

**CHILDREN'S SERVICES COUNCIL OF PALM BEACH COUNTY  
COUNCIL MEETING  
Thursday, December 8, 2011 - 5:00 p.m.  
2300 High Ridge Road, Boynton Beach, Florida**

**MINUTES**

**1. Call to Order**

Chair Macon called the meeting to order at 5:00 p.m.

Present:

Steven L. Abrams

Judge Ronald V. Alvarez

Frank A. Barbieri, Jr.

Perry Borman

Dari Bowman

E. Wayne Gent

Greg Langowski

Rod Macon

Excused: Vincent Goodman, Willie A. Miller, Jr.,

- A. Invocation – led by Judge Alvarez
- B. Pledge of Allegiance – led by Chair Macon
- C. Presentations

1. Introduction of Council Member E. Wayne Gent, Interim Superintendent

Chair Macon welcomed E. Wayne Gent, Interim Superintendent.

2. CSC 25<sup>th</sup> Anniversary Presentation Honoring Elaine Webb Alvarez, Harry A. Johnston, Kenneth G. Spillias, and Eleanor Weinstock

Chair Macon stated that there had been four key people responsible for the creation of the Children's Services Council: Harry Johnston, Ken Spillias, Elaine Alvarez, and Eleanor Weinstock. He stated that 2011 marked the 25 year anniversary of the 1986 vote that had established the Children's Services Council.

Chair Macon stated that without the determination, foresight and courage of these four leaders, Palm Beach County's children would have remained seen but not heard, as would have those in the other six counties that had followed Palm Beach County's lead in creating a Children's Services Council. He stated that without Ms. Weinstock's determination that counties should be allowed to decide whether to tax themselves for their children, CSC would not be there today. He stated that Ms. Weinstock's leadership in the House, and the leadership of Harry Johnston in the Senate brought an issue to their peers that had transcended politics, and for that, Palm Beach County's children would be forever grateful.

Chair Macon thanked Mr. Johnston for leading the charge in the Florida Senate, despite his initial concerns that a bill for children would have been rejected by his Senate peers. He stated that Mr. Johnston had brought his demonstrated leadership from Tallahassee to Palm Beach County, and had served as the Council's first Chair. He stated that Mr. Johnston and the (first) Council had developed a precedent-setting path for CSC in demanding data, research, and accountability.

Chair Macon thanked Mr. Spillias for being in the right place at the right time. He stated that due to his leadership on the County Commission the passage of legislation to overwhelming voter approval had swiftly transpired to the benefit of Palm Beach County's children and families.

Chair Macon stated that if the hundreds of thousands of children who had benefitted from services funded by CSC could be present they would thank Ms. Webb Alvarez. He stated that the parents of the children would thank Ms. Webb Alvarez for not taking "no" for an answer, and that the community would thank her for the financial dividends gained through healthier births, children remaining out of the dependency and delinquency systems, and for enabling them to enter school ready to learn.

Chair Macon stated that thanks to the combined efforts of its founding members, Palm Beach County and CSC had plenty to celebrate – some of the best birth outcomes in the state, lowest rates of abuse and neglect, with children ready to learn entering Kindergarten and school-age children having access to caring adults through afterschool programs and mentoring.

Chair Macon stated that they recognized the legacy left by the founding members, without whom there would be children who had no champions, who may have never survived their first year of life, and may never have become excited about learning and entering school. He stated that the groundbreaking efforts 25 years previously had enabled CSC to ensure that Palm Beach County's children had the opportunity to grow up healthy, safe, and strong, and that it continued to make a difference in the community. He thanked the founding members and stated that there was no better definition of citizenship, leadership, and public service.

Harry Johnston stated that Ms. Webb Alvarez and Mr. Spillias had 'worn him down' because he had told them they would not get the proposal out of the House, and (upon doing so) he had told them they wouldn't get it out of the Senate, then had further told them they wouldn't get it through the County or Referendum, and that he had been wrong every time. He stated that it was Ms. Webb Alvarez and Mr. Spillias who had achieved it, and that he had just voted for it. He stated that he was very proud to have done so.

Ken Spillias stated that Mr. Johnston was much too humble and that he had shepherded them through the legislature, and that he had promised his support at the point they needed his help. He stated that there had been a meeting set up with James Harold Thompson, Speaker of the House, upon which Mr. Thompson would decide whether or not the Bill would go through. He stated that Ms. Webb Alvarez and he had met with Mr. Johnston to tell him of this juncture, and Mr. Johnston had marveled at the support they had garnered and had recognized that they were

asking for his help. He stated that Mr. Johnston had written a note on a pad, had folded it, and had instructed them to give the note to James Harold Thompson in their meeting. He stated that he had never opened the note and did not know what it said, but when James Harold Thompson had seen the note, the Bill went through.

Mr. Spillias stated that he had chosen to be an elected official in order to have the opportunity to do something like (the creation of) the Children's Services Council. He stated that he was very proud of the progression of the Children's Services Council over the past 25 years, and that it was a model for the nation.

Elaine Webb Alvarez stated that Fran Hathaway had once said that it was superfluous to be honored and receive an award for doing something that you loved. She stated that CSC had been a labor of love, every step of the way. She stated that the founding members had each pledged that they would pursue the creation of the Children's Services Council (the name of which was as yet undefined) for as long as it took, even if it took the rest of their lives.

Ms. Webb Alvarez stated that the campaign had not only been the four members being honored, but had been filled with other remarkable men and women, all unsung heroes, who had contributed their resources and talents asking nothing in return except a better world for the children of Palm Beach County. She stated that once the Bill had been passed she had visited Dr. Lance Vahaven-Smith, a local scientist at FAU. She stated that he had given lots of great advice, and had suggested they change the name from Juvenile Welfare to something else, because while juvenile welfare may have been appropriate in the 40's (when Pinellas' Board had been created) it was not a good name in the 80's.

Ms. Webb Alvarez stated that Dennis Grady, the Executive Director of the Chamber of Commerce had been on the Executive Committee and at their first meeting had donated \$3,000 from his personal account to enable them to reserve their first block of TV time. She stated that Judy Goodman had chaired the media campaign committee, and her philosophy had been to be "not slick, but not schlock". She showed an example of the flyers that had been mailed, and left flyers to file for historical posterity.

Ms. Webb Alvarez stated that Bob Sanders had been the chairman of the fundraising committee, and had been tasked with the goal to raise \$30,000 in order to run the "not slick, but not schlock" campaign, and Mr. Sanders had exceeded the goal by so much that they had been able to run at least one TV advertisement during the World Series.

Ms. Webb Alvarez stated that Fran Hathaway had been the chair of the volunteer committee, and had been on the editorial board of the Palm Beach Post at the time. She stated that she had been remarkable in attracting volunteers to the committee, in addition to providing a number of different support methods to the campaign. She stated that Reverend Pam Cahoon had been co-chair of the Speaker's Bureau. She stated that Buddy Brenner had been chairperson of the committee that had helped mail 100,000 of the flyers, and had run that committee like a marine general. She stated that Glen Torcivia had been County Attorney at the time, and had been a champion of the cause, except for the fact that he had insisted they keep the name Juvenile Welfare Board, because that is what the law called it. She stated that upon review with the

legislative sponsors in order to determine their legislative intent, it was decided that they were allowed to change the name.

Ms. Webb Alvarez stated that Mary Kay Murray had picked up the contribution checks for which Bob Sanders had elicited promises. She stated that Mary Johnston, wife of Harry Johnston, had been the honorary chair of the campaign and was truly an unsung hero. She stated that when they had wanted Mr. Johnston to accept a seat on the first Board of the Children's Services Council they had approached his wife, Mary. She stated that Mr. Johnston had just run for Governor and had been Florida Senate President.

Ms. Webb Alvarez stated that the Palm Beach County Board of County Commissioners (BCC) unanimously, enthusiastically, and in a bi-partisan fashion had supported the Children's Services Council every step of the way. She stated that the BCC had supported the Ordinance and had supported the ballot. She stated that they had experienced the same support from the Palm Beach County Legislative Delegation from all sides, Republicans, Democrats, Conservatives, Liberals, Moderates – all had supported them enthusiastically.

Ms. Webb Alvarez stated that Bill Broughton had been the Palm Beach County lobbyist that year and had come from St. Petersburg, and St. Petersburg had already had their Juvenile Welfare Board created in the mid-1040's. She stated that Mr. Broughton had been very familiar with the Juvenile Welfare Board in Pinellas which had helped in his work in Palm Beach County. She stated that the positioning of Mr. Broughton had been a moment of serendipity, and they had experienced many other moments of serendipity along the way.

Ms. Webb Alvarez stated that the Bill had been stuck in six Senate committees at the last week of the legislative session, and Mr. Johnston had instructed his aide, Patsy Palmer, to release it from those committees. She stated that they had not asked Mr. Johnston do many speeches, but there had been a few that had been most important, such as the one to the Miami Editorial Board. She quoted Mr. Johnston: "In every child who is born the potential of the human race is born again, and in every child who is born, there is born in us a responsibility to that child, and to the future of our country".

Ms. Webb Alvarez recognized Susan Pell, a former Chair of Children's Services Council and former member of the Palm Beach Council School Board. She named a few other remarkable Chairs – Don Middlebrooks, Pamela Dunston, Kathy Adams, and Eleanor Weinstock. She stated that there had also been wonderful Board members and that they had all played such an important role in helping the Children's Services Council grow.

Ms. Webb Alvarez quoted a poem from Fran Hathaway entitled "Give Children a Chance":  
*"Give children a chance, so many now need it,  
A chance to be helped, and the money to speed it.  
Give children a chance for sound bodies and minds  
For families that function, for a future that shines.  
Say "yes" to preventing disabling emotions  
Abuse of all kinds, deadly drugs, numbing potions.  
Vote "yes" in November, help stamp out the sorrow  
Give children a chance for a brighter tomorrow."*

There was a short recess in order to capture photographs for posterity.

## 2. Minutes

### A. October 27, 2011 Council Meeting

**A motion by Barbieri/Borman to approve the Minutes from the October 27, 2011 Council meeting was approved by unanimous vote.**

## 3. Individual Appearances – Agenda Items – none

## 4. Program Review Committee Report

Dari Bowman stated that the meeting had been very short, and recommended approval of the Consent agenda in its entirety, including Resolution #11-027 authorizing the release of an ITN for a four-year evaluation of home visitation programs, and Resolution #11-028 accepting Head Start professional development funding.

**A motion by the Program Review Committee to approve the Program Review Committee Consent Agenda and Resolutions #11-027 and #11-028 was approved by unanimous vote.**

## 5. Business/Consent Agenda

### A. Consent Agenda Management

#### 1. Additions, Deletions, Substitutions

Tom Sheehan stated that there was one substitution – Agenda Item 5G(2) (Reference #4) had listed an amount of \$189,800 on the Synopsis distributed (via email), which had been corrected on the Synopses at Council Members' places to \$230,500 to match the agenda item. He stated that the amount listed on the Agenda Item Summary had been correct all along.

#### 2. Items to be Pulled for Discussion – There were no Agenda Items pulled for discussion purposes.

#### 3. Adoption of the Consent Agenda, Revised Warrants List, and (unaudited) Financial Statements of September 30, 2011.

**A motion by Barbieri/Abrams to approve the Revised Consent Agenda, Walk-In Warrants List, and (unaudited) Financial Statements of September 30, 2011 was approved by unanimous vote.**

### B. CSC Funded Programs – Current – N/A

### C. CSC Funding Allocations – Future – N/A

### D. Planning & Development – N/A

### E. Personnel – N/A

F. Financial

1. Warrants List - Approved by Consent

G. Administration

1. Resolution #11-024 Authorizing Continued IT Support with Nonprofits First - Approved by Consent
2. Resolution #11-025 Authorizing the Purchase of Computer Equipment - Approved by Consent
3. Resolution #11-026 Authorizing Purchase of Network Switches and Wireless Access Points - Approved by Consent

**6. Business/Non Consent Items – N/A**

**7. Walk-In Items – N/A**

**8. Chief Executive Officer's Report**

1. Recognition of Deb Tatonetti, Director of Administrative and Management Services; and Mike Modica, Facilities Manager for Achieving LEED Certification

Tana Ebbole recognized Deb Tatonetti, Director of Administrative and Management Services; and Mike Modica, Facilities Manager for Achieving LEED Certification.

2. System of Care – School Readiness Strategies - Erin Gallagher, Program Officer; Kim Lu, Research & Evaluation Analyst

Erin Gallagher, Program Officer stated that they were currently in year three (of three) of the curriculum study, and that the study had yielded much information. She stated that the reason to undertake the study was in order to respond to the need for school readiness outcomes for the children leaving VPK (Voluntary Pre-Kindergarten) programs and entering Kindergarten. She stated that they had wanted to evaluate which strategies were the most effective in order to improve the school readiness outcomes for all Quality Counts participants.

Ms. Gallagher stated that an evidence-based preschool curriculum was being implemented in 24 of the low performing Quality Counts VPK sites across the county. She stated that two curricula were paired together as part of a 2008 National study: "DELA" (developmental learning materials), and "Imagine it" – a literacy-based curriculum. She stated that the study had looked at 14 different curricula, and the two curricula mentioned had the strongest performance by far.

Ms. Gallagher stated that the study used the same cohort of childcare sites, 24 in total, with different cohorts of children. She stated that they would be following the children not only into Kindergarten, but through 3<sup>rd</sup> grade up to their FCAT scores.

Ms. Gallagher showed slides showing how the 24 sites were randomly assigned to one of four groups (six sites per group): i) Curriculum coaching, ii) Coaching group, iii) Curriculum alone, and iv) Control group. She stated that assessment was conducted using an independent team of assessors in addition to a pre and post test design (Fall and Spring). She stated that the children were followed into Kindergarten where their FLICKERS scores were reviewed. The data tools used for the assessments were the PPVT (Peabody Picture Vocabulary Test) which looked at vocabulary skill and responsiveness, and four sections of the Woodcock Johnson Test of Achievement which covered letter/word identification, story recall, following/understanding directions, and applied problems.

Ms. Gallagher stated that in 2009 they had performed the first pretest with cohort 1 children, and in Spring, 2010 they had conducted the post test. She stated that those children entered Kindergarten in 2010, so they now had their FLICKERS scores which had been posted in Spring 2011. She stated that they also had year two Woodcock Johnson PPVT scores. She stated that year two children had also gone on to Kindergarten and had taken the FLICKERS, but their scores would not be posted until Spring, 2012. She stated that they were in the process of wrapping up the assessment of year three, upon which they would be performing post tests in Spring, 2012.

Kim Lu, Ph.D. stated that they had consistent and positive findings from year one and year two data. She stated that both years' data demonstrated that the combination of curriculum and coaching resulted in statistically significant gains in PPVT scores over the control groups. She stated that the gains in PPVT score in year one was equivalent to 6 to 7 months of more growth over the control groups. She stated that the gains for year two were even greater, and were equivalent to 11 to 12 months of more growth over the control groups.

Dr. Lu stated that the initial analysis of the PPVT scores showed that the combination of curriculum and coaching performed the best among the three experimental conditions. She stated that because the advances were greater in year two, it appeared there was a cumulative effect from the intervention.

Dr. Lu outlined another finding related to school readiness, as measured by the Florida Kindergarten Readiness Screener. She stated that one of the outcome measures they reviewed was the overall Kindergarten readiness scores for those participating. She stated that they compared the scores before the intervention in 2009 to after implementation in 2010 to measure the difference. She stated that the children had made significant improvement in the scores. She stated that in 2009 (before the intervention) the average score of the group was 135, and after the intervention in 2010 the average score had been 161, a gain of 26 points. She stated that they could therefore surmise that the intervention may be an effective way to help the low-performing VPK sites to improve the children's school readiness.

Barbara Becraft, Project Facilitator (independent contractor completing Doctorate at FAU) stated that early on the process it had been decided to include a method to include qualitative data in order to tell the story of how the curriculum was being implemented in the classroom. She stated that emergent themes were the result of the analysis of observation data, and they also related to how the teachers translated the curriculum into classroom practice. She stated that the teachers and the directors had perceived challenges in merging two curricula into practice for a VPK program, many programs operated only 3 hours per day. She stated that she had developed a lesson plan

template, and in order to encourage deeper and frequent implementation of the curriculum she had met frequently with the teachers and had asked them about their approach toward implementing with fidelity. She stated that she had guided the teachers, and allowed them to identify what was important and valuable in order for them to incorporate those elements each day. She stated that the state standards for VPK were aligned with the curriculum (the curricula had been designed to do so), but the more the teachers knew about the standards, the more intentional they could be with their teaching.

Ms. Becraft stated that the teachers shared a philosophical value about working with their students from child-centered perspective. She stated that implementation had looked different at each site because each classroom had a unique group of students with diverse needs, strengths, and learning styles. She stated that by allowing for flexibility in the approach it had resulted in a much deeper implementation of the curriculum. She stated that by questioning the teachers perception of the curriculum, a shared definition of the curriculum had emerged with multi-faceted ways of thinking about curriculum in general. The definition included curriculum as: materials, group formats, daily schedules, and sequences of planned activities. She stated that the role of the Director at the sites was very important, and they had found that when a Director was highly motivated it was reflected in the attitudes of the teachers.

Erin Gallagher stated that the next steps were to finalize the recommendation on how to best use the resources, curriculum and qualitative data in order to move it to scale. She stated that one of quantitative effects when reviewing the FLICKERS was that, just by being in the study, (and perhaps not even receiving the curriculum) by talking about curriculum and thinking about it in a different way, all the programs had improved. She stated that they had purchased the VPK assessment kit for all sites (in the study) to use on their children and that it had been incredibly valuable because they were able to see where the children currently stood, and what work needed to be done to move them to the next level.

Judge Alvarez asked about the project's timeline. Ms. Gallagher stated that they were currently in year three of the project and that they were talking about doing a fourth year of assessment once the supports had been pulled back, to see about sustainability of the project. She stated that they wanted to see how the sites did on their own, without the supports. She stated that year three of the project would be going into Kindergarten in 2012, and they would be tracking the children for years beyond that, up until those children were in 3<sup>rd</sup> grade. She stated that as year three came to a close they would be bringing forward recommendations about how it may be implemented for the entire Quality Counts program.

### 3. Head Start

Tana Ebbole stated that Channell Wilkins (Director of Community Services, Board of County Commissioners) had approached CSC in how to more effectively improve child outcomes at Head Start, and also tying in Head Start to the Quality Counts system. She stated that the same presentation had been made to the County Commission.

Shelley Parker quoted from James Heckman, Nobel Prize Laureate in Economics: " Our country will be unable to compete in the global economy if it does not address the increasing numbers of children who are not prepared for success in school, career, and life".

Ms. Parker referred to a PowerPoint slide and explained that the top line denoted the rate of brain growth (it showed a rapid ascension, leveling out at age five and slightly increasing thereafter), and the bottom line denoted the public spending from birth to age 18 (it started very flat and consistently moved upward at a gradual rate). She stated that the area of opportunity was from birth to age 5 where most of the brain growth occurred, whereas most of the spending occurred after this time.

Ms. Parker stated that there were striking disparities between what children know and can do well before they entered Kindergarten, and the differences were strongly associated with social and economic circumstances, and were predictive of subsequent academic performance. She referred to a graph showing the number of vocabulary words of children of parents of different socio-economic status, with the parental categories being denoted as: professional, working class, and welfare. She stated 88% of children with difficulty reading at the end of 1<sup>st</sup> grade had similar difficulty at the end of 4<sup>th</sup> grade. She stated that 75% of children who were poor readers in third grade would remain poor readers in High School.

Ms. Parker stated that the need for prison beds was calculated by children's reading level in third grade. She stated that research indicated that early intervention could correct reading deficiencies in the majority of children, with the exception of approximately 3% to 5%. She stated that the need had been identified, and the importance had been identified, which led to how to make it happen.

Ms. Parker stated that the Obama administration had developed a community approach to support community based initiatives, recognizing that inter-connected solutions were needed in order to resolve inter-connected problems existing in high-poverty neighborhoods. She stated that it was led by the White House Domestic Policy Council-Office of Urban Affairs, and the departments of Housing and Urban Development, Education, Justice, Health and Human Services, and the Treasury Department. She stated that these departments were restructuring federal strategies in order to achieve better outcomes.

Ms. Parker stated that strategies needed to be developed on a local level to develop a comprehensive early care and education system. She stated that there was no single funding stream to achieve CSC's desired results – children ready for school and on grade level by third grade. She stated that they needed to maximize each resource to provide high quality interventions to ensure children were prepared for school, could achieve academic success, and ultimately sustain economic independence and become productive citizens.

Ms. Parker stated that they needed to bring the community and every funding stream together to maximize efficiency and effectiveness, and this was under way in Palm Beach County. She stated that they were combining VPK and School Readiness dollars together with the County and Head Start dollars, with the School District and Title I dollars, and Workforce Alliance funding for child care for working families. In addition to these were intertwined CSC strategies and funded programs.

Ms. Parker stated that one strategy was the Quality Counts quality rating and improvement system. She stated that quality rating and improvement systems were one of the most promising and systemic strategies in improving inconsistent quality of early childhood programs for children from birth to age five. She stated that they were designed to build, align, and strengthen the core components of an early learning system necessary to ensure high quality early care and education experiences for all.

Channell Wilkins, Director of Community Services, Board of County Commissioners stated that the Council had passed the SEEK scholarships as an agenda item that evening, and that they were pairing trained professionals from CSC programs and Head Start to co-train each other on both the Head Start regulations and Quality Counts. He stated that they were seeking to increase the transition services with the School District, because findings showed that it was critical for the teachers to move forward as early as possible which was hampered by loss of learning in the summer, and unfamiliarity with their new classes upon the start of school. He stated that some ideas that were being implemented to ease such a transition in Palm Beach County, together with the Early Learning Coalition and CSC were curriculum coordination with PBCSD and Kindergarten changes, improved training and assistance in Head Start programs, and training in the Triple P program for FSS staff.

Mr. Wilkins stated that there had been much discussion around the school readiness scores. He stated that there were two types of scores: i) the ECHOS which was calculated by ratings given by ongoing teacher observation during the first 30 days of school and which centered around 19 activities in the classroom; and ii) the FAIR which measured letter recognition and phonemic awareness.

Mr. Wilkins stated that there were a number of factors that needed to be taken into account when reviewing the scores, especially with children of low-income parents: summer loss of prior gains, number of years the child had received services, FAIR single point in time test was only delivered in English, children with disabilities, dual language learners, teacher training on administering the FAIR, curriculum correlation to test standards, attendance of children for full day/ part day, and income of families and supports available to children.

Mr. Wilkins presented the scores for 2009/2010 for the different types of Head Start programs – the Head Start grantees, the Head Start delegates, and the Head Start contracted child care sites. Tana Ebbole clarified that the grantee programs were those programs operated directly by the County, and that the other two categories were contracts with child care centers throughout the community which were all non-profit child care centers. The graph showed that the percentage of children ready for school at the grantee sites was in the mid 80's, the percentage at the delegate sites was in the mid 40's, and the percentage at the contracted child care sites was in the mid 20's.

Mr. Wilkins compared the 2009/2010 scores with the Quality Counts scores of children ready for school in three different quality levels of Quality Counts sites. The percentage of children scoring ready in Quality Counts level 3 was in the mid 60's, the percentage in level 4 was 60%, and the percentage for level 5 was in the mid 80's. He stated that the longer the programs were in Quality Counts, the longer they'd had to progress to level 5 and therefore had more teacher training and continuity.

Mr. Wilkins stated that it was really never about the children's capacity, but about the capacity of the child care center's ability to teach them. He stated that they assessed many things other than the Echos and Fair assessments mentioned, and that they wanted to move towards considering the 'whole' child, and address a child's physical health, mental health, logic and reasoning, and approaches to learning. He stated that one of the longer term affects of Head Start was the ability to become a good citizen in the future. He referred to a study conducted by Professor David Deming that showed that while the school readiness test scores would fade as the child progressed, a much more significant long-term impact was realized: the former Head Start participants were significantly less likely than siblings to repeat grades, to be diagnosed with a learning disability, or to suffer the kind of poor health associated with poverty. The study showed that Head Start alumni were more likely than their siblings to graduate from high school and attend college.

Shelley Parker stated that a group of community stakeholders had convened to apply some of the guiding principles for developing a system of care. She stated that a core group had developed the common goals of maximizing resources, avoid duplication, and searching for future opportunities. She stated that a unique aspect of the Head Start program was its holistic approach, its services were designed to serve children as a whole which allowed the group to have a multi-disciplinary approach when aligning existing community resources.

Ms. Parker stated that in August, 2011, 185 children were transitioned from the Delray Full Service Head Start to a wing at the Village Academy School. She stated that the holistic approach of Head Start had allowed them to have a multi-disciplinary approach when aligning existing community resources – to expand and go beyond the Head Start performance standards. She stated that the Village Academy Head Start program participates in the Quality Counts system, which allowed them to receive technical assistance in the classroom, and professional development services. She stated that health services in the school were provided by a nurse from the Health Department, funded by Head Start dollars. She stated that mental health and family support services were partially provided by Boys Town, at the Village Academy, or at the child's home. She stated that this program was funded by part of the Healthy Beginnings System.

Ms. Parker stated that there were more opportunities in the future to align services in such a way, and to reduce duplication of services. She stated that Early Head Start classrooms could be added to the Village Academy which would provide seamless services from prenatal to grade 12 on the Village Academy campus. She stated that other integration opportunities could include the Healthy Beginnings Nurse programs providing the prenatal services for the women with children in Head Start.

Guarn Simms, Principal of Village Academy (and Head Start graduate) stated that the Village Academy was the only public K-12 school in Palm Beach County, and currently the only Head Start through 12<sup>th</sup> grade continuum school. He stated that Village Academy had successfully transitioned 100 four year-old and 85 three year-old students, in addition to 30 staff, from the Delray Full Service Center. He stated that the collaboration of Palm Beach County's Head Start program, the School District, and Village Academy, and other agencies had already provided a significant impact relevant to the learning potential of the students. He stated that within the collaboration model they had established the following practices:

- verbal curriculum and instructional planning
- continuous dialog between 4 year old and Kindergarten teachers
- integration of modern technology (hardware and software)
- daily observations followed by weekly planning sessions which were monitored and guided by administration and an early learning curriculum specialist
- accelerated learning programs for some of the advanced 4 year-old students would be starting in January, 2012
- continuing staff development .

Mr. Simms stated that his expected outcomes for August 2012 would be for 50% of the 4-year old students entering Kindergarten to test at least one year above the State Kindergarten readiness standards. He stated that his expected outcomes would increase to at least 70% for the 4 year-olds in 2013, 85% in 2014, and 95% in 2015. He stated that these forecasted percentages would be attainable because of the three year-old program, and (hopefully in the future) the two year-old (and younger) Head Start programs.

Mr. Simms stated that due to the student's familiarity with the environment and the school, upon entering Kindergarten the students could transition more quickly, and active learning could begin on the first day of school with enhancement learning instead of remedial instruction. He stated that there was continuing individualized educational plans for students, with ongoing monitoring of student progress as a priority, and the provision of wraparound services. He stated that the previously stated outcomes would also contribute to decreasing third grade retention, and increase college readiness. He stated that they were very excited about the future of the Village Academy Head Start program, and the potential to create a model school unlike any other public school institution in the State.

Wayne Gent referred to the expected 50% of children that Mr. Simms had forecast would test one year ahead in the State Kindergarten readiness standards, and asked whether the students that didn't have that opportunity would be in the same classrooms. Mr. Simms stated that they would be. Dr. Gent stated that research showed that there was a benefit in mixing high achievers with other children, and that it was a win-win for both groups.

Tana Ebbole stated that the work in which CSC was engaged, of which the Village Academy was a microcosm, was an example of braiding and integrating funding streams to be more effective. She stated that what CSC wanted was for the children to be ready to learn when they entered Kindergarten, and that they had the evidence that it was possible because they had seen the results at Highland and in 5 star Quality Counts programs. She stated that it was CSC's goals that all children supported by public funding streams would all be in the 90 and above percentile.

#### 4. Return on Taxpayer Investment (Investing for Results)

Tana Ebbole stated that CSC was currently in the middle of a dual and simultaneous process – i) reviewing every funded program individually; and ii) assessing (via systems and planning work) where CSC should be investing its resources. She stated that this work was scheduled to take

approximately 18 months and would denote the places where CSC should be investing for maximum benefit, and which programs were performing.

Mike Levine, Chief Program Officer stated that at the Planning Session the concept of a very comprehensive review of all funded programming had been brought forward. He stated that they would be focusing on three key areas:

- alignment – alignment with CSC's goals and outcomes (Mr. Abrams suggested a change from 'alignment' to "priorities".)
- program performance
- cost.

Mr. Levine stated that this project had previously been called 'return on taxpayer investment' and that it had now been renamed "investing for results". He stated that it included a decision matrix much like a traffic light system, with green, yellow, and red colors to indicate a program's benefit. He stated that due to the economy and the demand for outcomes and results, this was the right time to conduct such an intensive evaluation. He stated that the plan was scheduled to be presented to providers in January, 2012, in addition to being presented to the Council.

Mr. Levine stated that in previous years CSC staff had used various types of tools to assess agencies, including a financial risk assessment, and various program models and their components. He stated that this review would combine both the financial and operational aspects, and in looking at program performance would assess:

- how well the program had been implemented
- the fidelity of the program to the program model
- staff turnover
- data submission
- program quality
- program cost
- program outcomes.

Mr. Levine stated that the assessment would result in a score/rating, with the scores being recorded in the decision matrix. He stated that the process would address justifying what was in each program's budget. Tana Ebbole stated that CSC had reviewed individual programs every year, but this review was to compare programs as a whole in order to identify those programs that CSC should no longer be investing. She stated that CSC recognized that any funding that CSC needed to invest in future evidence-based programs needed to come out of existing programming funding. She stated that it was possible that CSC may currently be investing 30% of its portfolio in a particular strategy when it was possible that it should be investing 50%, based on the outcomes and results. She stated that the review would use both approaches in order to maximize every dollar to get to CSC's end goals for child outcomes.

Mr. Levine stated that although this was a 'deep' and involved process, there may be situations where things become apparent during the year, and those contracts would be brought forward to the Council for action and redirection sooner rather than later. Tana Ebbole stated that they were trying to develop the ROI (return on investment) mindset throughout the community, and that CSC

was not only in the business of producing a funding allocation to a program, but demanded how the program was demonstrating the desired outcomes, and CSC would be getting return on investment.

## 9. Legal Reports

### 1. Interlocal Agreement with the Inspector General

Tom Sheehan stated that the Interlocal Agreement with the Inspector General's office that the Council had passed at the October meeting had been approved by both the Inspector General's office and the Board of County Commissioners, and would become effective January 1, 2012.

### 2. Certificate of Compliance

Mr. Sheehan thanked those Council members who had submitted their certificate of compliance, and asked others to have them available for collection no later than the January 26, 2012 Council meeting.

### 3. Gifts

Mr. Sheehan stated that information regarding soliciting and reporting gifts was provided to Council members when they first joined the Council, however, he had not typically provided an annual reminder. He stated that the requirements that he would outline would be applicable solely to each Council member's affiliation with the Children's Services Council, and that there may be other requirements associated with certain Council member's position as a Judge or school board member, etc. He stated that the following was a requirement for all public employees: an employee could not solicit or accept a gift to influence an action or a vote.

Mr. Sheehan stated for those that were required to file a Form 1 or Form 6 annual financial disclosure (which applied to all Council members), i) they are prohibited from soliciting a gift from a lobbyist or a principal employee or partner of a lobbyist; and ii) they are prohibited from accepting a gift from any of the above valued at *over \$100* (and those entities are also prohibited from giving you such a gift). He stated that there was an exception for gifts accepted on behalf of a government entity for charitable purpose, but the gift needed to be promptly transferred to the governmental entity, and need not be reported.

Mr. Sheehan stated that if any Council members had received a gift from a non-relative valued at over \$100, within 90 days they should either i) return it; ii) pay for the gift, or at least pay it down to under \$100. He stated that there was a quarterly disclosure form (Form 9) for gifts received in the previous quarter. He stated that there was an annual disclosure for gifts received from a government entity, whose requirement for public purpose could be shown, or for a direct support organization. He stated that should a Council member desire to give a gift, lobbyists were required to report gifts between \$25 to \$100. Mr. Sheehan encouraged Council members to call him if they had any questions.

## 10. Council Committees

## 1. Personnel Committee

Chair Macon stated that the Personnel Committee had met earlier that day, and that Council members had Walk-In Agenda Item #1 at their places. Shay Wolek, Director of Human Resources stated that they had reviewed several items:

**Employee Group Benefit Package** – Ms. Wolek stated that each year they went out for bid for group benefits and that they recommended renewing with the current carrier, Cigna for all coverage. She stated that the package presented by Cigna reflected a 9.86% increase for coverage which was within budget. She stated that the average rate of increase for other proposals had been between 10 and 12%. She stated that the increase had been between 15 to 20% the previous year and so it had been budgeted at 20%, so the actual increase being recommended was half of what had been forecast.

**Salary Survey** – Ms. Wolek stated that they looked at CSC's salaries and compared them to the external market on an annual basis. She stated that this year they had conducted a very comprehensive salary survey where they had reviewed each and every position in order to ensure they were within the market range to retain the high performing staff, and to ensure they were in alignment. She stated that they would be rolling out the results of the salary survey in January, 2012.

**Employee Agreement** – Ms. Wolek stated that the employee agreement was in response to Senate Bill 88 which had recently passed. She stated that the agreement was to enable CSC to continue to provide benefits to employees affected by a reduction in force, although there was no additional reduction in force forecast at the present time. She stated that the agreement allowed CSC to provide severance to staff affected by a reduction in force and included a 20 week cap, contingent upon the employee signing the agreement, and signing a waiver and release.

**ICMA Post Employment Policy** – Ms. Wolek stated that they recommended removing the age requirement which would allow staff at any age to access those funds; those funds were there only for medical purposes.

**Senate Bill 88** – Ms. Wolek stated that they also wished to remove the provision which had been in CSC's policy stating that CSC would contribute a certain percentage to those that had a certain amount of accrual of hours. She stated that it was originally included as an incentive for staff, but with Senate Bill 88 it was now mandatory, so this language was no longer needed.

**Contribution Chart** – Ms. Wolek stated that they wished to update the contribution chart to what was now practical in the current environment.

**Implementation of Voluntary Early Retirement** – Ms. Wolek stated that they wished to insert a provision allowing them to provide an early retirement program to staff wishing to retire. She stated that it was a time-limited option where they would offer two weeks of the employee's current salary for each year of service, not to exceed 20 weeks. She stated that in addition it would include the balance of their sick leave accrual that was not paid out at time of separation.

**Annual Policies and Procedures Update** – Ms. Wolek stated that they updated the policies and procedures on an annual basis, based upon the laws that had changed. She stated that Resolution #11-030 specifically outlined the changes that had been made.

Chair Macon stated that he Chaired the Personnel Committee, and that Council members Dari Bowman, Vince Goodman, and Greg Langowski were part of the committee, in addition to Tana Ebbole, Tom Sheehan, and Shay Wolek. He stated that they had met on several occasions and had reviewed all recommendations in great detail.

**A motion by the Personnel Committee to approve:**

- i) Resolution #11-029 authorizing group insurance renewal with Cigna as outlined;**
  - ii) Resolution #11-030 revising the Employee Handbook/Personnel Policies;**
- and accept all the other recommendations as outlined (with the exception of the salary survey information which is for informational purposes only) was approved by unanimous vote.**

**11. Individual Appearances – Non-Agenda Items – N/A**

**12. Council Members' Comments**

Chair Macon stated that this would be the last meeting for Perry Borman and thanked him for all his years of service to CSC and wished him the best in his future endeavors. Mr. Borman was presented with a plaque for his dedication and insight, 2008 – 2011.

Judge Alvarez stated that while he would miss Mr. Borman personally, more importantly, the children of Palm Beach County would miss his heart and expertise and overall dedication.

Dari Borman thanked the Council for their involvement in collecting toys for needy children as part of CSC's Angel Tree.

Perry Borman thanked the Council for the honor and privilege in being a Council member, and stated that he was very proud of the work of DCF in the past 4 years, especially in strengthening the relationship between DCF and CSC. He stated that his new position was around food and hunger and that he would still be in the community.

**13. Adjournment**

The meeting was adjourned at 6:35 p.m.

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Dari Bowman, Secretary

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Gaetana D. Ebbole, Chief Executive Officer