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**LONG RANGE PROGRAM PLAN**

Florida's Office of Early Learning  
250 Marriott Drive  
Tallahassee, FL 32399

September 28, 2012

Jerry L. McDaniel, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
Tallahassee, Florida 32399-0001

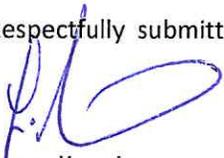
JoAnne Leznoff, Staff Director  
House Appropriations Committee  
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Tallahassee, Florida 32399-1300

Terry Rhodes, Staff Director  
Senate Budget Committee  
201 Capitol  
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for Florida's Office of Early Learning is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2013-14 through Fiscal Year 2017-18. This submission has been approved by Mel Jurado, Director of Florida's Office of Early Learning. The internet website address that provides the link to the LRPP is <http://www.floridaearlylearning.com/EarlyLearning/Documents/All-Annual/LRPP13-14>.

Respectfully submitted,



Lance Kerwin  
Deputy Director of Strategic Initiatives  
Florida's Office of Early Learning

# LONG RANGE PROGRAM PLAN

Fiscal Years  
2013-2014 through 2017-2018

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## FLORIDA'S OFFICE OF EARLY LEARNING: MISSION

Florida's Office of Early Learning leads quality early learning services

### GOALS, OBJECTIVES, OUTCOMES AND PROJECTION TABLES IN OFFICE PRIORITY ORDER

#### EARLY LEARNING SERVICES GOAL I:

Oversee the continuous quality improvement and accountability for Florida's Voluntary Prekindergarten Education (VPK) Program, providing every four-year old child in the state a high-quality early learning opportunity while practicing careful stewardship of resources.

Objective 1: Provide for the availability of information and outreach activities to all families with four-year old children and all providers of early education services so that they may participate in the VPK program, Chapter 1002, Florida Statutes.

Outcome 1.A: Percentage of children that participate in VPK who are ready for school when they enter kindergarten based on the Early Childhood Observation System (ECHOS) results.

Baseline FY 2006-07	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
90.80%	95.80%	96.30%	96.80%	97.30%	97.80%

Outcome 1.B: Percentage of all four-year old children served in the VPK program.

Baseline FY 2006-07	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
56.96%	86.34%	87.44%	87.84%	88.24%	88.64%

Outcome 1.C: Percentage of all providers eligible (all providers except informal providers) to provide VPK services statewide that are participating in the VPK program.

Baseline FY 2006-07	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
38.55%	59.71%	62.71%	65.71%	68.71%	71.71%

**EARLY LEARNING SERVICES GOAL II:**

Oversee the continuous quality improvement and accountability of School Readiness programs and Child Care Resource & Referral programs while practicing responsible stewardship of resources, to enable parents to access child care information and high-quality, full-choice affordable early learning opportunities for their children allowing them to work and achieve financial self-sufficiency, Chapter 411, Florida Statutes, Rule 6M-9.300, Florida Administrative Code.

Objective 2: Provide high quality, affordable early learning and child care services to all eligible Florida families.

Outcome 2.A: Percent of providers in the School Readiness program that also offer VPK.

<b>Baseline FY 2006-07</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>
26.99%	50.28%	53.53%	56.78%	60.03%	63.28%

Outcome 2.B: Percent of School Readiness families who are offered Child Care Resource and Referral Services.

<b>Baseline FY 2006-07</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>
86.91%	82.61%	85.11%	87.61%	90.11%	92.61%

Outcome 2.C: Percentage of children that participate in just the School Readiness program or both School Readiness and VPK who are ready for school when they enter kindergarten based on Early Childhood Observation System (ECHOS) results.

<b>Baseline FY 2006-07</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>
86.31%	88.30%	88.50%	88.70%	88.80%	88.90%

## LINKAGE TO THE PRIORITIES OF THE SCOTT/CARROLL ADMINISTRATION

Florida's Office of Early Learning has reviewed the priorities of the Scott/Carroll administration which are as follows:

- Accountability budgeting
- Reduce government spending
- Regulatory reform
- Focus on job growth and retention
- World class education
- Reduce taxes
- Phase out Florida's corporate income tax

Florida's Office of Early Learning links its goals and objectives to the current administration's priorities as it seeks to ensure all eligible Florida families receive access to early learning services through Child Care Resource and Referral, School Readiness, and Voluntary Prekindergarten Education programs. These programs provide access to quality, affordable early education and child care for children between the ages of one month and five years, when children's brains develop as much as 90 percent of their lifetime intellectual potential. The following table matches this administration's priorities to the Office's statutory mandate and operational focus.

<b>Scott/Carroll Administration Priority</b>	<b>Early Learning Operations</b>
Accountability budgeting Reduce government spending  Regulatory reform World class education	The careful stewardship of Florida's resources through the monitoring activities of its Fraud Prevention and Recovery unit is a principal focus of Florida's Office of Early Learning. Aggressively promulgating rules on a number of areas including the creation of a statewide standardized contract, a curriculum review and approval process, child performance standards, and child screening and assessment, the Office is continuing to ensure consistency in quality services to Florida's children and support the development of a world class education system.
Focus on job growth and retention	Florida's Office of Early Learning's School Readiness program supports the state's workforce with quality affordable child care and early education programs that aid families in gaining economic self-sufficiency while preparing children from birth to five for educational success. Assisting the professional development of Florida's early education and child care providers continues as a key initiative in the Office's operations and plans.

## TRENDS AND CONDITIONS STATEMENT

### INTRODUCTION

The Florida's Office of Early Learning's (the Office, FOEL) Long-Range Program Plan (LRPP) for Fiscal Years 2013–2014 through 2017–2018 is a goal-based, five year planning document that identifies the Office's goals, objectives and outcomes, structured around its administration of early learning services—the Voluntary Prekindergarten Education Program and the School Readiness program. The Office reviewed and evaluated past, current, and projected performance data for all early learning services and activities. The evaluation used performance data and trends to adjust performance objectives and outcomes where necessary. The LRPP's intended purpose provides strategic direction for Florida's Office of Early Learning, to ensure its goals are attained, and serve as a resource for the citizens of Florida, policy makers, and stakeholders.

### FLORIDA'S OFFICE OF LEARNING'S PRIMARY RESPONSIBILITIES

#### EARLY LEARNING SERVICES

In 2001, the Legislature transferred the Florida Partnership for School Readiness and the responsibility for administering school readiness programs to the Agency for Workforce Innovation (AWI). Effective January 2, 2005, the Legislature established the Office of Early Learning (OEL) within AWI to serve as the state's principal organization responsible for enhancing the early childhood education of Florida's children.

On June 14, 2011, Governor Rick Scott approved Senate Bill 2156 referring to Governmental Reorganization. As a result, on October 1, 2011, the Agency for Workforce Innovation was transferred to the Department of Economic Opportunity. As a part of this transfer, the Early Learning division became a separate budget entity within the Department of Education with a direct report to the Governor, becoming Florida's Office of Early Learning.

Florida's Office of Early Learning administers three major early learning programs— the Voluntary Prekindergarten Education Program, the School Readiness program, and the Child Care Resource and Referral program.

**Voluntary Prekindergarten Education Program**—In December 2004, the Legislature created the Voluntary Prekindergarten Education (VPK) Program to fulfill the constitutional requirement that

“[e]very four-year old child in Florida shall be provided by the State a high quality pre-kindergarten learning opportunity in the form of an early childhood development and education program which shall be voluntary, high quality, free, and delivered according to professionally accepted standards” (see Article IX, Section 1(b) of the State Constitution).

Florida's Office of Early Learning administers the operational requirements of the VPK program, which is universally available to every four-year-old child in the state.

**School Readiness Programs**—In 1999, the Legislature enacted the School Readiness Act (see section 411.01, Florida Statutes). The act authorizes the establishment of School Readiness (SR) programs administered at the local level by early learning coalitions and administered at the state level by Florida’s Office of Early Learning. The SR programs are early childhood education and child care programs that are provided for specific populations of children based on need. This includes children who are economically disadvantaged (i.e., family income does not exceed 150 percent of federal poverty level), who have disabilities, or who are at risk of abuse, neglect, or abandonment. The SR programs primarily serve children from birth to five years of age.

**Child Care Resource and Referral (CCR&R) Program**—The CCR&R Program is a free service, mandated by Chapter 411.0101, Florida Statutes, that helps families locate an early learning provider that meets their needs. The CCR&R network office is housed in Florida’s Office of Early Learning. The CCR&R program provides information and referral services to individuals seeking child care and also provides training and technical assistance to child care providers, enhancing the quality of care and expanding the capacity for services. The state level CCR&R Network staff provides technical assistance and training in a number of areas including community outreach; consumer/public awareness activities; quality customer service; staff development and program oversight; and recruiting and retaining child care providers.

**Early Learning Coalitions**—Florida’s Office of Early Learning administers the VPK, SR, and CCR&R programs at the state level and coordinates local service delivery through 31 early learning coalitions that provide services in each of Florida’s 67 counties. Each coalition board is composed of at least 15 members, but not more than 30 members. The Governor appoints the coalition board chair plus two additional members for each coalition. The remaining members are locally appointed from the coalition’s local community.

**Early Learning Advisory Council**—The 2004 legislation also created the Florida Early Learning Advisory Council (ELAC), which is principally composed of the chairs of the early learning coalitions. The Governor appoints the chair of the advisory council. Two additional members are appointed by the presiding officers of the Legislature. The advisory council submits recommendations to the Governor’s office through Florida’s Office of Early Learning concerning the state’s early learning programs and policies.

**Child Care Executive Partnership**—Florida’s Office of Early Learning also administers the Child Care Executive Partnership (CCEP) program—an innovative, public/private partnership program created by the Florida Legislature in 1996 to help employers meet the needs of their working parents by providing financial assistance to cover child care expenses. The CCEP helps private business and charitable foundations match federal and state funding on a dollar-for-dollar basis to provide child care services to participating employee families. Employers investing in employee child care increase the impact of child care assistance funds by 200 percent.

## **OFFICE PARTNERS**

### **LIST OF ALL TASK FORCES**

Florida's Office of Early Learning continues involvement with several initiatives. These include, but are not limited to, the Florida Surgeon General's Oral Health Workforce Ad Hoc Advisory Committee, the Governor's Commission on Disabilities, the Independent Transition Living Services Advisory Council, the Florida Alliance for Assistive Services and Technology, the Practitioners' Taskforce on Services to Individuals with Learning Disabilities, the Governor's Child Adoption and Permanency Council, the Rural Economic Development Initiative, the Early Childhood Comprehensive System, the Homeless Education Program State Advisory Council, the Florida Faith-Based and Community-Based Advisory Council, and the Child Abuse Prevention and Permanency Advisory Council. Office staff serves on the Commission for the Transportation Disadvantaged, the Children and Youth Cabinet, the State Advisory Council on Early Education and Care, the Florida Interagency Coordinating Council for Infants and Toddlers, and the Developmental Disabilities Council's Child Development Screening Taskforce.

### **STUDIES IN PROGRESS**

Florida's Office of Early Learning is the designated fiscal agent for federal funding that supports the State Advisory Council. The overall responsibility of the State Advisory Council is tied to the Office's mission by assisting the development or enhancement of high-quality systems of early education and care which are designed to improve school readiness and early learning services. A major project within the scope of Advisory Council activities is the commission of the Early Education and Care Workforce Study. This comprehensive, statewide study is in progress, obtaining baseline data on early education and care personnel to include:

- Professional preparation and development;
- Ethnic and linguistic background; and
- Compensation and tenure.

The study's goal is to inform the development and enhancement of a quality early care and education system.

The State Advisory Council's scope includes a statewide needs assessment concerning the quality and availability of early childhood education and development programs and services for children from birth to school entry. The assessment includes a measure of the availability of high-quality pre-kindergarten services for low-income children in the state.

This Early Education and Care Needs Assessment will inform state and local early childhood professionals, policy makers, and service providers of the issues affecting families and children, from birth to school entry. The data gathered will allow the state to identify gaps and opportunities; make data-driven decisions to prioritize areas; and develop recommendations to improve or sustain supports, services, and policies for Florida's early learning system. Ultimately, this effort should improve the quality, accessibility, and affordability of Florida's early education and care programs. The term of any resulting contract is anticipated to be from November 1, 2012 to August 1, 2013.

## **PLANNING APPROACH OF FLORIDA'S OFFICE OF EARLY LEARNING**

Florida's Early Learning Advisory Council (ELAC) is an advisory board made up of Governor-appointed early learning coalition chairs which provide early learning oversight at the state level. The ELAC creates partnerships for establishing action plans to realize the Governor's vision for early learning. The council submits recommendations to the Governor's office through Florida's Office of Early Learning for the early learning policy of the state, including the administration of the VPK Education Program.

The functions of the Early Learning Advisory Council members include:

- Using their business expertise to operate their local early learning coalition;
- Forming and implementing ideas in which to maximize funding received from the state;
- Forming and maintaining community partnerships to include their local legislators;
- Advising the early learning community on ways to ensure Florida's youngest children are prepared to enter school;
- Advising community leaders on early learning needs and accomplishments within the community;
- Advising on improvement in state laws regarding early learning programs.

Input from ELAC and the State Advisory Council, in addition to input from the local early learning coalitions, enables Florida's Office of Early Learning to effectively and efficiently administer the state's early learning programs.

## TRENDS AND CONDITIONS ANALYSIS

### EARLY LEARNING SERVICES

Florida's early learning programs and services provide valuable early educational opportunities for families and their young children to help increase the likelihood of ongoing educational achievement and future success. Florida's Office of Early Learning is dedicated to ensuring the accessibility, affordability, and quality of early learning services for Florida's children and families by supporting the following primary goals for Florida's early learning system:

- Administer the operational requirements of Florida's Voluntary Prekindergarten (VPK) education program in a timely and effective manner so that every 4-year-old child can receive a high-quality early learning opportunity
- Oversee the continuous quality improvement and accountability of quality, affordable early education and child care through the School Readiness programs, providing Florida's working and underemployed families the opportunity to achieve economic self-sufficiency
- Administer the Child Care Resource & Referral programs to inform parents with child care information, local community services, and high-quality, full-choice early learning opportunities for their children

Florida's Office of Early Learning is responsible for administering the early learning programs and services at the state level. It is responsible for adopting and maintaining coordinated programmatic, administrative, and fiscal policies and standards for all local early learning coalitions. Florida's 31 early learning coalitions are responsible for planning and implementing early learning programs at the local level. In partnership with 31 early learning coalitions and more than 15,000 child care providers, Florida's early learning programs serve in excess of 350,000 children and their families annually.

The following trends and conditions create challenges for the administration and delivery of Florida's early learning programs:

- Although the number of Florida's children living in poverty is rising as the state's overall population continues to grow, funding for School Readiness programs has remained approximately constant. According to the most recent Early Learning Estimating Conference (November 2004), School Readiness Programs serve approximately 28.9 percent of the children from birth through 4 years of age who live below 150 percent of the federal poverty level. Together with the federal Head Start program and other preschool programs delivered through the Department of Education, School Readiness Programs serve less than one-half of these economically disadvantaged children.

- With the current economic conditions, level School Readiness funding for the past eight years, increased demand for child care (there are currently more than 80,000 children on School Readiness Program wait lists statewide), the rising cost of quality child care and increasing demands and requirements for child care providers, early learning coalitions must make the difficult decision between serving more children, sufficiently paying providers or increasing child care quality.
- With the ongoing delivery of the VPK program and the increased demand for higher quality early learning educational programs, early learning coalitions are conducting increased monitorings of and technical assistance renderings to child care providers to ensure accountability and improved quality. This demand coupled with continued decreasing of the Base Student Allocation continues to strain the limited administrative funds available to the coalitions for this important responsibility.
- The ongoing delivery of the VPK program has highlighted the need to ensure that there are enough willing, able and qualified providers and teachers to serve all of the families who want their children to participate in the VPK program. There are administrative funding limitations at both the state and local levels to systematically ensure that there are enough qualified early learning providers and teachers. Partnering with the state's workforce system has filled some gaps, but additional funds are needed to ensure that there is a qualified early learning workforce to meet the demand.
- The current data system, the Enhanced Field System (EFS), cannot adequately support the administrative and programmatic needs of a statewide early learning system. EFS is a distributed data system that is more than ten years old, outdated, and independently maintained at each local early learning coalition or contractor site.

In June 2007 the Agency for Workforce Innovation re-launched the development and implementation of the Early Learning Information System (ELIS), a web-enabled, centralized data system for supporting families, providers, coalitions, and Florida's Office of Early Learning in tracking all aspects of the state's early learning system. During the 2010 Legislative session, the Agency for Workforce Innovation's Office of Early Learning secured the funding to continue the development and design of the Early Learning Information System (ELIS).

After the reorganization and establishment of Florida's Office of Early Learning in 2011, authority to continue funding the project was provided in HB5001 – General Appropriations Act enacted in March of 2012 for Fiscal Year 2012-2013. ELIS will be used to administer a \$1.1 billion early learning budget and provide the following benefits:

- Streamlines administrative processes including attendance tracking, eligibility processing, and provider payments
- Reduces potential fraud and overpayments
- Creates data sharing capabilities between educators, parents, providers and state agencies

- Allows parents easy on-line access to child care resource and referral information along with child development and early education information
- Allows providers easy on-line access to update program information and enter attendance for children enrolled in the School Readiness and VPK programs

The updated feasibility study estimates a cost savings of \$26 million a year due to enhanced efficiencies in program operations. The cost savings could potentially be used to fund 7,000 more children every year in the school readiness program.

**PERFORMANCE MEASURES AND STANDARDS—LRPP EXHIBIT II**

**LRPP EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Florida's Office of Early Learning	Department No.: 48000000
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Program: Early Learning	Code:48220000
Service/Budget Entity: Early Learning Services	Code:48220400

*NOTE: Approved primary service outcomes must be listed first.*

Approved Performance Measures for FY 2012-13 (Words)	Approved Prior Year Standard FY 2011-12 (Numbers)	Prior Year Actual FY 2011-12 (Numbers)	Approved Standards for FY2012-13 (Numbers)	Requested Standard FY 2013-14 (Numbers)
Percentage of children "ready" for school when they enter kindergarten	89.0%	94.8%	95.3%	95.8%
Number of 4 year olds enrolled in Voluntary Pre-Kindergarten	171,344	175,600	183,985	190,225

*\*Based on estimates from August 2011 VPK Estimating Conference.*

## ASSESSMENT OF PERFORMANCE FOR APPROVED PERFORMANCE MEASURES—LRPP EXHIBIT III

### LRPP EXHIBIT III: PERFORMANCE MEASURE ASSESSMENT

Department: Florida's Office of Early Learning

Program: Early Learning

Service/Budget Entity: Early Learning Services

Measure: Percentage of children "ready" for school when they enter kindergarten

Action:

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Performance Assessment of Outcome Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of Output Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards              |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
93%	77.6%	(15.4%)	16.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity              |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input checked="" type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster                  |
| <input checked="" type="checkbox"/> Target Population Change                 | <input type="checkbox"/> Other (Identify)                  |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

Explanation: The current outdated EFS system has posed technological challenges to the agencies and staff that use this system to enter and maintain the School Readiness data resulting in incomplete data entries in a system that requires dual data entry in the Child Care Resource and Referral and School Readiness parts of the database. Due to an increase in unemployment, the target population of School Readiness clients has declined, since one of the primary requirements of the School Readiness program is that the parent(s) be employed. In addition to this factor, there has been a reduction in State funds available for School Readiness causing an increase in School Readiness wait lists.

Management Efforts to Address Differences/Problems (check all that apply):

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input checked="" type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify)      |

Recommendations: Florida's Office of Early Learning is developing a new Early Learning Information database system that will be implemented by July, 2013. This new system will eliminate duplicate data entry by staff; reduce staff time by utilizing a customer and provider portal for some of the functions currently performed by staff, allowing more funds to be utilized for School Readiness enrollments.

Office of Policy and Budget—July 2012

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**ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES—LRPP EXHIBIT V**

<b>LRPP EXHIBIT VI: IDENTIFICATION OF ASSOCIATED ACTIVITY CONTRIBUTING TO PERFORMANCE MEASURES</b>			
<b>LRPP EXHIBIT VII: IDENTIFICATION OF ASSOCIATED ACTIVITY CONTRIBUTING TO PERFORMANCE MEASURES (CONTINUED)</b>			
Measure Number	Approved Performance Measures for FY 2012-13 (Words)		Associated Activities Title
43	Percentage of children "ready" for school when they enter kindergarten		Provide Voluntary Prekindergarten (VPK) Education Services Provide School Readiness Services
44	Number of 4 year olds enrolled in Voluntary Pre-Kindergarten		Provide Voluntary Prekindergarten (VPK) Education Services

Florida's Office of Early Learning		FISCAL YEAR 2011-12			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			1,032,846,053	0	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)				0	
FINAL BUDGET FOR AGENCY			1,032,846,053	0	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					
Provide School Readiness Services * Number of children (FTE) served in School Readiness Program		114,265	5,284.09	603,786,447	
Provide Voluntary Prekindergarten (VPK) Education Services * Number of children (FTE) served in VPK program (program year)		159,536	2,511.60	400,690,771	
TOTAL				1,004,447,218	
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES				9,788,056	
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS (as of 9/24/12)				18,580,779	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above.				1,032,846,053	
SCHEDULE XI/EXHIBIT VIII: AGENCY-LEVEL UNIT COST SUMMARY					

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.

(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.

(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

## **APPENDIX - GLOSSARY OF AGENCY'S UNIQUE TERMS AND ACRONYMS**

ARRA—American Recovery and Reinvestment Act

CCEP—Child Care Executive Partnership

CCR&R—Child Care Resource & Referral

CDA—Child Development Associate

ECHOS—Early Childhood Observation System

EFS—Enhanced Field System

ELCs—Early Learning Coalitions

ELIS—Early Learning Information System

FLKRS—Florida Kindergarten Readiness Screener

FOEL—Florida's Office of Early Learning

SR—School Readiness

VPK—Voluntary PreKindergarten Education Program