MINUTES

1. Call to Order

Chair Weber called the meeting to order at 4:36 p.m.

Present:
Thomas Bean
Vince Goodman
Tom Lynch
James Martz
Vern Melvin
Debra Robinson, M.D.
Jose Luis Rodriguez, Esq.
Thomas P. Weber

Excused: Robert M. Avossa, Ed.D; Paulette Burdick.

A. <u>Invocation</u> – led by Vince Goodman

B. <u>Pledge of Allegiance</u> – led by Chair Weber

Chair Weber referred to the tragedy at Marion Stoneman Douglas High School in Parkland, FL which had occurred the week prior to the Council meeting. He stated that Children's Services Council had an obligation to do certain things in the capacity of social-emotional wellness and mental health. Lisa Williams-Taylor, Ph.D., stated that a little over a year ago CSC had participated in a study through the Southeast Florida Behavioral Health Network looking at mental health needs in the community. CSC is currently working with Palm Healthcare Foundation to figure out an action plan now that the needs have been identified. CSC was identified in the Community Needs Assessment as the third or fourth largest funder of children's mental health services in Palm Beach County. February 23, 2018 there will be a special meeting of Birth to 22 at the School District to determine what steps can be taken to be supportive of mental health needs of the children in the community.

C. <u>Presentations</u>

1. <u>Reappointment of Council Member Thomas Bean</u> – Chair Weber stated that Mr. Bean had been reappointed to the Council and thanked him for his continued service.

2. <u>Introduction of New Council Member Jose Luis Rodriguez</u> – Chair Weber welcomed Mr. Rodriguez to the Council.

3. <u>Employee Service Awards</u> – Chair Weber recognized Kim Maxwell, Business Systems Analyst for her 10 year anniversary; and Tempera Graham, Budget Specialist, and Laura Fleischman, Evaluation Officer, for their 15 year anniversaries with CSC.

4. <u>Presentation of the Strong Minds System</u> – Michelle Gross, Ph.D., Director of System Performance; Jennifer Coleman, Program Officer

Michelle Gross, Ph.D., Director of System Performance, stated that the Strong Minds System is a quality rating and improvement system (QRIS) for children that are served in early care and education settings in Palm Beach County.

The Quality Childcare System has two components:
- o Quality Afterschool Improvement System (QIS) – serving children ages 5 to 18
- o Strong Minds (QRIS) – serving children ages 0 to 5.

- 215 child care programs participate in Strong Minds, 2,000 practitioners and approximately 11,000 children
- Strong Minds provides information, learning opportunities, technical assistance and financial supports for both the child care staff and the child care programs.
- Florida does not currently have a statewide quality rating and improvement system, although the Office of Early Learning is working to put quality statewide initiatives in place.
- System was refined from Quality Counts to Strong Minds in 2015 because there was a lack of consistent evidence to demonstrate the progress of the Quality Counts system towards its goal of child outcomes.
- Strong Minds now focuses on a few powerful standards, which are linked to outcomes, working with intentional providers committed to improvement. Programs are in control of their continuous quality improvement so they determine which supports they need from Strong Minds.

Q: **Has anyone analyzed the states that have quality child care on a state level vs. on a county level, and which one is better? How are the state programs funded?**

A: We have been focusing on systems like ours on a regional level. There is an organization named BUILD which looks at statewide, local, and regional systems. Staff attend the annual conference and network with other system participants to see which ones are most effective. Some state quality systems were started because of the Race to the Top grants, therefore the federal funding for subsidy is connected with the quality rating and improvement system for those states.

Q: **I would think the local systems would be more successful because they can be tailored to local needs.**

A: There is no special formula yet discovered, states are constantly redesigning and assessing their formulas. Some ideas that are developed at the state level may not be successful in our local community. It is important that we are connected to developments being made at the state level in order to provide local information up to the state level.

Q: **Is Florida considering looking at the state level? Can CSCs get together?**

A: Yes. The head of the Florida Children's Services Council, Brittany Birken, works at the state level. She used to work at the Office of Early Learning and works with the legislature among many different committees to ensure that whatever is put in place will not harm local systems.

Q: **What is the difference between QIS for afterschool and QRIS (for early childhood)?**

A: The "R" is for an actual rating, there are levels and ratings within Strong Minds as opposed to just working on improvement.

Q: **QIS has ratings too.**

A: Newly-developed ratings. Initially there were not rating-attached incentives for afterschool.

Q: **Does the technical assistance support include modeling?**

A: Absolutely.

- An essential part of a quality rating improvement system are the child care program supports offered to assist programs in achieving higher levels of quality. Supports include

professional development, technical assistance, opportunities and financial incentives for both the program and staff.

- Strong Minds is a voluntary system; in order to be eligible to participate, programs must have a school readiness agreement with the Early Learning Coalition or a contract with Head Start or Early Head Start, to serve funded children.
- A key difference between the previous Quality Counts system and Strong Minds is the reduced number of participation criteria requirements. The system was designed to build on top of other best practices included in local and state initiatives.
- Program assessments determine a program's level of participation in the system. It provides a valid and reliable way of measuring a teacher's effectiveness which is used as a roadmap for improving the quality of teaching in the classroom.
- Types of participation; majority of sites are In-Network Tier 1:
  - o 52% Community-based child care centers
  - o 25% Family child care homes
  - o 23% School-based sites
- Supports include: navigation, technical assistance, tiered reimbursement supplements, and professional development.
- Types of professional development opportunities:
  - o Career advising
  - o SEEK scholarship (formal and informal training)
  - o ACHIEVE salary supplements – there has been an increase in college credit pathway awards
- A chart was shown for areas of participation with WPB being the largest: 29 centers, 10 school-based sites and 15 family child care homes: 2,389 children enrolled in WPB
- A chart was shown with ethnicity and race data (multiple data sources), for the **10,223 children** receiving school readiness funding or CSC scholarships (note: only largest groups listed): 41.6% African American, 26.7% Hispanic, and 15.8% Caucasian; 52.1% Black, 33.5% White and 14.4% Other.
  Ethnicity and race data for the **1,623 practitioners** (note: only largest groups listed): 36.8% Hispanic/Latino, 35.1% Black/African American, 21.3% White/Caucasian

Q: Regarding the focus group result "Majority stated Strong Minds Network is meeting their expectations" – is that a strong majority or a slight majority?
A: It is a frequent comment among all focus groups, the next slide gives more details.

- Online survey sent to all participating programs, 74% responded. One of the survey questions asked how well Strong Minds met expectations and 75% of respondents stated it met expectations extremely well.
- Feedback from Town Hall meetings and focus groups led to the following refinements in FY 17/18:
  - o Implementing a grace period policy – programs are given another assessment opportunity if they fall below In-Network standard
  - o Technical Assistance framework added new content area focusing on quality learning environments
  - o Programs that have exited Strong Minds have been offered another opportunity to participate
  - o Enrollment opens in Spring 2018 for new programs to apply.

Q: How much does CSC invest in Strong Minds?

A: Investment, including the data system and all services, is $12.5 million.

Q: Thank you for including Mayan and Haitian in the demographics for children served – how was this data obtained?

A: The Early Learning Coalition collects data for children receiving school readiness funding and CSC scholarship funding.

Q: How is teacher effectiveness measured?

A: Measured with the CLASS tool, designed to measure the quality of interactions between the teacher and the child.

Q: We continue to mix up outcomes and process. CLASS measures the process. There should be a correlation on high scores on CLASS and school readiness. Is there a correlation?

A: Research shows that there is a link between the actual quality of the teacher's instruction – what a teacher does, their style of interaction, how they probe children's responses to questions –that are directly linked to child outcomes. At the March 2018 Council meeting there will be a presentation on the Strong Minds year 3 evaluation that will show what is happening in Palm Beach County in this area.

Q: In terms of school readiness, not in terms of process.

A: We are preliminarily looking at outcomes. Teachers are taking advantage of technical assistance so that they can change their practices so the children benefit.

Q: How often would an early childhood teacher expect their technical assistance specialist to model for them?

A: There is not a universal dosage, we are trying to individualize the approach. Depending on the size of the center and the program leader, on average a technical assistance specialist would visit the classroom once every 2 weeks. There is an expectation that the practitioner will use and practice the approaches in between times.

Q: Do we do anything similar to "data chats" with the providers? It is my experience that many early childhood providers are overwhelmed with bureaucracy. If we are waiting for them to say they need help there may be a disconnect.

A: We do not wait for them to ask for help, the technical assistance specialist regularly checks in on them.

Q: Is there room for more children in this program?

A: For the first time since March, 2016 we are opening it up for approximately 15 to 20 new programs, up to 1,000 children.

Q: There are approximately 10,000 children currently served by Strong Minds. How many of them actually need help?

A: 79% of the 10,000 are receiving public funding.

Q: What is the number of free and reduced lunch participants in the School District? Is it 64%?

A: I think we are higher than that.

Q: Is there a correlation between free and reduced lunch and scholarships?

A: We can look at that.

Q: Do we have the funds to handle the new programs?

A: It has been built into the budget.

Q: This is where we need to spend the money. How many kids are we missing?

A: We are going to have our open enrollment period soon; it will give an indication about how many programs want to apply.

Q: Do we encourage programs to apply?

A: We look at the ELC child wait list to determine whether we need to target recruitment.

Q: How do you notify the centers, etc., that the enrollment is imminent?

A: They have their email on file with the Early Learning Coalition because they have a school readiness contract, so we send an email blast. Anyone who has ever shown an interest is also given a personal call.

The School District will shortly be launching phase two of its strategic plan, part of which is in regards to pre-kindergarten. CSC will be working closely with the School District as it launches its plan.

D. <u>Election of Officers</u>
Current Officers:
Chair – Tom Weber
Vice Chair – Thomas Bean
Secretary – Vincent Goodman

Tom Sheehan stated that nominations were by voice nomination either for the individual positions or for a slate of officers. There was a nomination to re-elect the same slate of Officers. There were no further nominations.

A motion by Goodman/Lynch to re-elect the same slate of Officers was approved by unanimous vote.

2. **Minutes**

A. <u>January 25, 2018 Council Meeting</u>

A motion by Bean/Martz to approve the Minutes of the January 25, 2018 Council meeting as presented was approved by unanimous vote.

3. **Public Comment – Agenda Items** – N/A

4. **Council Committees:**

- Finance Committee - three items were recommended for approval by the Finance Committee: Finance Committee Minutes of January 25, 2018; December 31, 2017 Financial Statements; and January 31, 2018 Financial Statements.

   A motion by Goodman/Martz to approve the Finance Committee recommendations as outlined was approved by unanimous vote.

   Mr. Lynch stated that the Finance Committee was finalizing the agreement with PFM to manage CSC's money and that they hoped to have it for approval in March.

- Personnel Committee

   The Personnel Committee recommended approving the performance review of the Chief Executive Officer, Lisa Williams-Taylor, Ph.D., with a merit increase of 5% and a student loan

repayment of $18,500. Statistics were shared with regard to benchmarking the salary of the CEO to bring it in line with average salaries for CEO's within the local health and human services arena.

The Personnel Committee recommended extending the days between the Christmas holidays and the New Year holiday as paid leave for CSC employees for the years 2019, 2020 and 2021.

A revised motion by Melvin/Goodman to approve the entire Personnel Committee report as presented was approved by majority vote. Council Member Rodriguez abstained from voting.

The Personnel Committee discussed diversity of the workforce; when recruiting CSC should look for diversity, and CSC is also committed to promoting from within. Further discussion for improvement in these practices will be ongoing.

Lisa Williams-Taylor, Ph.D. thanked the Council for its continued support and positive working relationship. She stated that the Council continued to motivate staff to higher achievement with their Council member feedback on a regular basis. She stated that she could not do her job without all of CSC staff, an amazing team to be working with.

5. **Consent Agenda**

   1. Additions, Deletions, Substitutions – N/A

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

   3. Adoption of the Consent Agenda and Walk-in Warrants List

      A motion by Lynch/Robinson to approve the Consent Agenda and the Walk-in Warrants list was approved by unanimous vote.

   A. Program

   1. Resolution #18-003 Authorizing an Extension Agreement for the BRIDGES Evaluation – Approved by Consent

   B. Business

   1. Warrants List – Approved by Consent

   2. Resolution #18–002 Authorizing Spring 2018 School Book Distribution for "Happily Ever After Begins with Reading" Campaign – Approved by Consent

6. **Non Consent Agenda**

   A. Business – N/A

   B. For Informational Purposes Only – N/A

7. **Walk-In Items** – N/A

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

1. <u>Council Meeting Follow Up – CPPA</u> – The follow up related to scoring of administrative functions, program quality, and outcomes. A list of programs and each program's type of CPPA was included, including links to the CPPA manuals. 64% of CPPA scoring relates to program fidelity and outcomes, and 16% is specifically looking at staff turnover and things like audit findings (administrative functions). A shift has been made over time regarding program performance.

   Q: **The CPPA scoring for Version 1 allows 20 percentage points for outcomes. The programs for Version 2 do not have contracted outcome measures. I want people to understand the difference between fidelity of implementation and outcome. We start out with all these well-researched programs and they are implemented with fidelity, but perhaps they are the wrong medicine and it's not a good match.**

   A: When we say there aren't outcomes, these are *not* traditional programs that have a *direct* outcome. The ones that don't have a direct outcome, e.g., technical assistance, have an indirect outcome, with the final goal of having children ready for Kindergarten. We rarely see someone showing fidelity and not getting outcomes.

   Q: **It's a question we have to answer. Previously we were way too heavy in process measures; I'm glad to see the change. In the report it talked about 64% relating directly to services with fidelity and outcomes, but I want to start with outcomes. If we are not getting the outcomes then we need to look at fidelity. If there is fidelity in implementation but we are not getting the outcomes then we need to back up and ask whether we are doing the wrong thing.**

   A: We completely agree with you.

2. <u>Hurricane Irma Relief Follow Up</u> – There had been questions in January about the hurricane Irma Relief, the CEO Report contains more information and clarification.

3. <u>Information Building up to Planning Session – Client Counts</u> – The Planning Session is in June this year therefore certain information is being provided in advance as a lead-up to the Planning Session. By regularly providing information in this way, discussion at the Planning Session can be focused on the Strategy Review and Allocation Analysis (SRAA) outcomes, specifically looking at equity and diversity.

   Client counts are typically shown at the Planning Session – in particular there were 15,507 unduplicated families in the Healthy Beginnings System; 6,600 were served in BRIDGES; and more than 23,000 benefited from scholarships or match funding for child care, after school, and summer camp.

   Q: **Regarding the BRIDGES numbers, is 6,622 the total number of children at all BRIDGES sites?**

   A: Yes.

   Q: **And there are 10 BRIDGES programs? So only an average of 600 kids per program?**

   A: It's different in each community. It's very concentrated so it's therefore not an entire zip code, it's based on neighborhoods. At some BRIDGES we've expanded based on census tract areas, and some BRIDGES are branching out and broadening their reach.

   Q: **Do kids walk to the sites?**

   A: Many do. The number of children per site has increased over the past year.

4. <u>Head Start Match Funding</u> – CSC has received its last year of County funding for Head Start

Match. Over a five-year period CSC has gradually assumed funding for the Head Start match and will now take over the full funding for the program. With CSC assuming the Head Start match funding it has allowed the County to start up the Youth Services division and allocate to programs for older children. Included in the report is how the County is using the funding, with expansion of mentoring, teen employability, expansion of middle school after school programs, summer programs, youth empowerment centers, and trauma-informed care. There is some carry-over funding, and the Birth to 22 Master Plan activities are earmarked for receipt of those dollars.

5. Great Ideas Initiative (GII) Success Story – Student ACES was one of 26 programs that received GII funding in 2017. The funding allowed expansion of Student ACES to Glades Central, Glades Day, and Pahokee high schools. Over the course of 6 months student athletes discussed ethics, morality, the power of attitude, commanding respect, earning trust, and self-image.

6. CSC Recognized by Robert Wood Johnson Foundation – CSC was recognized by the Robert Wood Johnson Foundation (RWJ) in the report "What is Health Equity? And What Difference Does a Definition Make?" RWJ note CSC as an example of advancing health equity though its focus on early childhood.

7. CSC Contributes to Article in South Florida Business and Wealth Magazine - CSC contributed to an article in the South Florida Business and Wealth magazine entitled "Mitigating the Damage", about trauma and toxic stress in childhood and its long-term effects on health and employment.

8. Birth to 22 Acknowledged in National Report – Birth to 22 was acknowledged in the national report "Building Beloved Communities for Black Men and Boys – Promise of Place", highlighting Palm Beach County's efforts to make a difference.

9. CSC Receives Regional Award from Head Start – The award was displayed.

10. CSC Delivers 15,000 Books to Schools – CSC received 18,000 free bonus books from Scholastic as a bonus from a previous order. Before the December break, 15,000 of those books were distributed to 27 elementary schools that have extended reading days. Of those 27 schools, 13 are BRIDGES linkage schools. Each student received a free book with a letter encouraging parents to read to their children during the break. Thank you letters were received from Starlight Cove Elementary which were passed around.

11. Palm Beach County School District Graduation Rates – Council members had at their places a copy of a School District flyer denoting the graduation rates of Palm Beach County's children.

9. **Legal Reports**

At the January Council meeting there had been discussion regarding two issues on the Warrants list for the same item but with different amounts. The contract involved several parts: a set of specifications (76 pages) was sent out to a variety of printers that had been used previously and quotations were received. The vendor selected was for the lowest amount. Part of the requirement was to submit a proof. The issue was with the tabs – the first proof had the tabs folded in which was deemed not acceptable and the contract was rescinded. The contract was then given to the next vendor, who did submit an acceptable proof.

The first vendor, however, initially had a contract, and there was a short turnaround time, so the vendor had ordered the paper for the job without the proof having yet been approved, hence a restocking fee was charged. The invoice for this was received today and it was for $900.
We have also made the following procedural changes:

- In the future if a contract is voided the equivalent PO will also be voided and it will not show on the Warrants list. The reason it was not voided in this instance was because there were expected costs (proof cost and restocking fee) and it would have been paid under that PO. The approval of a PO on the Warrants list is simply approval "up to" that amount. There will be a new PO on an upcoming Warrants list for the proof and restocking fee.
- In situations where there is a proof required the contract will be subject to approval of the proof. In this case, there may have been a cost for the proof, but CSC would not have been liable for the restocking fee.
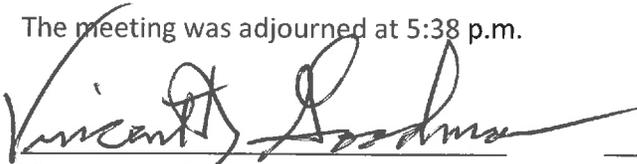
10. Public Comment – Non-Agenda Items – N/A

11. Council Comments

Vince Goodman thanked CSC staff for their work.

Jose Luis Rodriguez, Esq. thanked the Council for the warm welcome.

12. Adjournment

The meeting was adjourned at 5:38 p.m.

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Vincent Goodman, Secretary   Lisa Williams-Taylor, Ph.D., Chief Executive Officer