



Service Delivery & Efficiency Task Force Meeting

Monday, February 22, 2016
5:30 pm until close of business
8413 Laurel Fair Circle, Suite 100
Tampa, FL 33610
Call: 1 (408) 650-3123
Access Code: 901-333-693

Early Learning Coalition of Hillsborough County Mission Statement

The mission of the Early Learning Coalition of Hillsborough County is to promote school and life success for all young children and their families through quality school readiness services and supports.

MEETING AGENDA

I. CALL TO ORDER

A. Quorum Verification

B. McEwen, Task Force Chair

B. Approval of January 25, 2015 Meeting Minutes (pg. 2)

II. PRESENTATIONS

A. School District of Hillsborough County – 10 minutes (pg. 5)

A. Patel, Board Chair

T. Brown

B. Children's Board of Hillsborough County Statement – 10 minutes

K. Parris

III. DISCUSSION (pg. 6)

IV. ACTION ITEMS

A. Service Delivery & Efficiency Task Force Recommendation (pg. 9) B. McEwen, Task Force Chair

V. INFORMATION ITEMS

VI. PUBLIC COMMENT

Individuals wishing to address the Early Learning Coalition Board of Directors must complete a Public Comment Request Card and submit it to the official recorder prior to the noticed start time of the meeting. Said comments will be limited to three (3) minutes per individual on first come, first serve basis, and only at such time as is identified on the official meeting agenda for public comment.

VII. ADJOURNMENT

B. McEwen, Task Force Chair

UPCOMING MEETINGS

Executive/Finance Committee Meeting - Monday, March 7, 2016 @ 4:00 pm
Board of Directors Meeting - Monday, March 7, 2016 @ 5:30 pm



MEETING MINUTES

Meeting Name:	Service Delivery & Efficiency Task Force Meeting	Date:	January 25, 2016
Facilitator:	Brian McEwen, Task Force Chair	Time:	5:30 pm
Location:	1002 E. Palm Avenue, Board Room, Tampa, FL 33605		
Task Force Members Present:	Dr. Rahul Mehra, Brian McEwen, Dr. Shawn Robinson, Kelley Parris, Mary Hancock, Robert Buesing, Jennifer Kuhn, Luke Buzard, Sandra Murman, Sally Harris, Cindy Rodriguez, Tracye Brown and Donna Bevis.		
Task Force Members Absent:	Joe McElroy		
Board Members Present:	Marie Caracciola and Barbara Hancock.		
ELCHC Staff:	Steve Costner, Mary Harper, Bobbi Davis, Katherine Javier, and Lorinda Gamson.		
Other Attendees:	Board Attorney Steve Lee, Sandy Show, Shawntaye Beato, Marina Harkness, Deana Osorio, Brenda Porter, Kathy Kaaa, and Tonya Williams.		

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
I.	CALL TO ORDER A. Quorum Verification Noting that a quorum had been established, Task Force Chair McEwen called the meeting to order at 5:31 pm. B. Approval of January 4, 2016 Meeting Minutes Sandra Murman requested that her name be removed from the listing of absent Board members. <i>Robert Buesing made a motion to approve the January 4, 2016 Task Force meeting minutes with the requested change. Sandra Murman made a second. The motion carried unanimously.</i>	
II.	OLD BUSINESS There was no old business discussed.	
III.	ACTION ITEMS There were no action items discussed.	
IV.	DISCUSSION A. Contract and CCR&R Service Transition Task Force Chair, Brian McEwen summarized the items requested at the Service Delivery and Efficiency Task Force meeting on January 4, 2016. A discussion was held regarding a comparison of error rates from other Coalitions. Error rate information from Orange County, Broward County, North Florida, Seminole County, Duval County, Southwest, and Miami Dade County	

MEETING MINUTES – Service Delivery & Efficiency Task Force
Monday, January 25, 2015 5:30 pm

KEY POINTS		
No.	TOPIC	HIGHLIGHTS
		<p>Coalitions was presented. It was noted that the Office of Early Learning does not track error rates. There was a consensus to postpone the budget discussion to allow time for Coalition and School District staff to collaborate further on this item. The Task Force concluded that while error rates and cost savings were relevant to the discussion, the greater concern of the Service Delivery & Efficiency Task Force would be to improve the management structure of the Coalition's service delivery model and to ensure that the proposed service transition is carefully planned and successful.</p> <p>Task Force Chair McEwen recommended the Task Force reconvene before March 7, 2016. The Task Force agreed to reconvene on Monday, February 22, 2016. The following items were requested by members of the Task Force for Monday, February 22, 2016:</p> <ol style="list-style-type: none"> 1. Collaboration with School District to develop a budget that includes a cost savings description and employee-specific FTE data. 2. A description of the services delivered by the School District and the resources used to deliver those services. 3. A detailed transition plan and timeline to include elements such as hiring process, training, and a service delivery model that addresses issues concerning infrastructure. <p>Provider representative, Mary Hancock offered to gather feedback from the provider community regarding the proposed transition. Task Force members were encouraged to make recommendations regarding the subject matter of this request for feedback.</p>
V.	INFORMATION ITEMS	There were no information items presented.
VI.	PUBLIC COMMENT	There was no public comment.
VII.	ADJOURNMENT	Citing no further business, Task Force Chair McEwen adjourned the meeting at 7:03 pm.

ACTION PLAN			
No.	Action Item(s)	Owner	Target Date
1.	Schedule a Service Delivery & Efficiency Task Force meeting for February 22, 2016.	K. Javier	2/22/2016
2.	Provide the requested items noted under item IV. A Discussion to Board of Directors.	Coalition and School District Staff	2/22/2016

Read and Approved by: _____
 Lynne T. Hildreth, Secretary DATE

MEETING MINUTES – Service Delivery & Efficiency Task Force
 Monday, January 25, 2015 5:30 pm

**Hillsborough County Public Schools
School Readiness/Voluntary Prekindergarten Program Services**

Family, Child, Provider

Coordinating Services

Federal Finance

18 allocated FTE:

Provides assistance to School Readiness providers and their staff in the areas of, curriculum; child screening and assessments; intervention and evaluations -children screened and evaluated are able to be staffed into Pre-K ESE program; and behavior management. Staff provides support to providers through training; coaching and mentoring; classroom management; and developing Individual Learning Plan for children needing intervention. Data entry into ELCHC Apricot.

All processes require data entry into the Florida Office of Early Learning statewide database- Enhanced Field System (EFS)

Child Care Resource and Referral: 2.39 allocated FTE (Full Time Equivalent)

Provides services to families, child care providers, businesses, and the community; educates families on quality child care; maintains a statewide database of legally operating child care providers; generates free personalized listings of child care and consumer information for any parent/guardian. Maintains School Readiness Program Provider files. Completes Providers Updates. Coordinates providers' recruitment with the Early Learning Coalition of Hillsborough County (ELCHC).

School Readiness (SR) Intake Eligibility: 34 allocated FTE

- Provides Child Care Resource & Referral services to clients
- Interviews, determines SR eligibility, and process child care enrollment at the satellite offices and by appointment at selected Children's Board Family Resource Centers
- Process recertification, provider transfers, and client change of status
- Assembles and mails out monthly Recertification packets to clients; reviews and process clients recertification paperwork; sends notifications to client and providers accordingly
- Manages OEL Family Portal Waiting List, determines prospective eligibility and notifies clients of eligibility and updates.
- Process Foster parent referrals and enrollments
- Conducts Quality Control on client cases
- Process auto terminations for clients failing to recertify, expired referrals from referring agencies
- Collaborates with Federal Finance for adjustments
- Prepares documents for response to audits and monitoring. Conducts quality assurance for internal control.
- Sends monthly redetermination and termination notices to clients and providers
- Process disenrollment requests from partner agencies
- Maintains SR child files
- Assists satellite offices with a floater, as needed. Maintains appointment scheduler for clients

School Readiness (SR) Contracts: .99 allocated FTE

Determines eligibility for SR providers; collects documents; collaborates with ELCHC for contract execution; and process provider changes. Maintains tracking of providers' accreditation and licenses. Conducts quality control reviews on provider files.

Compliance/Fraud: 2 allocated FTE

Coordinates the collection and investigation of fraud referrals data for clients and providers; collaborates with other governmental agencies to initiate/receive data; custodian of records; performs on-site provider visits and capacity reviews. Provides fraud training to staff and statewide Early Learning Coalitions, upon request.

Voluntary Prekindergarten Program (VPK): 8.36 allocated FTE

- **Intake Eligibility:** Assists walk-in clients with child registration; reviews and approves registrations via the OEL Family Portal; process enrollments from OEL Family Portal, reenrollments, provider transfers, and terminations. Conducts quality control reviews.
- **Contracts:** Assists providers (by appointment) with VPK program registration; determines eligibility for VPK providers; collects documents and uploads to ELCHC Apricot database; collaborates with ELCHC for contract execution; and process provider changes. Maintains tracking of providers' and child care staff credentials and background screenings. Data entry into DCF-CCIS database. Conducts quality control reviews.

14 allocated FTE:

- Process Voluntary Prekindergarten Program and School Readiness Program attendance reimbursements for approximately 1,020 providers throughout Hillsborough County for an average of 20,590 children per month. Typical monthly cost is \$5,010,000.00
- Conducts post attendance monitoring of child care providers
- Maintains budgets for compliance with state and federal regulations
- Conducts quality assurance for internal control
- Maintains VPK and SR child care payment information

IT: 2 allocated FTE

Maintains and supports internal and statewide databases; repairs internal databases; supports users with troubleshooting; creates and updates internal reports, and collaborates with other departments.

Early Learning Coalition of Hillsborough County Services

Provider Services

12.1 allocated FTE:

Quality Improvement Initiatives; Provides training, coaching and mentoring to ECE providers to support continuous quality improvement; assesses providers' quality using nationally recognized tools; assists providers with the development of individualized quality improvement plans; provides training and coaching on curriculum and child assessments (TS Gold); provides required training and coaching to support the implementation of the Office of Early Learning's Performance Funding Pilot; offers face-to-face and web-based trainings aligned to the state's professional development standards, continuing education unit criteria; and required trainings to develop a unified field of practices; Career advising. Services **are** available to Hillsborough County ECE providers regardless of funding source.

SR Contract Compliance: 2.25 allocated FTEs

Provides training & technical assistance to ensure contract compliance; monitors all SR providers to ensure contract compliance; monitors child attendance/provider payment for all SR sites; conducts quality control reviews of contracts received from SDHC; maintains contract documents in Apricot. Tracks provider insurance, accreditation, and licenses (Apricot); tracks licensing non-compliances related to Gold Seal Accreditation; interfaces with Child Care Licensing regarding licensing issues discovered during onsite contract monitoring.

Voluntary Prekindergarten: 3 allocated FTEs

Determines eligibility of all SDHC sites (Head Start, ELLP, & summer VPK). Executes **all** VPK contracts; Maintains tracking of all VPK contract documents in Apricot. Conducts onsite compliance monitoring of all private VPK Providers training & TA to providers to ensure contract compliance. Provides TA and tracks all OEL requirements for providers on probation. Primary liaison with OEL regarding provider issues. Provide training & TA on new VPK child assessments (TS Gold.); Reviews all provider corrective action plans; recommends contract termination if necessary; interfaces with Child Care Licensing regarding licensing issues discovered during onsite contract monitoring; Recruit providers

Infrastructure

Finance: 2 allocated FTEs

Accounts Payable: 1,100+ purchase orders totaling over \$5M per year from initiation thru payment; process over \$800K in provider payments for Performance Funding Pilot. Process payroll/human resources documentation, including biweekly PARS/timesheets to payroll processor. Research and prepare documentation for annual audit and OEL fiscal monitoring. Prepare reimbursement requests to OEL and CBHC. Process monthly reimbursement requests for 5 agencies in excess of \$6M. Prepare agency wide annual budget in excess of \$75M. Perform fiscal monitoring of 5 agencies. Assist 5 agencies in preparation of annual subcontractor program budgets. Coordinate with Zymphony Technology Solutions to maintain current IT infrastructure and plan for future IT investments. Provide desktop support to staff; Develop & implement cost allocation plan; maintains books & records in conformance with GAAP, state & federal requirements.

Contract Management & Compliance 2 allocated FTEs

Develop and execute all subrecipient and vendor contracts; prepare documents for OEL accountability monitoring; monitor subrecipients for contract compliance; conduct required OEL monitoring of SDHC(eligibility, CCR&R, provider payment process); ensure compliance with OEL grant requirements, Coalition plan, Florida Administrative Code, statutes, and CCDF regulations; develop internal policies and procedures; provides TA to other Coalitions as requested regarding SR & VPK eligibility; internal QA/QI

Communication & Outreach 1.3 allocated FTEs

Primary writers of content for ELCHC collateral, including, brochures, annual report, action alerts and event-related materials to communicate the agency mission; editor of Provider Focus magazine; Make presentations and write talking points for staff and board for speaking engagements as requested; Lead the website and online presence for the ELCHC, providing updates, engaging content, news items and relevant publications. Develop and maintain all web content and design; plan, manage, and coordinate community outreach events, projects and activities; interface with OEL regarding CCR&R; design & produce all agency collateral.

Database Administration 1.5 allocated FTEs

Hillsborough Representative on EFS Modernization committees; OEL on-line database tester for enhancements from OEL programmers; one of 5 coalition staff state-wide asked to test the new reporting software under development by OEL; OEL Family Portal - administrator, local trainer, and reporting; Impromptu report writer linked to EFS State database for AdHoc reporting for ELCHC and community partners; Apricot Database – Develops, tests, imports, exports, help desk, trainer, admin support and production of online forms and reports for tracking ELC outcomes and data from multiple systems being used by ELC staff, CFC Staff, ECC staff, USF Staff and School District staff; Manages and provides training on the following web-based products: Talent Learning Management System (web-based software linked to provider service on-line training); Branagh Environment Rating System Database; My Teachstone (on-line coaching software to improve teacher/child interactions); TS Gold On-Line; Provides technology training to child care providers; Brookes Enterprise: in process of testing the best way to implement online ASQ's as well as the Federal version that would allow parents to administer the ASQ online; Daily data export from EFS to provider portal

Family Services

Family Services VPK 3 allocated FTEs

Assists walk-in clients with application, re-enrollment and provider transfers; reviews and approves applications in OEL Family Portal (processed 11,071 of 13,835 applications for FY 2015); assists parents of special needs children applying for VPK specialized instructional services (SIS). Provides information to families regarding the VPK program (e.g. program type, readiness rates, program requirements); researches and resolve parent complaints. Provides information to help families determine provider quality.

SR 1 allocated FTE

Assist families with OEL family portal issues (wait list); research and resolve parent complaints

SERVICE DELIVERY AND EFFICIENCY TASK FORCE

Purpose: The primary objectives of the task force are as follows:

1. Ensure services provided by the Coalition and/or any of its subcontractors are delivered in accordance with Florida Statute, Florida Administrative Code and/or sound business practices;
2. Examine opportunities to integrate and streamline process; and
3. Identify costs saving strategies that increase funds for high quality early childhood services.

Issues:

1. The Coalition currently contracts with the School District of Hillsborough County to review the documents submitted by child care programs who wish execute a contract for the delivery of School Readiness services. Upon review by ELCHC staff, eighty-six (86%) of the contracts processed for FY 2016 by the subcontractor had deficiencies. In order to meet the monitoring requirements established by the Office of Early Learning, one hundred percent (100%) of the contracts must adhere to the requirements established in F.A.C 6M-4.610. Any deficiencies in the Statewide Provider Agreement and/or supporting documentation noted during the annual OEL Accountability Monitoring will result in a finding to the Coalition.
2. The Office of Early Learning instructed the Coalition to assume the responsibility for reviewing and approving all the required documentation supporting SDHC's applications for the delivery of VPK services as a result of deficiencies in the Subcontractor's processing of Voluntary Prekindergarten contracts for SDHC elementary schools. Currently ELCHC staff reviews and approves all application/contract documents for all SDHC VPK sites.
3. The Provider Portal is expected to go live March 2016. This web-based portal will allow providers to complete both SR & VPK Statewide Provider agreements and upload all supporting documentation. ELCHC staff has been responsible for working with the developer and testing the site. ELCHC staff will have to train the Subcontractor on the use and functions of the site.
4. The ELCHC database administrator is the primary contact for OEL Family Portal issues. All VPK applications and SR wait list applications must be submitted through the portal. ELCHC staff has been responsible for training SDHC staff on the use of the portal. In addition, ELCHC staff was responsible for determining eligibility for 11,087 or 80% of the FY 2016 VPK applicants. The Subcontractor was primarily responsible for data entry of information into OEL's statewide data base.
5. Under the current service delivery model, the Coalition has limited contact with the end-users of its services (families and providers). As a result, the majority of families and providers believe that the School District is responsible for the administration of all services that the Coalition is legislative mandated to provide.

In order to address these issues, ELCHC staff has recommended the following:

1. Transfer all responsibilities for SR and VPK contracting (including EFS data entry) to Coalition staff for FY 2017. If approved, the Subcontractor's VPK budget would be reduced by \$126,912 prior to June 30, 2016 to ensure contracts are executed prior to June 30, 2016. The Contractor's SR budget would be reduced for FY 2017.
2. Assume responsibility for all VPK child eligibility determinations. Transfer responsibility for all EFS data entry of VPK applicants to ELCHC staff.
3. Transfer CCR&R services for the general public (information/referral and outreach) to the Coalition effective July 1, 2016. The Subcontractor would maintain the responsibility of providing information and referral to School Readiness families during the intake and eligibility process.

ELCHC Infrastructure:

Current staffing:

- Database administrator with 20+ years of experience with OEL statewide database. Worked with developer to identify appropriate functionality as well as test provider portal. Provides training and TA to ELCHC and Subcontractor on OEL portal functions. Responsible for daily downloads of EFS data needed to support the functionality of the Provider Portal.
- QA/QI Manager-20+ years of experience in various central agency functions primarily related to SR and VPK intake & eligibility. Additionally responsible for fraud investigations, attendance monitoring and provider TA regarding contracts and provider reimbursement. Provides TA to 4 coalitions regarding intake & eligibility policies and procedures. Monitors Subcontractor for compliance with OEL CCR&R, SR & VPK child eligibility, VPK & SR provider eligibility, and SR & VPK provider reimbursement requirements.
- 3 FTEs VPK program staff responsible for ensuring providers' compliance with the terms and conditions of the VPK provider contract (monitoring and technical assistance).
- 2 FTEs SR program staff responsible for ensuring provider's compliance with the terms and conditions of the SR contract (monitoring and TA).
- 2.6 FTEs responsible for determining VPK eligibility (includes 1 FTE with CCR&R certification)
- 1 FTE assigned to Quality Counts Program. Previously worked for the ELC of Seminole and supervised all functions related to the execution of SR and VPK contract.

Procedures/Guidelines

- SR & VPK Contracting Manual – draft completed
- Provider Portal Manual – draft completed
- Provider Portal Testing with ELCHC staff – in process
- Provider Portal Testing with Child Care Providers – in process
- Internal QA/QI process – in process

ACTION**ITEM IV.A.**

2/22/2016 Service Delivery and Efficiency Task Force

ISSUE:	Service Delivery and Efficiency Task Force Recommendation
FISCAL IMPACT:	NA
COST:	Cost neutral
FUNDING SOURCE:	OEL Funds for VPK and School Readiness
RECOMMENDED ACTION:	Support recommending to the ELCHC Board the transition of contracting services to move in-house to ELC in FY16 and CCR&R to transition in-house to ELC in FY17.

BACKGROUND:

After consulting with Board Member Robert Buesing, ELCHC Staff supports the attached document.

Proposal for Community Plan for Early Investment in Hillsborough's Children

Introduction

The recent discussions between the Early Learning Coalition and the School Board members and representatives over some administrative changes to existing contracts brought to light a bigger and far more significant issue. The citizens, agencies and non-profits of Hillsborough County do not have a current coordinated plan for early investment in Hillsborough's children.

This results in a lack of clarity of each participant's role in the overall effort to ensure children have the supports needed to enter kindergarten ready to succeed. In order to bring our County's efforts and investments to a higher level of quality and coverage, it is worth the time and effort to retain a convener to work with all stakeholders to create a written plan for the community as a whole to improve young children's quality of life. This will help each participant in the coordinated system participate fully in creating many more kindergarten-ready children.

The goal that every child is kindergarten-ready cannot be accomplished by a single agency or non-profit. To do this with validity, we need to develop a community-wide plan to ensure each stakeholder is engaged in the creation of comprehensive early childhood system that results in school readiness.

The Broad Outlines of an Early Investment System

The latest research shows that a broad set of policies and actions are needed to make sure all children are kindergarten-ready. Just some of the component parts are:

Prenatal Care to assure Healthy Starts

Parents as First Teachers – Explaining to parents how much brain development is occurring in the first 1000 days alone is a key strategy to improve parent engagement (the parents have their children for over 75% of the time up to age 5 even if the child is in first rate, high quality early learning centers). What is needed from parents is not difficult or complicated, but it is far less likely to happen if parents don't know how important it is.

Voluntary Home Visitation – Helping new parents with the basics of how to engage with babies has been shown to make a huge long term difference.

Health Care – A child without preventive health care and dental care is much less likely to be successful.

Screening and Referral – Earlier is much better than later when it comes to special needs screening and care. Early detection to address those conditions makes a big difference.

High Quality Early Care and Education for Children Birth to Age 3 – A significant body of research indicates that the quality of early learning experiences have a pronounced impact on children's future educational success. However, the children who are most in need of these high-quality programs have limited access. In order to ensure educational parity, it is critical that 1) funds are available to families to afford high-quality early care and education and 2) reimbursement rates are sufficient to ensure providers can attract and retain qualified staff.

High Quality Early Learning in VPK Settings (Age 4) – High quality, accountability, and access are key. While the program itself is at no cost to the family, there are still transportation and wrap around (extended day) expenses that create unintended barriers to participation.

Kindergarten and School Assessments for all students – To assure the system is accomplishing what is intended, robust data is needed to see how the system performs. The school system can supply the assessment data so all investing stakeholders in this comprehensive system can quickly adjust to address shortfalls.

Stakeholders

The Early Learning Coalition

The ELC has a significant role in this collaborative responsibility. The ELC is statutorily responsible to the state and federal governments to properly administer this \$72M investment which is largely focused on School Readiness

settings and VPK. Most of the ELC funding is used to support direct services to young children but the funding is not sufficient to eliminate all waiting lists or assure that all children are receiving high quality services. Recent strategic planning emphasized the need for high quality service to parents and providers. The ELC staff is committed to engaging the community to ensure improvements to the overall system, of which they are a key part. Part of this proposal is to provide that kind of leadership.

The School Board of Hillsborough County

The School Board has been engaged and involved in early education efforts for decades and rightly views the community's early investments in children as key to their success as a school system. Currently, about one third of children who arrive for kindergarten are unready for school and there is room for improvement for many others. This creates a remedial gap that is expensive and difficult to cure. This also creates a negative financial impact on the school system and its mission of high graduation rates of life-prepared students. The connection between kindergarten-ready children and graduation rates could not be more clear. Exactly how to leverage the School District's educational expertise is a topic that needs long term clarity for the benefit of the community.

United Way, the Business Community and the Philanthropic Community

United Way has identified early investments in children as one of its focus areas based on the same significant and persuasive research which is driving this proposal. In their new model of being issue-focused they are engaged with early learning through community events, regular meetings and conversations with key business and philanthropic investors. They are focused on identifying and filling gaps that could appeal to donors. They are raising their own support in the key early investment areas. We believe they are willing to be engaged in a community wide effort to update and better plan out the system and their support and leadership can very much help lead to a better system.

Health Department, the Medical Community and Non-Profits focused on young children

Improving health care coverage for all children cannot be ignored in this process. Children who are not healthy and lack medical and dental care are not likely to be successful. These players should be engaged as part of the Community Plan.

Children's Board

The Children's Board provides locally raised funds to enhance state and federal funds. As part of their planning and mission, they can facilitate the development of a high quality community plan to improve and upgrade the overall system. That will help the Children's Board put its resources where it will help the most and help meet their mission of creating opportunities for all children to be successful in Hillsborough County.

Many Other Players

There are many other players who might be engaged in improving this system. Child Care Providers of all types and families are key partners. Some Mayors (Jacksonville, Tallahassee, and NYC) are deeply involved. Key business groups see the long term economic benefits and want to see the system strengthened. The Federal Reserve Board has assisted some communities. Police Chiefs and the Sheriff and other parties in the Criminal Justice system are often involved in these efforts. Faith based organizations engage volunteers and many serve as providers as part of their missions. Some philanthropists are very engaged. Many other non-profits, as part of their missions, understand the importance of getting the early years right. A good convener will seek lots of input. We are also not the only community to engage in early childhood systems work so there are many models that can guide our work.

The Proposal

This process has brought to light our lack of a community wide current plan to improve and strengthen our continuity of high quality early investment. This is the right time to make the investment in time and money to create such a plan

with all players invited to participate and work toward this important milestone for Hillsborough County. With new leadership at the School Board committed through their strategic plan to improving our community's early investment in children; with United Way's focus on this topic; with the policy implications of the latest research; and with encouragement from the business community, the time is right.

The staff of the Coalition stands by its recommendation to bring contracting services and CCR&R services in-house. We will however, work with the School Board staff to assure no disruption of service to parents and providers; we will conduct regular surveys of the affected parents and providers to gauge their satisfaction with the services they are receiving and will provide the ELC Board with ongoing survey data so the ELC Board can monitor the transition of these services. In addition we are committed to interviewing any School Board personnel who wish to be considered for any openings created at the ELC from this administrative change.

But much more significantly, we take this opportunity to recommend to our Board that we be tasked with reaching out to all of the potential participants; seeking out appropriate conveners who have top, national credentials for proposals to lead this community wide effort; and set aside a budget item for board approval to fund ELC's portion of this important effort. We believe this is a positive and constructive step in the right direction for the community and will pay long term dividends for the families and children and the community as a whole.

ELCHC Plan & Timeline for Contracting Processes Implementation

OUTCOME: 100% of SR & VPK executed with no errors on time.

Prior to February 22 Task Force Meeting		
Task Description	Responsibility	Complete Y/N
Integrate new staff positions into existing Organizational Chart	COO	Y
Complete Job Descriptions for new ELC Positions	COO	Y
Develop plan to advertise, screen, interview, and hire new positions	COO	Y
Supplement standard orientation and training plan for new employees with new responsibilities	COO	Y
Secure space and develop plan to configure offices for new staff	CFO, COO	Y
Make list for all supplies/office equipment needed	CFO, CO	Y
Work with developer to ensure Provider Portal is ready for use	Database Admin	Y
Introduce existing staff to Provider Portal (2/5/2016)	Database Admin.	Y
Draft staff checklist and manual for completing Provider contracts with fidelity	Dir. OD	Y
Develop training protocols for Provider Portal	COO/Database Admin	Y
Test Provider Portal with invited group of providers and make necessary changes resulting from their experience, completed 2/10/16	Database Admin	Y
Prepare communication to Providers concerning 16-17 Contracting process	COO	Y
Reserve multiple days/times/locations for Provider Portal training for providers	Dir. OD	Y
February 22: Task Force meeting at 5:30 p.m., Institute for Early Childhood Professionals Week of February 22 & 29		
Create orders for additional supplies/equipment needed for implementing in-house contracting	CFO, Ex Assist.	
Create materials to post on ELCHC website and in local job sites for positions	Dir. Communication	
Train existing internal staff on Provider Portal for contracting functions	Database Admin	
Utilize ELCHC website and LMS for Provider Portal information roll-out and create an on-line tutorial and FAQ section for Providers	Dir. Communication/Database Admin	

Week of March 7 ELCHC Full Board Meeting March 7 at 5:30 p.m., Children's Board <i>Following Board vote to move forward with ELCHC moving contracting functions in-house</i>		
Initiate position hiring process	COO	
Confirm all new space arrangements and place orders for all supplies/equipment	CFO, COO, Ex Assist	
Notify OEL of change	CEO	
Provide SD contract amendments	Dir OD	
Notify Providers of contract function change, process for on-line contract completion, ELCHC assistance available, and Provider Portal training dates	CEO, LMS	
Notify and register Providers for Provider Portal training/contract completion sessions	LMS	
Providers submit completed contracts for in-house review and execution*	COO	
Week of March 14		
Begin interviews for ELCHC positions, offer positions as candidates are identified	COO, Interview Team	
Set up office arrangements to accommodate new staff	Ex Assist	
Register Providers for Provider Portal training/contract completion sessions	LMS	
Providers submit completed contracts for in-house review and execution	COO, CEO	
Week of March 21		
Continue Interview and hiring of new staff	COO, Interview Team	
Register Providers for Provider Portal training/contract completion sessions	LMS	
Providers submit completed contracts for in-house review and execution	COO, CEO	
Week of March 28		
Continue Interview and hiring of new staff	COO, Interview Team	
Register Providers for Provider Portal training/contract completion sessions	LMS	
Providers submit completed contracts for in-house review and execution	COO, CEO	
Weeks of April 4-June 30		
Register Providers for Provider Portal training/contract completion sessions	LMS	
Providers submit completed contracts for in-house review and execution	COO, CEO	

* The majority of contracts are likely to be submitted through the on-line portal in 2016-17. All Providers will be encouraged to submit through the Provider Portal, however, Coalition staff recognize technology challenges will require assisting some Providers with a paper application.

Budget Narrative/Assumptions

Early Learning Coalition of Hillsborough County

In preparing this budget and the related processes, coalition staff carefully considered what will be needed to meet the expected outcomes for contracting and CCR&R but remaining as good stewards of these funds.

The fiscal year 2016 and 2017 budgets for Contracting and CCR&R is based on the following assumptions

Personnel

- The full time equivalent (FTE) figures are based on the number of hours a full time employee would work during the fiscal year.
 - Any total FTE of less than 1 represents the amount that employee is expected to work during the fiscal year, in proportion to a full time position.
- Four contract positions would be filed in March if the transition plan is approved by the board
 - These positions would be responsible for provider contract processing and monitoring.
 - Filling these positions in March would ensure the FY 2017 SR contracts are processed and executed by July 1, 2017 and VPK contracts are executed by August 1, 2016.
- The CCR&R and Waitlist Management positions would be filled in May if the transition plan is approved by the board.
 - Staff must be certified by OEL to perform CCR&R functions.
 - Hiring in May provides time to ensure these staff are certified in CCR&R prior to July 1, 2016.
 - The costs for these 4 positions is budgeted 100% in School Readiness
- The VPK family specialist and data entry positions would be hired in March if the transition plan is approved by the board.
 - These positions would be available to assist with VPK enrollment as well as contract processing.
- The receptionist position would allow the coalition to enhance its customer service.

Other Operating

- Professional Service/IT support is based on number \$95/FTE per month.
- Printing/reproduction is based on 2015 expenditures.
- Occupancy is calculated based on a full service lease @ \$17.57/sq ft for a 3,200 sq ft office.
 - There is currently vacant office space at the coalition's offices at 6800 Dale Mabry Hwy.
- Office supplies are based on 2015 expenditures.
- Local travel is based on the average mileage expended by current VPK monitoring staff for FY 2015.
- Equipment is based on the purchase of laptops or desktops and related equipment.

School District of Hillsborough County

In preparing this proposed budget reduction for both 2016 and 2017, coalition staff carefully considered the individual functions related to VPK enrollment and the corresponding FTE's. The budgets for those FTE's were identified for possible reduction. However, this was only the methodology coalition staff utilized to arrive at a figure for reduction. The final distribution and individual employee impact is, of course, up to the discretion of SDHC. The 2016 SDHC School Readiness operating budget will not be reduced by any of these proposed changes.

- Many of the School District's staff are allocated across multiple cost centers.
 - Results in partial FTE's with corresponding partial budget amount identified for reduction.
 - All positions, or portions thereof, related to VPK enrollment, with the exception of finance staff, were identified for reduction.
- The itemized other operating costs are those allocated to VPK enrollment.
- Coalition staff and SDHC staff met on February 16 to discuss the VPK and SR budgets.
 - Much of the discussion focused on VPK
 - Both parties agreed to indicate that the proposed 2016 SDHC VPK budget reduction would not exceed \$126,912.
 - This figure may be lowered based on the Coalition board's decision on March 7.
 - Due to the complexities of the School Readiness budget, both parties agreed to include any reduction as part of the contract negotiations for 2017.

**Proposed Budget for Contracting & CCR&R
Early Learning Coalition of Hillsborough County
Fiscal Year 2016**

Personnel	SR		VPK		Total
	Budget	FTE	Budget	FTE	
Provider contract monitoring	7,020	0.20	4,680	0.13	11,700
Provider contract monitoring	7,020	0.20	4,680	0.13	11,700
Provider contract processing	7,020	0.20	4,680	0.13	11,700
Provider contract processing	7,020	0.20	4,680	0.13	11,700
CCR&R Manager	6,175	0.17			6,175
CCR&R Specialist	5,525	0.17			5,525
CCR&R--Outreach	4,875	0.17			4,875
Waitlist Mgmt	14,625	0.17			14,625
VPK Family specialist	-		9,100	0.33	9,100
Receptionist	4,680	0.20	3,120	0.13	7,800
Data Entry/Prov Updates Spec.(Temps)	2,730	0.10	1,820	0.07	4,550
Data Entry/Prov Updates Spec.(Temps)	2,730	0.10	1,820	0.07	4,550
Data Entry/Prov Updates Spec.(Temps)	2,730	0.10	1,820	0.07	4,550
Data Entry/Prov Updates Spec.(Temps)	2,730	0.10	1,820	0.07	4,550
Data entry/enrollment (6 mos term)			3,900	0.17	3,900
Data entry/enrollment (6 mos term)			3,900	0.17	3,900
Total Salaries	74,880	2.07	46,020	1.58	120,900
Benefits	32,947		16,817		49,764
Total Salaries w/ Benefits	107,827		62,837		170,664
Other Operating					
Prof Svc-IT Support	570		380		950
Printing/Reproduction	500		250		750
Occupancy	11,554		7,702		19,256
Office Supplies	1,830		1,637		3,467
Local Travel	1,200		800		2,000
Equipment	5,000		3,000		8,000
Total Other Operating	20,654		13,769		34,423
Grand total	128,481		76,606		205,087

Summary of Proposed Budget Reduction
School District of Hillsborough County
Fiscal Year 2016

<u>Personnel</u>	<u>SR</u>		<u>VPK</u>	
	<u>Budget</u>	<u>FTE</u>	<u>Budget</u>	<u>FTE</u>
Coordinator/Manager			2,238	0.04
Secretary			103	0.01
Custodian			129	0.01
Manager I			11,597	0.33
Clerk IV			993	0.03
Control Clerk			9,121	0.33
Clerk III			7,907	0.33
Clerk III			9,190	0.33
Clerk III			7,641	0.33
Clerk III			7,641	0.33
Clerk III			8,775	0.33
Clerk III			7,794	0.33
Programer/Analyst			2,008	0.03
Seasonal Assistance			3,822	
Overtime			3,000	
Total Salaries	-		78,960	
Benefits	-		<u>24,478</u>	
Total Salaries w/ Benefits	-		106,437	2.78
 <u>Other Operating</u>				
Temp Employment			1,667	
Printing/Reproduction			333	
Repairs and maintenance			457	
Occupancy			13,267	
Postage			95	
Rentals			607	
Office Supplies			1,333	
Communications			1,167	
Equipment			1,133	
Local travel			33	
Software & Licenses			383	
Subtotal Other Operating			<u>20,475</u>	
Grand total (Reduction will not exceed)			<u>126,912</u>	