Welcome to the Board of Early Care and Learning

May 22, 2014
Inspiration
Dawnn Henderson
Board Member Updates

Board members report on their recent DECAL-related activities in their districts.
Commissioner’s Update

Bobby Cagle
Commissioner

Bright from the Start: Georgia Department of Early Care and Learning
www.decal.ga.gov
Overview Customer Survey

Conducted by Georgia State University
1,180 respondents (child care centers, family, and group day care homes)

Miscellaneous Findings

<table>
<thead>
<tr>
<th>GENERAL IMPRESSIONS OF DECAL</th>
<th>Agree &amp; Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>DECAL strikes a balance between regulating providers and being a valuable partner.</td>
<td>66%</td>
</tr>
<tr>
<td>DECAL applies rules and regulations in a fair and unbiased manner.</td>
<td>69%</td>
</tr>
<tr>
<td>DECAL makes it easy for me to obtain information.</td>
<td>72%</td>
</tr>
<tr>
<td>DECAL’s services help me provide safe and healthy environments.</td>
<td>84%</td>
</tr>
<tr>
<td>DECAL’s services help me provide high quality early learning experiences.</td>
<td>79%</td>
</tr>
<tr>
<td>DECAL’s services help me provide programs that increase school readiness for the children I serve.</td>
<td>77%</td>
</tr>
</tbody>
</table>
Overview Employee Survey

- Conducted by Georgia State University
- Completed by 231 of 258 employees (90%)
- Miscellaneous Findings

<table>
<thead>
<tr>
<th>EMPLOYEE PERCEPTIONS OF MANAGEMENT, THE JOB, AND DECAL</th>
<th>% Agree &amp; Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My direct supervisor’s expectations are clear.</td>
<td>76</td>
</tr>
<tr>
<td>My direct supervisor keeps me updated about important matters and changes.</td>
<td>78</td>
</tr>
<tr>
<td>My direct supervisor leads by example – actions match his/her words.</td>
<td>76</td>
</tr>
<tr>
<td>My direct supervisor has the skills and knowledge to successfully lead.</td>
<td>75</td>
</tr>
<tr>
<td>I have the tools needed to succeed in my job.</td>
<td>82</td>
</tr>
<tr>
<td>My direct supervisor supports my need to balance work and family issues.</td>
<td>89</td>
</tr>
<tr>
<td>I am proud of our achievements as an organization.</td>
<td>85</td>
</tr>
<tr>
<td>I recommend DECAL as a good place to work.</td>
<td>68</td>
</tr>
<tr>
<td>I am satisfied with my job.</td>
<td>62</td>
</tr>
<tr>
<td>All work units (e.g., CCS, Quality, Pre-K, IT, Legal, Nutrition, Research) work together to ensure that DECAL functions like one department.</td>
<td>36</td>
</tr>
<tr>
<td>The overall climate at DECAL is conducive to productivity.</td>
<td>61</td>
</tr>
</tbody>
</table>
Overview Employee Survey

Miscellaneous Findings (continued)

<table>
<thead>
<tr>
<th>EMPLOYEE PERCEPTIONS OF MANAGEMENT, THE JOB, AND DECAL</th>
<th>% Agree &amp; Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any stress associated with my job is manageable.</td>
<td>54</td>
</tr>
<tr>
<td>My direct supervisor provides the right type of supervision.</td>
<td>78</td>
</tr>
<tr>
<td>Change and innovation are encouraged at DECAL.</td>
<td>63</td>
</tr>
<tr>
<td>Generally speaking, DECAL is heading in the right direction.</td>
<td>76</td>
</tr>
<tr>
<td>I expect to be employed by the agency 12 months from now.</td>
<td>83</td>
</tr>
<tr>
<td>My direct supervisor seems to care about me as a person.</td>
<td>85</td>
</tr>
<tr>
<td>I feel that I am sufficiently recognized for my work.</td>
<td>59</td>
</tr>
<tr>
<td>Innovation and operational improvements are encouraged at DECAL.</td>
<td>64</td>
</tr>
<tr>
<td>My direct supervisor is accessible.</td>
<td>80</td>
</tr>
<tr>
<td>My direct supervisor is easy to talk with.</td>
<td>84</td>
</tr>
<tr>
<td>The expectations of the Commissioner and Deputy Commissioners are clear.</td>
<td>76</td>
</tr>
<tr>
<td>Overall, the Commissioner and Deputy Commissioners are accessible.</td>
<td>66</td>
</tr>
<tr>
<td>Overall, the Commissioner and Deputy Commissioners are easy to talk to.</td>
<td>69</td>
</tr>
<tr>
<td>The Commissioner and Deputy Commissioners lead by example – actions match their words.</td>
<td>75</td>
</tr>
</tbody>
</table>
All Staff Meeting 2014

- Conducted April 30-May 1, 2014
- Attended by approximately 264 employees and select contractors
- Theme: *Leadership at All Levels*
- Sessions covered topics: *Engaging Employees*; *Leadership: A Path Made by Walking*; *Lessons in Leadership*; *Cultural Competency*; *Communication to Conflict*; departmental updates by internal and external speakers
- Laid groundwork for leadership training to be conducted throughout the year
- First Lady Sandra Deal = luncheon speaker
Shared Responses to Staff Input (Surveys & Chats)

You asked for:
- More money
- Better technology for communication
- Lighter equipment
- Reduced workloads
- Support to enhance education
- Improved communication
- More recognition

You got:
- Funds included in budget
- Smartphones w/Internet, e-mail, navigation capability
- Smaller, lighter laptops
- Critical Response Unit; more staff hired
- Scholarships/Incentives to fund continuing ed
- Decidedly DECAL, Suggestion Box, EAG, Automated alerts
- Shining Stars
Responses to Staff Input (continued)

You asked for:
- Opportunity to put faces with names
- More front line engagement with senior leadership
- Better understanding of Strategic Plan
- More accountability for providers
- More training

You got:
- Photos on POLAR
- SLT will be required to make more field visits
- New plan shared and feedback solicited
- Increased enforcement actions
- On-staff trainer; 25 in-house courses created
Economic Impact Study 2014

Repeat of a study originally conducted in 2007 by the University of Georgia and Georgia State University.
- 2007 study used extensively by DECAL and many partners
- Study has served as model for other states

DECAL will use the findings to:
- Demonstrate the strong impact of Georgia's early care industry on the state's economy
- Provide crucial workforce data to other state agencies and to Georgia’s higher education systems
- Inform state policy and possible legislation that could positively impact the industry

Critical that all providers complete the survey to generate as much accurate data as possible
- The survey will be used ONLY for research purposes to inform state agencies and policy makers about the significant contribution the child care industry makes to Georgia’s economy.

Survey will be distributed (via e-mail and mail) early September 2014
- Final report expected late spring 2015
Look Again Campaign

In response to recent “close calls” and tragedies
Since 2012, **54 children in Georgia** left in vehicles in licensed child care...large and small...urban and rural
In 2011 child left in vehicle by family day care home provider died
On May 12, 2014, toddler in Clarkston died when she entered an open door of her mother’s car and closed the door
Sent e-mail blast to **ALL regulated child care providers** (5,800) informing them about campaign

Arranged with contractors:
- Sent e-mail blast to **over 60,000 parents** reminding them about dangers of leaving children unattended in vehicles
- Featured message in **monthly CAPS newsletter**
- Included message on **CAPS website**
- Will send **reminder e-mails** to providers/families
- Will program phones with special messages while “on hold”
- Will deliver “**robo-calls**” during summer (after run-off elections)
Look Again Campaign (continued)

- Official launch on May 27, 2014
- 10:15 a.m. in North Wing, State Capitol
- Premier of Video

Partnering with:
- Governor and Mrs. Deal
- Department of Public Health
- Department of Transportation
- Department of Public Safety/Georgia State Patrol
- Governor’s Office for Children and Families
- Governor’s Office of Highway Safety
- Safe Kids Georgia/CHOA

Board Members Invited to Attend
Questions & Comments from Board
Finance & Human Resources Update

Ray Higgins
Deputy Commissioner for Finance and Administration
## Finance Update

### 2014 as of March 31

<table>
<thead>
<tr>
<th>Program</th>
<th>Budget</th>
<th>Expenditures*</th>
<th>Remaining Balance</th>
<th>25% Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Care Services</td>
<td>230,874,203.00</td>
<td>188,976,066.86</td>
<td>41,898,136.14</td>
<td>18%</td>
</tr>
<tr>
<td>Pre-K + (HS &amp; ES)</td>
<td>312,336,030.00</td>
<td>241,137,132.71</td>
<td>71,198,897.29</td>
<td>23%</td>
</tr>
<tr>
<td>Quality Initiatives</td>
<td>29,003,034.00</td>
<td>22,482,477.49</td>
<td>6,520,556.51</td>
<td>22%</td>
</tr>
<tr>
<td>Nutrition</td>
<td>122,000,000.00</td>
<td>92,227,308.99</td>
<td>29,772,691.01</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>694,213,267.00</strong></td>
<td><strong>544,822,986.05</strong></td>
<td><strong>149,390,280.95</strong></td>
<td><strong>22%</strong></td>
</tr>
</tbody>
</table>

### BY FUNDING SOURCE

<table>
<thead>
<tr>
<th>Source</th>
<th>Budget</th>
<th>Expenditures*</th>
<th>Remaining Balance</th>
<th>25% Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>State General</td>
<td>55,451,852.00</td>
<td>33,657,938.54</td>
<td>21,793,913.46</td>
<td>39%</td>
</tr>
<tr>
<td>State Lottery</td>
<td>312,173,630.00</td>
<td>241,000,833.54</td>
<td>71,172,796.46</td>
<td>23%</td>
</tr>
<tr>
<td>Federal</td>
<td>326,447,785.00</td>
<td>270,029,810.98</td>
<td>56,417,974.02</td>
<td>17%</td>
</tr>
<tr>
<td>Other</td>
<td>140,000.00</td>
<td>134,402.99</td>
<td>5,597.01</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total Funds</strong></td>
<td><strong>694,213,267.00</strong></td>
<td><strong>544,822,986.05</strong></td>
<td><strong>149,390,280.95</strong></td>
<td><strong>22%</strong></td>
</tr>
</tbody>
</table>

* Includes encumbrances.

$3.7M in federal ELC funds were added to the Quality Initiatives budget. Grant start date was January 1, 2014.
HR Organizational Structure

HR Director
Robin C. Stevens

Trainer & OD Specialist
Bill Folsom

Employment & Benefits Specialist
Rhonda Gunn

HR Assistant
Sabrina Henry

Recruitment Specialist (DECAL Hourly)
Walt Casteel
DECAL Workforce Composition

**Number of Employees by Status**

- Full-Time Employees: 260
- Hourly/DECAL: 13
- Temporary/Vendor: 17
- Contractors: 19

**Percentage of Employees by Status**

- Full-Time Employees: 84%
- Hourly/DECAL: 4%
- Temporary/Vendor: 6%
- Contractors: 6%
### DECAL Full-time Employee Composition

#### Percentage of Employees by Division

- **Child Care Services**: 40%
- **Quality Initiatives**: 26%
- **Pre-Kindergarten**: 15%
- **Nutrition Services**: 14%
- **Other**: 5%

#### Number of Employees by Division

- **Child Care Services**: 104
- **Quality Initiatives**: 36
- **Pre-Kindergarten**: 39
- **Nutrition Services**: 13
- **Other**: 68

#### Units Comprising “Other”

- **Audits**: 28%
- **Executive**: 19%
- **Finance**: 13%
- **HR**: 13%
- **IT**: 15%
- **Legal**: 6%
- **Research**: 6%

**Includes the Commissioner, Deputies, Communications, Head Start, Govt. Relations**
DECAL Employee Residence Sites

258 employees in 56 GA counties
### Employee Education Credentials

#### Education Credentials

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>Number of Employees</th>
<th>Percentage of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Post Graduate</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctorate</td>
<td>86</td>
<td>33%</td>
</tr>
<tr>
<td>Juris Doctor</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Masters</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Ed. S.</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Undergraduate</strong></td>
<td>147</td>
<td>57%</td>
</tr>
<tr>
<td><strong>Associate</strong></td>
<td>9</td>
<td>3%</td>
</tr>
<tr>
<td>Associates</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Technical Program</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>High School</strong></td>
<td>18</td>
<td>7%</td>
</tr>
<tr>
<td>Some College</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>High School</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>260</td>
<td>100%</td>
</tr>
</tbody>
</table>
Employees by Age

Employees by Generation*

- Baby Boomer (1946-1964): 28%
- Generation X (1965-1980): 17%
- Millennial (1981-Present): 17%

Employees by Decade Ranges

- 20-29: 6%
- 30-39: 8%
- 40-49: 34%
- 50-59: 22%
- 60-69: 30%

* PEW Research Center (Silent Generation 1928-1945)
Employees by Gender & Ethnicity

- **Percentages**
  - % Black: 41 Female, 2 Male
  - % White: 44 Female, 10 Male
  - % Asian: 10 Female, 0.5 Male
  - % Hispanic: 0.5 Female, 2 Male
  - % Multirace: 2 Female

- **Numbers**
  - 106 Female, 114 Male
  - 6 Female, 26 Male
  - 2 Female, 2 Male
  - 4 Female
Of the Current 260 Population, 43 or 16% are eligible for retirement over the next 5 years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Employees</th>
<th>% of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td>2015</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>2016</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>2017</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2018</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>
Employees Eligible to Retire by Division

43 Employees are eligible to retire over the next 5 years:

<table>
<thead>
<tr>
<th>Division</th>
<th>Number of Employees</th>
<th>Number Eligible to Retire</th>
<th>% of Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCS</td>
<td>104</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Nutrition</td>
<td>13</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Pre-K</td>
<td>39</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Quality</td>
<td>36</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>Other</td>
<td>68</td>
<td>14</td>
<td>21</td>
</tr>
</tbody>
</table>

Number of Employees: CCS 104, Nutrition 13, Pre-K 39, Quality 36, Other 68.
Number Eligible to Retire: CCS 16, Nutrition 1, Pre-K 6, Quality 6, Other 14.
% of Division: CCS 16, Nutrition 8, Pre-K 15, Quality 17, Other 21.
Training and Development Initiatives Relating to the Strategic Plan

Strategic Initiative: DECAL Leadership Development Program

- Comprehensive leadership development program that will include leadership assessment, training, one-on-one coaching, and leadership development in conjunction with the J. W. Fanning Institute for Leadership Development and the Carl Vinson Institute of Government at the University of Georgia.
- In FY15, DECAL’s Senior Leadership Team
- In FY16, members of DECAL’s Senior Management Team
- In FY17, leadership training model will be modified and offered to DECAL staff

Strategic Initiative: DECAL Conflict Resolution Training Program

- Comprehensive conflict resolution (CR) training program in conjunction with the J. W. Fanning Institute for Leadership Development and the Carl Vinson Institute of Government at the University of Georgia.
- In FY15, Senior Leadership Team and Senior Management Team
- In FY16, DECAL employees and selected DECAL stakeholders
- In FY17, DECAL will begin using formal conflict resolution framework in developing policies, procedures, and rules as an intermediate step in resolving complaints
### Internal Classes Developed & Delivered

**Strategic Initiative: DECAL Staff Professional Development**

Emphasizing *regular professional development/training for DECAL staff* to equip them to professionally fulfill their job responsibilities. Sessions include the following topics:

<table>
<thead>
<tr>
<th>Topic</th>
<th>MS Tool Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art of Delegation</td>
<td>MS Word 2013</td>
</tr>
<tr>
<td>Building Trust</td>
<td>Open Records</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>Performance Documentation Training</td>
</tr>
<tr>
<td>Conducting Behavior-based Interviews</td>
<td>Performance Management/Evaluation Training</td>
</tr>
<tr>
<td>Conducting Meetings</td>
<td>Personal Safety Training</td>
</tr>
<tr>
<td>Confidentiality</td>
<td>Presentation Skills</td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>Problem Solving</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Project Management Basics</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>Roles and Responsibilities of a Supervisor</td>
</tr>
<tr>
<td>Harassment in the Workplace</td>
<td>Stress Management</td>
</tr>
<tr>
<td>Interpersonal Relationship Skills</td>
<td>Supervisory Survival Skills</td>
</tr>
<tr>
<td>MS Excel 2013</td>
<td>Teamwork – Working Together as a Team</td>
</tr>
<tr>
<td>MS PowerPoint 2013</td>
<td>Time Management</td>
</tr>
</tbody>
</table>
Programs Update

Who We Serve & Where We Serve Them

Keith D. Bostick, L.C.S.W.
Deputy Commissioner for Programs
DECAL Programs

- Licensed Facility Count = 5,538
- Georgia Pre-K Count = 3,845 Classes
- Licensed Programs Participating in Quality Rated = 1,285 (315 Rated)
- Subsidized Child Care (CAPS) = 55,000 children (monthly average)
- Nutrition Meals Served = 82,797,855 (FY 2013)
Who is accessing CAPS and Where is the program being accessed?
DHS Regional Service Map
Families Receiving Subsidies in Georgia - Race

- **AA**: 77%
- **Caucasian**: 20%
- **Multi - Racial**: 2%
- **Other**: 1%

Statewide Totals

<table>
<thead>
<tr>
<th></th>
<th>Refused</th>
<th>Multiple</th>
<th>Indian Alaskan</th>
<th>Hawaiian Other Pacific Islander</th>
<th>Asian</th>
<th>Caucasian</th>
<th>African American</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>92</strong></td>
<td>648</td>
<td>128</td>
<td>111</td>
<td>108</td>
<td>7,720</td>
<td>29,684</td>
<td>38,490</td>
<td></td>
</tr>
</tbody>
</table>

Date Source: MAXSTAR 5/2014
Families Receiving Subsidies in Georgia - Ethnicity

- Not Latino: 97%
- Latino: 3%
- Refused: 0%

Statewide Totals:

<table>
<thead>
<tr>
<th></th>
<th>Hispanic Latino</th>
<th>Not Hispanic Latino</th>
<th>Refused</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statewide Totals</strong></td>
<td>1,278</td>
<td>37,195</td>
<td>17</td>
<td>38,490</td>
</tr>
</tbody>
</table>

Data Source: MAXSTAR 5/2014
Providers Participating in CAPS - by Region

Total Providers 3,602

Data Source: MAXSTAR 5/2014
CAPS Providers - National Comparison

Georgia

Total 3,602
(active as of 5/2014)

- Center: 70%
- Group: 26%
- Family: 4%

Data Source: MAXSTAR 5/2014

National Data

Total 460,902
FFY 2012

- Center: 20%
- Home Based: 80%

Data Source: Office of Child Care – CCDF (FFY 2012)
Children Receiving Subsidies - Race

Georgia
(68,030 – children participating in CAPS for 5/2014)

- AA 80%
- Caucasian 16%
- Multi Race 3%
- Other 1%

National Data
(1.5 million – yearly total FFY 12)

- AA 42%
- Caucasian 43%
- Multi Race 3%
- Other 12%

Data Source: MAXSTAR 5/2014

Data Source: Office of Child Care – CCDF (FFY 2012)

<table>
<thead>
<tr>
<th>Statewide Totals</th>
<th>Refused</th>
<th>Multiple Race</th>
<th>Asian</th>
<th>Indian Alaskan</th>
<th>Hawaiian Other Pacific</th>
<th>Caucasian</th>
<th>African American</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>231</td>
<td>2,220</td>
<td>160</td>
<td>240</td>
<td>148</td>
<td>10,921</td>
<td>54,110</td>
<td>68,030</td>
</tr>
</tbody>
</table>
Children Receiving Subsidy - Ethnicity

Georgia
(68,030 – children participating in CAPS for 5/2014)

- Latino: 0%
- Not Latino: 100%
- Refused: 0%

National Data
(1.5 Million – yearly total FFY12)

- Latino: 21%
- Not Latino: 77%
- Not Reported/Invalid: 2%

Statewide Totals

<table>
<thead>
<tr>
<th>Active Children</th>
<th>Latino</th>
<th>Not Latino</th>
<th>Refused</th>
</tr>
</thead>
<tbody>
<tr>
<td>68,030</td>
<td>235</td>
<td>67,791</td>
<td>4</td>
</tr>
</tbody>
</table>

Data Source: MAXSTAR 5/2014
Data Source: Office of Child Care – CCDF (FFY 2012)
Children Receiving Subsidies by Region - Gender

<table>
<thead>
<tr>
<th>Region</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>462</td>
<td>463</td>
<td>925</td>
</tr>
<tr>
<td>2</td>
<td>785</td>
<td>783</td>
<td>1568</td>
</tr>
<tr>
<td>3</td>
<td>1917</td>
<td>1826</td>
<td>3743</td>
</tr>
<tr>
<td>4</td>
<td>1680</td>
<td>1503</td>
<td>3183</td>
</tr>
<tr>
<td>5</td>
<td>1273</td>
<td>1277</td>
<td>2550</td>
</tr>
<tr>
<td>6</td>
<td>2829</td>
<td>2782</td>
<td>5611</td>
</tr>
<tr>
<td>7</td>
<td>2218</td>
<td>2094</td>
<td>4312</td>
</tr>
<tr>
<td>8</td>
<td>2044</td>
<td>2052</td>
<td>4096</td>
</tr>
<tr>
<td>9</td>
<td>1906</td>
<td>1954</td>
<td>3860</td>
</tr>
<tr>
<td>10</td>
<td>1694</td>
<td>1604</td>
<td>3398</td>
</tr>
<tr>
<td>11</td>
<td>1215</td>
<td>1181</td>
<td>2396</td>
</tr>
<tr>
<td>12</td>
<td>2446</td>
<td>2310</td>
<td>4756</td>
</tr>
<tr>
<td>13</td>
<td>3322</td>
<td>3362</td>
<td>6684</td>
</tr>
<tr>
<td>14</td>
<td>4018</td>
<td>3947</td>
<td>7965</td>
</tr>
<tr>
<td>15</td>
<td>3975</td>
<td>4047</td>
<td>8022</td>
</tr>
</tbody>
</table>

Statewide Totals

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>34,481</td>
<td>33,549</td>
<td>68,030</td>
</tr>
</tbody>
</table>
Child Care Services Update

Dee Bolden
Director of Child Care Services Operations
Child Care Services Update

- Participating in series of federal briefs on licensing activities
- Delivering plenary session at the CCDF meeting in May
- Presenting Georgia’s data driven management of licensing activities at NARA annual conference
- Have begun Enforcement Sanction Policy Project
- Conducting Exemption Visits - Summer 2014
- Partnering with state agencies on injury prevention strategies
Exemptions Update

- Stakeholder workgroup studied exemptions in 2010 and 2011
- Revised exemption rules in November 2011
  - Valid e-mail address
  - Signed letter by parent
  - Notice that program is exempt
  - Notice must be posted
  - Attendance records
- Requested by DECAL board to examine exemptions further
  - Exemption Call Project
    - Phase I: Contact to all programs
    - Phase II: Research and Data Entry
    - Phase III: Communication and re-application
- Summer 2013 and 2014 blitz visits
  - Data Collection and Analysis
## Exemption Project – Overall Statistics 2013

<table>
<thead>
<tr>
<th>Summer 2013 Exemption Visit Program</th>
<th>Program Count</th>
<th># Active CAPS Certificates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Programs Visited</strong></td>
<td>98</td>
<td>706</td>
</tr>
<tr>
<td>EX-1 Government</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>EX-12 - National Nonprofit/5&amp;Up</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EX-14 - Religious/faith-based</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>EX-6 - 4 hour program 2-6yrs</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EX-7 - Day Camp</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td><strong>Total Programs Not Operating</strong></td>
<td>79</td>
<td>224</td>
</tr>
<tr>
<td><strong>Total Programs Operating but closed at visit time</strong></td>
<td>14</td>
<td>71</td>
</tr>
<tr>
<td><strong>Total Programs Out of State</strong></td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total Programs Unable to locate or denied access</strong></td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total Programs</strong></td>
<td>197</td>
<td>1,015</td>
</tr>
</tbody>
</table>
### Exemption Project Statistics 2013

<table>
<thead>
<tr>
<th>Criminal Record Check Type</th>
<th>Program Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No CRC Observed</td>
<td>81</td>
<td>82.65%</td>
</tr>
<tr>
<td>Local School Systems</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>YMCA Clubs</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Recreation Centers</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Boys &amp; Girls Clubs</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Department of Defense</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>No Record Check</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Purpose Code E (not the correct type)</td>
<td>2</td>
<td>2.04%</td>
</tr>
<tr>
<td>Unknown</td>
<td>13</td>
<td>13.27%</td>
</tr>
<tr>
<td>Purpose Code W (correct type)</td>
<td>2</td>
<td>2.04%</td>
</tr>
</tbody>
</table>
Exemption Project Statistics 2013 (continued)

<table>
<thead>
<tr>
<th>Met State Ratio</th>
<th>Program Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did Meet State Ratio</td>
<td>78</td>
<td>79.59%</td>
</tr>
<tr>
<td>Did Not Meet State Ratio</td>
<td>15</td>
<td>15.31%</td>
</tr>
<tr>
<td>NA-No children present</td>
<td>2</td>
<td>2.04%</td>
</tr>
<tr>
<td>Unknown-all children on field trip</td>
<td>3</td>
<td>3.06%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervision Adequate</th>
<th>Program Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>70</td>
<td>71.43%</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>22.45%</td>
</tr>
<tr>
<td>NA-children not present or on field trip</td>
<td>6</td>
<td>6.12%</td>
</tr>
</tbody>
</table>
### Exemption Project Statistics 2013 (continued)

<table>
<thead>
<tr>
<th>Transportation</th>
<th>Program Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation not provided</td>
<td>14</td>
<td>14.29%</td>
</tr>
<tr>
<td>Transportation provided</td>
<td>84</td>
<td>85.71%</td>
</tr>
<tr>
<td>Proper restraints used Y/N/ UNK</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>N/A - restraints not applicable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No - proper restraints were not used</td>
<td>7</td>
<td>7.14%</td>
</tr>
<tr>
<td>No Transportation provided</td>
<td>14</td>
<td>14.29%</td>
</tr>
<tr>
<td>School Type Buses used</td>
<td>59</td>
<td>60.20%</td>
</tr>
<tr>
<td>Unknown</td>
<td>13</td>
<td>13.27%</td>
</tr>
<tr>
<td>Yes</td>
<td>5</td>
<td>5.10%</td>
</tr>
</tbody>
</table>

**Next Steps**

- Summer visits - June & July 2014
- Additional data analysis
- Communication plan
Legal Update

Ira Sudman
Chief Legal Officer
CRC Overview

- New CRC requirement went into effect January 2014.
- As of May 1, 2014, **6,738** satisfactory determinations have been issued.
  - 136 unsatisfactory determinations have been issued.
- Currently, 225 applications pending
  - Does not include 79 incomplete applications and 140 applications that have been rejected due to system not being able to read
## Criminal Records Check Update

<table>
<thead>
<tr>
<th>Applications</th>
<th>As of Feb. 16</th>
<th>As of May 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Care Learning Centers</td>
<td>1,322</td>
<td>6,228</td>
</tr>
<tr>
<td>Family Day Care Homes</td>
<td>87</td>
<td>213</td>
</tr>
<tr>
<td>Group Day Care Homes</td>
<td>20</td>
<td>63</td>
</tr>
<tr>
<td>Other</td>
<td>86</td>
<td>269</td>
</tr>
</tbody>
</table>
Criminal Records Check Update (continued)

Currently, average time to process CRCs is 5.3 days. This is an increase.

  In February, the average time was 3.5 days.

The increase is because more providers than anticipated have submitted applications at this early date.

Changes are being made to reduce processing time.
Changes to Improve Process

- Assigned a Legal Services Supervisor to manage the project and increased staff from two to eight.
- Established a call center to more efficiently manage telephone inquiries.
- Working with GBI to simplify COGENT registration process.
- Working with COGENT to streamline online registration.
- Creating a webinar for providers.
BREAK

(10 minutes)
Georgia’s Pre-K Program Update

Susan Adams
Assistant Commissioner for Pre-K
Summer Transition Program

Began *Rising Kindergarten Program* in 2010 focusing on children who did not attend Georgia’s Pre-K or attended Georgia’s Pre-K or Head Start but need additional support before attending Kindergarten in the fall.

Targeted six-week school readiness program for income eligible children.

Added *Rising Pre-K Pilot Program* in 2013 focusing on children whose home language is Spanish and who are enrolled to attend Pre-K in the fall.

Annual evaluations support the effectiveness of the programs.
2013 Program Evaluation Findings

*Rising Kindergarten Program*
- Children’s literacy and school readiness skills improved
- Consistent with findings from previous years

*Rising Pre-K Program*
- Both Spanish and English were used regularly in Rising Pre-K classrooms, thereby maximizing learning opportunities for English language learners
- Data collected has provided to improve the quality of the program including professional development for teachers, classroom materials and curricula
**Summer Transition Program 2014**

**Rising Kindergarten Program**
- Focuses on children who did not attend Georgia’s Pre-K or attended Georgia’s Pre-K or Head Start but need additional support before attending Kindergarten in the fall
- Class size: 16 students
- 992 slots/62 classes

**Rising Pre-K Program**
- Focuses on children whose home language is Spanish and who are enrolled to attend Pre-K in the fall
- Class size: 14 students
- 280 slots/20 classes
Head Start Update

Janice Haker
Head Start State Collaboration Director
Annual Needs Assessment

- 100% response
- Region IV AFC data compilation
- Used for GHSA Strategic Planning
Results of Needs Assessment

- Homelessness services
- Response to intervention difficulties
- English language learners
- Child care subsidies for HS/EHS
- Professional development
- Health care in rural areas
- Transportation
- Quality Rated
Early Head Start/Child Care Partnerships

- Purpose: access to high quality programs
- $500,000,000 for state and local agencies, for profit and not-for-profits
- Grants open for public comment
- Forecast May 20, 2014 for Funding Opportunity Announcement
- $55 million ceiling for each grant submission
- Application deadline Aug. 4, 2014
- Awards made by December 31, 2014
- Meet Early Head Start Performance Standards
- Partnerships include family and center child care, CAPS
Systems Reform Update

Kristin Bernhard
Deputy Commissioner for System Reform
Realizing a Birth to 5 Pipeline: Georgia’s Proposed Early Head Start – Child Care Partnership (EHS-CCP) Grant
Early Head Start – Child Care Partnership Grant

A new opportunity for infants and toddlers in Georgia Governor’s Office has authorized DECAL to apply as a state entity for this grant.

- DECAL will NOT operate Early Head Start programs!

Past experience uniquely qualifies DECAL to provide high quality support services to wrap around additional slots.

- Even Start Family Literacy Program
- Georgia’s Pre-K Program
- Early Learning Challenge grant
E3Z's ONLY
Pilot EHS in FDCH (Birth through 3)
Create new programs and expand infrastructure through DCA partnerships

COMPREHENSIVE SUPPORT SERVICES HUBS
Great Start Georgia Home Visiting Models
Screening
Family Engagement
Health and Wellness
Professional Development Communities of Practice
Technical Assistance and Monitoring (GA PITC)
Centralized CAPS Eligibility

NEW SLOTS
TCSG
2- and 3-Star Providers

STATEWIDE
Current 2- and 3-Star EHS Grantees
Additional Slots
Update on the Race to the Top - Early Learning Challenge (ELC) Grant
Update on Key Timelines & Milestones

- Scope of Work (SOW) and Budget submitted at the end of March
- Received feedback on SOW from federal program officers; minimal edits required
- Mutually agreed upon Scope of Work and Budget finalized by June 30
- New incentives for early childhood educators (1st, 2nd, and 3rd Levels) to launch on July 1
- First Validation/Evaluation Team retreat occurs July 16
- ELC Technical Assistance TA lead coming to Georgia July 17-18 to write TA plan
Early Education Empowerment Zones (E³Zs)

Detailed under Strategy 3: Integration

... creating geographically identified zones (E³Zs) with large numbers of children with high needs and aligning key programs and services

Key Measures/Goals

- Number of 2- and 3-star programs in each E³Z
- Number of children with high needs in each E³Z served in a 2- or 3-star program that offers integrated services
ELC Application: Identifying E³Zs

Process for identifying zones as written in the grant

- DECAL will identify four E³Zs using data from the Department of Economic Development, the Department of Community Affairs, the Department of Early Care and Learning, and the Department of Education.
  - One zone: large county in the metropolitan Atlanta area
  - One zone: county with a mid-size city with two to three contiguous rural counties
  - Two zones: areas of six to seven rural counties each

- Data points: poverty rates, unemployment rates, and per capita income data. DECAL will also incorporate key access data (Pre-K wait lists, CCS compliance designations) and educational data (standardized testing scores, % of children with IEPs) from the Georgia Department of Education.
E³Z Selection

Quantitative Data

Qualitative Data
Recommended Primary Indicators

- Percentage of students who did not meet the standard for 3rd grade reading on CRCT
- Percentage of licensed capacity filled by CAPS
- Overall poverty rate
- Percentage of births to females with less than a 12th grade education
- Percentage of eligible sites in Quality Rated
Recommended Secondary Indicators

- Free and reduced meal eligibility rate
- Percentage of children with a home language other than English
- Premature birth rate
- Pre-K saturation rate
- In addition: Counties with a 2- or 3-star program in Quality Rated received 2 bonus points
Highest Counties from Recommended Primary + Secondary Indicators
Potential E³Zs

Target: 10,000 young children per zone
Qualitative Factors

- Family Connection Collaboratives
- Georgia’s Pre-K and Head Start
- Technical schools
- Local civic clubs
- Local chambers of commerce
- Job criteria
- Capacity to support new business
- Public school superintendent support
- Strong champions
## ELC Scope of Work – Activity 2.1

**Identify E³Zs**

<table>
<thead>
<tr>
<th>Code #</th>
<th>Task</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Convene internal group to identify data sources that will identify E³Zs</td>
<td>03/01/14</td>
<td>04/01/14</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Create a formula to identify potential E³Zs by identifying weights for agreed upon data points</td>
<td>04/01/14</td>
<td>05/30/14</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Conduct site visits/interviews at potential E³Zs</td>
<td>06/01/14</td>
<td>07/31/14</td>
</tr>
<tr>
<td>2.1.4</td>
<td>Select four empowerment zones</td>
<td>08/01/14</td>
<td>09/01/14</td>
</tr>
</tbody>
</table>
DECAL Strategic Plan

Ray Higgins
Deputy Commissioner for Finance and Administration

Bentley Ponder
Director of Research and Strategic Planning
Strategic Plan Linkages

Governor’s Strategic Goals for Georgia

Strategic Plan Submitted to the Governor’s Office of Planning and Budget

Balanced Scorecard Goals

Balanced Scorecard Measures

Health & Safety ↔ Quality & Access ↔ Organizational Excellence
Governor Deal’s Strategic Goals for Georgia

Vision: A lean and responsive state government that allows communities, individuals, and businesses to prosper.

Categories:
- Educated
- Mobile
- Growing
- Healthy
- Safe
- Responsible and efficient government; fiscally sound, principled, conservative
Governor Deal’s Strategic Goals for Georgia

Select Goals Included in the Governor’s Plan:

- Reduce childhood obesity in Georgia.
- Identify and implement innovative strategies that increase teacher effectiveness and student achievement.
- Increase number of students reading at grade level by the completion of 3rd Grade – a strategic benchmark for lifelong learning.
- Increase availability of state services through innovative technology solutions.
- Build and maintain a quality state government workforce.
DECAL’S Strategic Plan Submitted to Governor’s Office of Planning and Budget (OPB)

- Composed of goals and objectives that link to the Governor’s Strategic Plan
- Four-year plan, updated annually
- Impacts funding
- Used to evaluate agency performance
- Used to inform agency Balanced Scorecard
The Components of the Strategic Plan

- Mission – answers the question “What is our purpose? What do we do?”
- Vision – answers the question “What is our picture of the future?”
- Strategic Themes and Performance Measures – answer the question “What are our main focus areas?” and “What results do we need to achieve?”
- All of these help guide and answer the question – “What projects and programs will contribute to the desired result?”
Three Themes:

- **Ensure Health and Safety** – articulates the Department’s commitment to support health and safety practices being engrained in early education programs’ daily routines and practices

- **Increase Quality and Access** – articulates the Department’s commitment to increasing ACCESS to QUALITY

- **Foster Organizational Excellence** – articulates the Department’s commitment to maintaining an infrastructure that facilitates positive relationships with providers, families, and children
Purpose of the Strategic Plan

To improve and further:
- Organizational alignment
- Strategic prioritization
- Improved internal and external communication
- Measuring what matters
- Data driven decision making
- Collective and individual accountability for results
### Strategic Plan: What DECAL Staff Told Us

<table>
<thead>
<tr>
<th>Statement</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Strategic Plan effectively communicates a &quot;big picture&quot; overview of DECAL's work.</td>
<td>4.26</td>
</tr>
<tr>
<td>The Strategic Plan effectively communicates DECAL's priorities.</td>
<td>4.27</td>
</tr>
<tr>
<td>The Strategic Plan effectively communicates DECAL's strategic initiatives.</td>
<td>4.25</td>
</tr>
<tr>
<td>I can see <em>where</em> my work &quot;fits&quot; in the Strategic Plan.</td>
<td>4.02</td>
</tr>
<tr>
<td>I can see <em>how</em> my work &quot;fits&quot; in the Strategic Plan.</td>
<td>4.03</td>
</tr>
<tr>
<td>The relationship between the Strategic Plan and the Early Learning Challenge is clearly communicated.</td>
<td>4.16</td>
</tr>
</tbody>
</table>
Strategic Plan and the Early Learning Challenge

Theme 2: Increase Quality and Access

- Project 2: Early Education Empowerment Zones (E³Zs)
- Project 3: Quality Rated Access & Availability
- Project 5: GELDS Roll Out
- Project 8: Supporting Families through Center-based Home Visitation and in Family, Friend, and Neighbor Care
- Project 9: Workforce Knowledge and Competencies
- Project 10: Supporting Early Childhood Educators
### DECAL Strategy Map

**DECAL STRATEGY MAP (Revised March 2014)**

<table>
<thead>
<tr>
<th>VISION</th>
<th>Bright from the Start: Georgia Department of Early Care and Learning will ensure access to high quality care and education for all Georgia's children by laying a foundation for learning and school readiness that will lead to future success for all Georgia's children.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISSION</td>
<td>Bright from the Start: Georgia Department of Early Care and Learning partners with the early care and education community of parents, teachers, and stakeholders to enhance the early education experience to prepare children for academic, social, emotional, and physical success.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Perspectives</th>
<th>Themes</th>
<th>Stakeholder (Governor, Board, Legislature, State Agencies &amp; Tax Payers)</th>
<th>S1: Increase Stakeholder Engagement</th>
<th>S2: Demonstrate Effectiveness of Agency Programs and Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer (Provider, Parents, &amp; Child)</td>
<td>Ensure Health &amp; Safety</td>
<td>C1: Improve compliance in regulated early care and learning programs</td>
<td>C3: Improve quality in regulated early education programs</td>
<td>C7: Provide consistent outstanding service</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C2: Promote statewide Nutrition Service program participation and meal service</td>
<td>C4: Improve teacher expertise</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase Quality &amp; Access</td>
<td></td>
<td>C5: Facilitate the use of early learning and development standards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Foster Organizational Excellence</td>
<td></td>
<td>C6: Increase access to higher quality early education programs</td>
<td></td>
</tr>
<tr>
<td>Internal Processes</td>
<td></td>
<td>I1: Fulfill the department's integrated technology needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>I2: Improve program oversight, consistency, and reliability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td></td>
<td>E1: Increase employee satisfaction</td>
<td>E2: Improve internal and external communication</td>
<td></td>
</tr>
<tr>
<td>Financial</td>
<td></td>
<td>F1: Increase access and presentation of user friendly financial information</td>
<td>F2: Improve financial transparency, efficiency, and accountability</td>
<td></td>
</tr>
</tbody>
</table>
Lunch
(Served in Entry Area)

Committee Meetings
Programs – Hickory
Budget/Finance – Willow
Ethics – Cypress

(The public is welcome to attend/observe committee meetings but may not participate in the committee’s discussion.)
Welcome to the Board of Early Care and Learning

Public Comments

May 22, 2014
Committee Reports

- Budget/Finance – Carlene Talton
- Programs – Jerri Kropp
- Ethics – Susan Harper
Remaining Board Meeting Dates 2014

August 21, 2014
November 13, 2014