2013 | Seated until Replaced   | N/A |
| 16  | Private Sector Business   | Yes                | Jennifer Rhodes<br>Digital Sales Manager<br>4466 N. John Young Parkway<br>Orlando, FL 32804<br>Tel: 850-251-1655<br>Jrhodes@ <a href="http://WKMG.com">WKMG.com</a>   | WKMG Local 6                                       |  | October 2016 | 4 years<br>October 2020 | 1   |
| 17  | Private Sector Business   | Yes                | Laura Williamson<br>1000 Darden Center Drive<br>Orlando, FL 32837<br>Tel: 407-245-4026  | Darden   |  | October 2009 | 4 Years<br>October 2017 | 2   |

|  |  |  |   |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|
|  |  |  | Fax: 407-241-7339<br><a href="mailto:lkroupa@darden.com">lkroupa@darden.com</a> |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|

|    |                         |     |   |                                 |  |               |                         |  |
|----|-------------------------|-----|---|---------------------------------|--|---------------|-------------------------|--|
| 18 | Private Sector Business | Yes | Kari Conley<br>1414 Kuhl Avenue MP 56<br>Orlando, FL 32806<br>Tel: 321-841-8031<br><a href="mailto:kari.conley@orlandohealth.com">kari.conley@orlandohealth.com</a>                         | Orlando Health                  |  | October 2014  | 4 years<br>October 2018 | 1  |
| 19 | Private Sector Business | Yes | Paul Roldan<br>100 W. Lucerne Circle, Ste. 200<br>Orlando, FL 32801<br>Tel: 407-210-3888<br>Fax: 407-201-3887<br><a href="mailto:roldan@allgenfinancial.com">roldan@allgenfinancial.com</a> | Allgen Financial Advisors, Inc. |  | October 2013  | 4 years<br>October 2017 | 1  |
| 20 | Private Sector Business | Yes | Chris Slaby<br>Regional Sales Director<br>555 Lake Border Drive<br>Apopka, FL 32703<br>Tel: 407-553-7051<br><a href="mailto:Chris.Slaby@centurylink.com">Chris.Slaby@centurylink.com</a>    | CenturyLink                     |  | October 2016  | 4 years<br>October 2018 | Completing Jaime Pinero's Term             |
| 21 | Private Sector Business | Yes | Deborah Spielman<br>601 East Rollins Street<br>Orlando, FL 32803<br>Tel: 407-303-6950<br><a href="mailto:Deborah.Spielman@flhosp.org">Deborah.Spielman@flhosp.org</a>                       | Florida Hospital for Children   |  | October 2016  | 4 years<br>October 2017 | Completing Verbelee Nielsen Swanson's Term |
| 22 | Private Sector Business | Yes | Michael Donilon<br>9205 Southpark Center Loop<br>Suite 400  | SeaWorld Entertainment          |  | December 2014 | 4 years<br>October 2018 | 1  |

|  |  |  |   |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|
|  |  |  | Orlando, FL 32819<br>Tel: 407-226-5444<br><a href="mailto:Michael.Donilon@seaworld.co">Michael.Donilon@seaworld.co</a><br><a href="#">m</a> |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|

|    |                         |     |   |                    |  |               |                         |   |
|----|-------------------------|-----|---|--------------------|--|---------------|-------------------------|---|
| 23 | Private Sector Business | Yes | Dawn Steward<br>2001 Mercy Drive<br>Suite 100<br>Orlando, FL 32808<br>Tel: 407-645-0273<br><a href="mailto:Stu2130@aol.com">Stu2130@aol.com</a>                               | Bridges of America |  | February 2015 | 4 years<br>October 2018 | 2 |
| 24 | Private Sector Business | Yes | Angela Alban<br>7005 University Boulevard<br>Winter Park, Florida 32792<br>Tel: 321-972-9980<br>Fax: 407-536-4335<br><a href="mailto:Angela@simetri.us">Angela@simetri.us</a> | SIMETRI, Inc.      |  | December 2015 | 4 years<br>October 2019 | 1 |
| 25 | Private Sector Business | Yes | Felicia Haslom Davis<br>3604 Oriskany Drive<br>Orlando, FL 32820<br>Tel: 414-271-8103<br><a href="mailto:Haslom@aol.com">Haslom@aol.com</a>                                   | Herzing University |  | October 2015  | 4 years<br>October 2019 | 1 |
| 26 | Private Sector Business | Yes | Fred Stokes<br>11913 Nautica Drive<br>Orlando, FL 32827<br>Tel: 912-293-3560<br><a href="mailto:Fred@fredstokesfoods.com">Fred@fredstokesfoods.com</a>                        | Fred Stokes Food   |  | October 2015  | 4 years<br>October 2019 | 1 |
| 27 | Private Sector Business | Yes | Erika Cooper<br>25 Taylor Street<br>San Francisco, CA 94102<br>Tel: 407-403-0406<br><a href="mailto:ECooper@zypmedia.com">ECooper@zypmedia.com</a>                            | Zypmedia           |  | October 2014  | 4 years<br>October 2019 | 1 |

|    |                         |     |  |                                      |  |           |                         |                                |
|----|-------------------------|-----|--|--------------------------------------|--|-----------|-------------------------|--------------------------------|
| 28 | Private Sector Business | Yes | Marli Porth<br>851 North Maitland Avenue<br>Maitland, FL 32751<br>407-645-5933 ext. 233<br><a href="mailto:MPorth@jfgo.org">MPorth@jfgo.org</a>                    | Jewish Federation of Greater Orlando |  | June 2015 | 4 years<br>October 2019 | 1                              |
| 29 | Private Sector Business | Yes | Linda Sutherland<br>600 Courtland St<br>Orlando, FL. 32804<br>Tel: 407-741- 5240<br><a href="mailto:Linda@healthystartorange.org">Linda@healthystartorange.org</a> | Healthy Start of Orange County       |  | June 2015 | 4 years<br>October 2018 | Completing Dawn Steward's Term |

**Early Coalition of Orange Coalition Membership Management**  
Approved as of [date added when approved by OEL]

- I. TOTAL MEMBERSHIP: 28**
- II. TOTAL PRIVATE SECTOR MEMBERSHIP: 14 PRIVATE SECTOR PERCENTAGE: 50%**
- III. TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: 0**
- IV. NUMBER OF VACANCIES IN REQUIRED POSITIONS: 1 (Governor Chair Appointee)**

**B. Business Organization**

Please attach a copy of the coalition's business organization chart as **Attachment I.B.**

**C. Articles of Incorporation**

Please attach a copy of the coalition's articles of incorporation as **Attachment I.C.**

N/A

**D. Bylaws**

Please attach a copy of the coalition's bylaws as **Attachment I.D.**

**E. Coalition Fiscal Agent Contract (if applicable)**

Please attach a copy of the fiscal agent contract (if applicable) as **Attachment I.E.**

N/A

**F. Procurement**

*All new federal funds (new awards and new monies, such as continuation awards, supplements, etc.) received for existing federal awards with a start date on or after December 26, 2014, are subject to 2 CFR Part 200 (OMB Circular A-81, commonly referred to as Uniform Grant Guidance or 2 CFR Part 200).*

**To assist with policy transitioning tasks, OMB has granted an extension to July 1, 2016 for implementation of A-81's Procurement requirements. Therefore, between now and June 30, 2016, the Early Learning Coalition of Orange County's current policy will remain in effect and will continue to comply with the requirements of OMB Circular A-110.**

Please refer to **Attachment I.F- Contract Management Handbook** as the current coalition procurement policy pending revision to meet the requirements of OMB Circular A-81 (Uniform Grant Guidance or 2 CFR Part 200).

### **G. Tangible Personal Property Maintenance**

Please refer to the coalition's tangible personal property maintenance policy as **Attachment I.G.**

### **H. Records Maintenance**

Please refer to the coalition's maintenance of records policy as **Attachment I.H.**

### **I. Information Technology Security Controls**

Please refer to the coalition's IT security policy as **Attachment I.I.**

### **J. Disbursement Controls**

Please refer to the coalition's disbursement controls policy as **Attachment I.J.**

**II. IMPLEMENTATION**

**A. Minimum Children to be Served by Care Level**

Please fill out the **Minimum Children to be Served by Care Level Form** by running **EFS Ad Hoc Report CC085**.

| Care Code | Description        | Minimum # of Children Served |
|-----------|--------------------|------------------------------|
| (INF)     | <12 MTH            | 362                          |
| (TOD)     | 12<24 MTH          | 1020                         |
| (2YR)     | 24 <36 MTH         | 1340                         |
| (PR3)     | 36 <48 MTH         | 1501                         |
| (PR4)     | 48 <60 MTH         | 1514                         |
| (PR5)     | 60 <72 MTH         | 537                          |
| (SCH)     | In School          | 2005                         |
| (SPCR)    | Special Needs      | 35                           |
| (SPTN)    | Special Needs Teen | 0                            |

If applicable, please attach supporting documentation as **Attachment II.A.- NA**

**B. Single Point of Entry Implementation**

Please refer to the coalition’s policies and procedures for implementing the Single Point of Entry (SPE) as **Attachment II.B.** (*includes policies for UWL below*)

**C. Unified Wait List Implementation**

Please refer to the coalition’s policies and procedures for implementing the Unified Wait List (UWL) as **Attachment II.C.**

**D. Eligibility and Enrollment Policies and Procedures**

Please refer to the coalition’s eligibility and enrollment policies and procedures related documentation as:  
**Attachment II.D - Eligibility Priorities**  
**Attachment II.D.1- Eligibility and Enrollment Policies and Procedures**  
**Attachment II.D.2 – Disenrollment –Protocol for Slot Management**

**E. Parent Access and Choice**



Please refer to the coalition's policies and procedures for implementing *Parent Access and Choice* as **Attachment II.E**.

## F. Sliding Fee Scale and Fee Waiver Policies

Please refer to **Attachments II.F.** and **II.F.1** for the *Sliding Fee Scale For Parent Co-Payments Form*, and *Sliding Fee Scale Implementation Process and fee waiver policies*, respectively.

## G. Use of Pre and Post Assessments

*If applicable, what assessment tool does the coalition use to perform pre and post? If applicable, who administers the pre- and post-assessments (coalition/contractor/child care providers). If applicable, what are the age ranges that receive a pre and post assessment?*

**Child Screening:** The Coalition uses Ages and Stages (ASQ) as its approved developmental screen. All children 4 to 60 months are screened using the tool unless declined by parent or guardian. The initial screen is done during intake. Subsequent screens are conducted by providers within 30 days of the child's birthday.

**Pre and Post Assessments:** The Coalition uses Teaching Strategies GOLD as its approved pre/post assessment. Participation by providers is voluntary and the assessment is conducted by the provider. The Coalition incentivizes participation by covering the cost of training, technical assistance, and child portfolios. Completions of initial, mid and final checkpoints receive additional participation incentives. Participating providers are encouraged to use Gold for all SR children birth to 60 months unless declined by parent or guardian.

Attach refer to **Attachments II.G.1 and II.G.2, Child Screening Policy and Pre and Post Assessments- Teaching Strategies GOLD P&P**, respectively.

N/A

## H. Provider Payment Rates

An SR Program plan a coalition submits must describe its procedures for implementing payment rate (*s. 1002.85(2) (c) 7., F.S.*).

Please refer to **Attachments II.H and II.H.1** for *Provider Payment Rate Schedule Form* and *Procedures for Implementing Provider Rates*, respectively.

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### III. QUALITY ACTIVITIES AND SERVICES

#### A. Child Care Resource and Referral (CCR&R) and School-Aged Care

1. Describe the quality activities and services the coalition will implement to enhance child care resource and referral and school-age care.

Abiding by the procurement requirements of s. 1002.84(12), the Coalition contracts for a portion of CCR&R services with Community Coordinated Care for Children (4C), an agency that has local agreements with a number of local municipalities, county governments, foundations, and other for-profit and not for profit entities to enhance its services. In addition the Coalition also offers CCR&R services thorough a number of community events and related activities. CCR&R services are provided without cost neither to the individual requesting the services nor to a provider or organization for identifying the provider or organization through the single statewide information system. Referrals are to be provided within three (3) business days of the individual's request for services. The Coalition or its designee attempts to personally contact an individual requesting service in an emergency situation sooner upon becoming aware of a request for urgent services.

The contracted portion of the CCR&R system in Orange County meets or exceeds the requirements of 6M-9.300 as all CCR&R specialists are certified which is above the minimum standard required. This contracted service provides child care referrals, a simplified point of entry and a unified waitlist. CCR&R services are provided no less than 40 hours each week in a physical location and via telephone. Services are offered via telephone, email, on-line, fax or in person.

In order to assist parents in making an informed choice, the contracted CCR&R staff provides guidance to parents on selecting quality child care within various legally operating child care facilities (parents receive a checklist with quality care indicators), available child care options with rules and regulations that govern each, and a list with a minimum of five (5) providers matching the criteria requested by the parent unless fewer than five (5) providers within the CCR&R agency's services area meet the criteria requested. Additional referrals for community services are given to the families as the need arises and quarterly a random sample of customers are asked to complete customer satisfaction surveys. The Coalition ensures that CCR&R resource files include all the services listed on s. 1002.92(3)(a-h).

Additionally a Warm Line is maintained to assist families in need of early special needs intervention, special needs referrals, and other activities that facilitate inclusion. Further discussion of this service is included in section III.C.

Furthermore, Coalition staff (at times complemented by contracted CCR&R personnel) regularly attend community events to provide information about both the VPK and SR program, indicators of program quality, and the importance of early learning as a part of the development of young children. Children's books and similar items along with partner information when available (examples include KidCare, Healthy Start, DCF Safe Baby brochures) are distributed along with contact information for other CCR&R services. While the events attended may vary from year to year, annually the Coalition participates in upwards of 20 events per year.

Given resource constraints, the Coalition is unable to provide subsidized care to most school age children. As such, our interface and coordination with the School District, City of Orlando and Orange County Recreation Departments, YMCA, Boys & Girls Club and other local community resources serving school age children are critical to assisting parents in need of support in caring for school age children.

Please attach any supporting documentation as **Attachment III.A. NA**

## **B. Infant and Toddler Early Learning Programs**

Describe the quality activities and services the coalition will implement to enhance infant and toddler early learning programs.

1. The Coalition provides multiple comprehensive strategies to support enhanced infant and toddler early learning programs to directly benefit the children, teachers, families and quality of programs in Orange County.
  - a. **Infant/Toddler Professional Development:** Increase the quality of care provided to infants and toddlers in child care centers. Develop materials and activities to support infant toddler teachers in their understanding of appropriate practice. Provide specific infant/ toddler workshops to support greater understanding of appropriate practice as measured by the coalition approved tool. The Coalition has implemented the following activities in support of this effort:
    - i. **Infant/Toddler Child Development Associate (CDA) program:** The Coalition has established an Infant/Toddler Child Development Associate (CDA) program to increase the number of credentialed early childhood teachers working in infant/toddler center-based programs with a specific infant/toddler credential. Qualified infant/toddler teachers receive 80 hours of specific infant/toddler training to prepare them to apply for the National Infant/Toddler CDA offered by the Council for Early Childhood Professional Recognition, materials to support their quality interactions with infants and toddlers, and other supports to ensure their successful completion of their credential.
    - ii. **Infant/Toddler Child Development Associate (CDA) Second Setting program:** The Coalition has established a 40 hour training for credentialed early childhood teachers who wish to receive their Infant/Toddler CDA credential to work in Early Head Start community child care sites.
    - iii. **iii. Infant/Toddler Community Workshops:** To better support the retention of credentialed infant/toddler teachers in Orange County child care programs, the Coalition has offered in the community continuing education unit (CEU) workshops on specific infant/toddler topics.
    - iv. **Novice Teacher Practicum:** In collaboration with Career Source, the ELCOC has established an Adult Youth Training program to provide youth ages 18-25 years of age who have never worked in early learning programs with the 45 hour state-mandated child care training and Teaching Strategies GOLD as well as coordinating placement of work experiences in quality early childhood programs with an experienced Infant/Toddler Mentor Teacher. Coalition staff provides coaching support to assist participating youth in the successful completion of the program.

- b. **PKZ Baby Institute:** The Coalition is dedicated to empowering parents as their child’s first teacher as well as empowering early care and education professionals. Therefore, we have joined together with various community partners to offer parent empowerment trainings to help parents understand how they impact children’s lives. The Coalition has been awarded a grant by The Ounce of Prevention Fund of Florida and the Central Florida Foundation Legacy Fund to support a “*Baby Institute*” in the Parramore and Holden Heights neighborhoods. The “*Baby Institute*” is based on the Harlem Kids Zone “Baby College”. This project is in collaboration with the City of Orlando, Nap Ford Community School, and the University of Central Florida. Baby Institute includes the following activities for parents:
- i. **PKZ Baby Institute:** a nine-week parenting program offered on Saturdays to families in the Parramore and Holden Heights communities in Orlando. Baby Institute classes offer developmental information, early literacy support as well as age appropriate guidance strategies, culturally appropriate materials and resources for participating families and information on health and nutrition.
  - ii. **Baby Institute Alumni Program:** for graduates of the nine-week Baby Institute program, the Alumni program offers ongoing regular activities to keep families engaged in early learning opportunities to support their children’s school readiness.
  - iii. **Circle of Parents program:** Open to parents in the Parramore and Holden Heights neighborhoods, the Circle of Parents is an ongoing parent support program, coordinated by trained parent volunteers.
- c. **Migrant Program:** The Coalition contracts with Orange County Public Schools (OCPS) to enhance OCPS’s offerings and services to the migrant families who meet the federal definition of migratory status. Parent recruitment, workshops and engagement activities are offered throughout the school year to families with children 0-3. Child assessments are conducted upon enrollment and six months later, based on continuity of the family in the program. No less than 3 monthly Home Visits per family to provide one-on-one informal training and support on a wide variety of parenting topics, assist parents with strengthening their literacy skills and building literacy skills with their children, health and nutrition, provide referrals to a wide range of community services and other areas as identified.
- d. **Milk and Muffins:** In 2013 the coalition became a minor partner with the University of Central Florida (UCF) in the implementation a literacy initiative entitled "Milk and Muffins" targeting families with children 5 and under. This is a complement to the reading camps that UCF had already been offering to Parramore children (K to 3rd) for a number of years.

Please attach any supporting documentation as **Attachment III.B. N/A**

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### C. Inclusive Early Learning Programs

Describe the quality activities and services the coalition will implement to enhance inclusive early learning programs.

The Inclusion Specialist (IS) facilitates individualized technical assistance through on-site visits for teachers and families who support children with special needs. Other services include a local toll free Warm Line, training opportunities for families and providers and ELCOC and core service provider's quarterly newsletters.

In addition, the IS has acted as a liaison for providers and families in accessing community resources and early intervention. The Coalition will enhance the training opportunities and TA by providing quarterly training on inclusion awareness and support. Health professionals will be invited as facilitators for the trainings. The IS will continue to enhance the lists of available community resources which are: audiology, autism, behavior, dental, developmental, medical concerns, speech and language, and vision. Each list contains comprehensive information on resources, providers, address, telephone number, services provided by age group and method of payment accepted. Referrals are individualized based on needs.

The Coalition's Inclusion Specialist provides training, support and technical assistance to providers and families for children with special needs to ensure inclusion in child care environments. In addition, the Inclusion Specialist is a liaison for providers and families to access community resources and early intervention. Quarterly workshops are offered to the early childhood community to support a greater understanding of inclusive ECE practices.

The ELCOC IS offers quarterly behavioral and inclusion trainings for teachers and families which incorporate many of the Performance Standards domains (which include social, emotional and physical health). The inclusion specialist also conducts individual consultations with families and teachers. Information and referral services are provided to parents for children requiring additional evaluations and/or assessments. The IS monitors the Warm Line and responds within 48 hours.

Please attach any supporting documentation as **Attachment III.C. N/A**

**D. Quality Performance Report**

**1. Does the coalition train programs on the Early Learning Guidelines (ELG) adopted by OEL?**

Yes       No

If yes, does the coalition track how many programs were trained, by provider type, on the ELGs?

Yes       No

If yes, does the coalition track the number of children served in ELG trained programs?

Yes       No

**2. Does the coalition provide targeted technical assistance to programs such as coaching, mentoring, or consulting during the fiscal year? Note: targeted technical assistance is (coaching, mentoring and consultation) designed to address a particular domain/area of quality.**

Yes       No

If yes, what type of targeted technical assistance is provided?

Health and safety \*       Early Literacy Enhancement Program

Infant and toddler care     School-age care       Inclusion

Teaching dual language learners – limited training opportunities are taught in both English and Spanish.

Understanding developmental screenings and/or observational assessment tools for program improvement purposes

Mental health     Business management practices     **Other Describe:**



**Other Local program-related initiatives regarding progress toward meeting the state’s goals as reported in the CCDF Plan:**

- a. Volunteer Initiatives:** The Coalition, in partnership with the City of Orlando and the Adult Literacy League, has developed VPK Literacy support strategy through the implementation of a *Preschool Ambassadors Project*. This project was designed to increase community support and involvement in VPK literacy activities, particularly in areas of greatest number of children at risk of not being assessed as ready for kindergarten. The Coalition participates in the City of Orlando “*Orlando Cares*” community volunteer project through the “*Preschool Ambassadors*” volunteer initiative. This effort engages families in early literacy activities, increase pre-kindergarten enrollment and improve literacy instruction in pre-kindergarten centers. The focus with this effort is on increasing student readiness for kindergarten, providing early literacy family training and family literacy tool-kits. This initiative seeks to increase low student enrollment in free pre-kindergarten programs by training a cadre of volunteers to educate families and enroll children in low-participating neighborhoods. Additionally the Coalition’s partnership with Goodwill Industries and the Central Florida Urban League puts even more books in the hands of young children and readers in early learning programs. And lastly the Coalition’s newest initiative “*Book Buddies*” is intended to promote writing and reading skills by paring VPK students with adults “*Book Buddies*” who receive 3 hand penned letters from the child requesting a book.
- b. Math & Science :** The Coalition also offers family and provider support for math activities through the provision of BlockFest trainings in targeted communities.
- c. Grade Level Reading:** The Coalition engages in several partnership initiatives. Through partnership with The Campaign for Grade-Level Reading and the Orlando Children and Youth Trust, the Coalition is facilitating a birth to 3<sup>rd</sup> grade strategy to improve school readiness and grade level reading within targeted low income areas of the county. Additionally the Coalition, in partnership with Orange County Public Schools, hosts a certified OCPS teacher who works as a Literacy Coach in selected early learning programs to align birth to 5 language development strategies to strengthen kindergarten transition.
- d. Food Security Taskforce:** A Coalition facilitated taskforce working with numerous community groups (including Second Harvest Food Bank, WIC, the Orange County Health Department and various food pantry distribution sites) to promote access to age appropriate food for children birth to 5. Food Security Task Force activities include increased awareness of the special needs of infants and toddlers as well as nutrition-related training for providers and community members.
- e. Best Business Practices Taskforce:** A Coalition-facilitated taskforce working to improve the business practices of providers under contract with the Coalition. This fledgling collaborative effort brings together the National Entrepreneur Center, African-American Chamber, Hispanic Chamber of Commerce of Metro Orlando, Orlando Inc and other businesses groups.
- f. Orlando Magic-Basket for Books:** In collaboration with the Orlando Magic, for every basket made by the team, one book is donated to the Coalition. Book distribution is done in backpacks to participating early learning providers in the community for children to take home to engage families in early literacy activities.
- g. \*Health and Safety:** The Orange County Health Department visits registered providers and completes a health and safety assessment with the provider. They give targeted TA in areas that need improvement. The Coalition receives monthly reports tracking the assessments and completed TA visits.

The Coalition supports the programs by purchasing materials to enrich the programs with training, books, curriculum resources, classroom supplies, and other classroom needs as observed and/or requested. The Coalition consults with various representatives of local government, health agencies and organizations, and other entities providing early childhood development services in developing and implementing programs. The Coalition continues to look for innovative local support and new stakeholders to establish lasting relationships with the private sector and within the early learning arena and constantly seeks grants and special projects to enrich the early learning community and the families the Coalition serves.

Please attach any supporting documentation as **Attachment III.D.** N/A

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**3. Does the coalition provide financial supports to early learning providers? Financial supports must be intended to reward, improve, or sustain quality. They can include grants, cash, reimbursements, gift cards, or purchases made to benefit a program. One-time grants, awards, or bonuses include any kind of financial support that a program can receive only once. On-going or periodic quality stipends include any kind of financial support intended to reward, improve, or sustain quality that a program can receive more than once.**

a. Does the coalition provide one-time grants, awards or bonuses to **Child Care Centers**?

Yes                       No                      If yes, describe:

- **“Let’s Get Accredited”** program: Coalition staff works with centers to get accredited. Providers receive both financial support and targeted TA.
- **Urban Early Childhood Institute:** Quality stipends have been included for teachers in centers participating in the *Urban Early Childhood Institute*.

b. Does the coalition provide one-time grants, awards or bonuses to **Family Child Care Homes**?

Yes                       No                      If yes, describe:

- **“Let’s Get Licensed”**: Coalition Staff work with registered home providers to become licensed. Providers receive both financial support and targeted TA.
- **“Let’s Get Accredited”** program- staff works with licensed homes to get accredited. Providers receive both financial support and targeted TA.
- **Urban Early Childhood Institute:** Quality stipends have been included for teachers in homes participating in the *Urban Early Childhood Institute*.

c. Does the coalition provide on-going or periodic quality stipends to **Child Care Centers**?

Yes                       No

If yes, describe:

- Infant/toddler teachers participating in the Infant/Toddler Child Development Associate (CDA) program at midpoint and completion of training.
- Center quality stipends are available to early childhood centers participating in the Infant/Toddler CDA program to support teacher attendance in class.
- Urban Early Childhood Institute: Quality stipends have been included to teachers and centers participating in the Urban Early Childhood Institute.
- GLR Initiative: Participating providers and teachers receive periodic stipends to encourage completion of identified quality benchmarks.

d. Does the coalition provide on-going or periodic quality stipends to **Family Child Care Homes**?

Yes                       No

If yes, describe:

If a family child care home provider/teacher participates in the CDA program as described above, the FCCH is eligible for a stipend to support the teacher attendance in class.

e. Please check what types of financial supports are provided to child care **Teachers/providers**?

- Scholarships
- Reimbursement for Training Expenses
- Loans
- Wage supplements
- N/A

Other Describe:

**Professional Development:** The Coalition provides multiple comprehensive staff development strategies which directly impact the children, teachers, families and quality of programs in Orange County:

- i. **Scholarships:** The coalition offers basic and advanced training in early childhood education to support an increase of quality providers with the outcome of preparing children for success in school. In partnership with educational institutions in the community, such as Valencia College and Seminole State College, the Coalition has established scholarships for qualified CDA/FCCPC and AA/AS candidates to encourage professional development in early childhood education. Scholarships are offered to funded providers to obtain Child Development Associate (CDA)/ Florida Child Care Professional Certificate (FCCPC) and AA/AS degree in Early Childhood Education.
- ii. **Enhancing Credentials:** To assist funded providers, the ELCOC provides scholarships to eligible teachers to complete their Child Development Associate (CDA)/Florida Child Care Provider Certificate (FCCPC) or AS/AA degrees, as funding allows.
- iii. **Workshops and Training:** The Coalition continues to provide comprehensive training in an array of formats: workshops, conferences, one-on-one, on-site technical assistance and mentoring. Training is conducted by Coalition staff, guest presenters, and vendors. Training and workshops are offered in specific content areas: i.e. Healthy Habits for Life, Infant and Toddlers, and Standards for Four-Year-Olds. Refer to ELCOC web site: [www.elcoc.org](http://www.elcoc.org) for training schedule.
- iv. **Conference Scholarships:** Provide funding and resources to allow provider participation in early childhood conferences in our community to facilitate greater program quality. Individual scholarships are awarded for approved conference attendance such as Florida Association for the Education of Young Children (FLAEYC), Florida Family Child Care Home (FLFCCH) and Seminole State College (SSC) Annual Conferences. Group scholarships are awarded to the FFCCHA to support Orange County providers. In 2015, funding supports have been allocated for provider attendance at NAEYC's Annual Conference in Orlando. Similar protocols are developed for other large conferences that may be hosted in the Orlando area.
- v. **Stipends:** Infant/toddler teachers participating in the Infant/Toddler Child Development Associate (CDA) program get a stipend at midpoint and completion of program.

**4. Does the coalition have a voluntary Quality Rating Improvement System (QRIS) in place for the coalition's service area?**

Yes       No

The Early Learning Coalition of Orange County announced the reintroduction of "*Quality Counts*" Quality Rating Improvement System (QRIS) Program for Child Care Centers in October 2014.

The Central Florida "*Quality Counts*" QRIS is a voluntary rating and improvement system that reviews early learning programs according to clearly defined, high quality standards using a five star method of evaluation and offers supports and incentives to help providers reach their intended goals. We have teamed up with Nemours Early Care and Education Learning Collaborative to Promote Healthy Eating and Physical Activity. We started a Nemours QRIS-only group in the fall of 2014. We give bonus points for providers who have participated in the program but want to keep working on their *Healthy Eating for Life* goals.

The Central Florida "Quality Counts" QRIS Program involves a cross-selection of centers with the consideration of a program's size, location, and percentage of subsidized children served. One of the benefits of participating is that everyone works on individual goals to improve their program. QRIS is always a work in progress for participants.

The goals of QRIS are:

- a. To improve the quality of Orange County’s early childhood education programs
- b. For parents to use the QRIS ratings and guidance provided by resource and referral agencies to make an informed decision in their search for child care.
- c. To provide support services and financial incentives to child care providers that maintain and/or improve quality
- d. To enhance the well-being of children’s cognitive and social-emotional outcomes to ensure school readiness success

If yes, please provide how many levels and a brief description of each level:

| QRIS Level  | Level Description  |
|---|--|
| <p>The QRIS is composed of 5 areas: Learning Environment, Ratios, Curriculum, Family Engagement and Professional Development. The requirements increase at each level. The tool is comprised of nationally recognized requirements and Coalition programs such as CLASS and GOLD. Staff Qualifications and Professional Development focuses on training for both increasing teaching credentials and training in CLASS and GOLD. Ratios start with licensing standards and progress through NAEYC requirements at level 5. Curriculum includes state approved curriculum development and the use of CLASS and GOLD tools. Family Engagement was intended to be broad to include a variety of options to include families in programs.</p> |  |
| Level 1   | QRIS starts at DCF licensing and receives 4 -12 points   |
| Level 2   | Receives 13 – 24 points  |
| Level 3   | Receives 25 – 34 points and is eligible for 3 bonus points for higher teacher qualifications, having a curriculum specialist with a degree and/or participation is Coalition special programs. |
| Level 4   | Receives 35 – 42 points and is eligible for 3 bonus points for higher teacher qualifications, having a curriculum specialist with a degree and/or participation is Coalition special programs. |
| Level 5   | Receives 43 – 50 points and is eligible for 3 bonus points for higher teacher qualifications, having a curriculum specialist with a degree and/or participation is Coalition special programs. |

Please attach any supporting documentation as Attachment III.D. N/A

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**IV. FINANCIAL MANAGEMENT**

**A. Budget**

Please fill out **Attachment IV.A Coalition Budget Report**. *The Coalition will send by the deadline approved by OEL (August 25).*

**B. Prior Year Revenues and Expenditures**

Please fill out **Attachment IV.B Coalition Revenue and Expenditure Report**. *The Coalition will send by the deadline approved by OEL (October 1).*

**V. MONITORING**

**A. Monitoring Plan and Procedures**

Please refer to **Attachment V.A** for a copy of the *Coalition’s Policies and Procedures for Monitoring SR Program Providers*.

**B. Grievance/Complaint Resolution**

Please refer to **Attachment V.B** for a copy of the grievance policies and procedures that address complaints made by customers and/or care providers.

**VI. COALITION PLAN VALIDATION**

**A. Public Input**

Please refer to proof of public input such as, blast email, public input forms, and legal advertisement as **Attachment VI.A.**

By signing below, I hereby certify that all information provided in this plan is accurate and complete to the best of my belief and knowledge. I certify that all services will be provided in accordance with the plan as approved by the Florida Office of Early Learning (OEL). I further certify that the local services will be provided in compliance with all applicable federal, state, and local laws and regulations and the State Child Care and Development Fund Plan approved by the Federal Department of Health and Human Services.

Chair  
Signature: \_\_\_\_\_

Printed Name: Linda Landman  
González

Date  
Signed: \_\_\_\_\_

Executive  
Director: \_\_\_\_\_

Printed Name: Karen Willis

Date  
Signed: \_\_\_\_\_