

Annual Report

2010-2011

The Early Learning Coalition of
Palm Beach County



Mission:

To ensure a comprehensive, integrated system of early education and care that prepares children for success in school and responds to the needs of children and families in Palm Beach County.

Message from the Chair of the Board



As chair of the Early Learning Coalition of Palm Beach County, Inc., I am pleased to submit the 2010-2011 Annual Report. This report is in compliance with the specifications required by the Agency for Workforce Innovation.

Our achievements this past year are a testament to the unparalleled partnerships in Palm Beach County which has allowed us to continue to serve more than 20,000 children in progressively higher quality care. This includes continuing to be able to serve birth through five years of age and school age children.

A couple of additional highlights include:

- * Implementing a Quality Program Assessment System to help child care providers continue to enhance the quality of their programs.
- * Continuing to ensure that a developmentally appropriate curriculum is offered at each child care center that serves children paid for by taxpayers.
- * Beginning a 30 month research based study to ensure that taxpayer funds are used in the most effective ways to help children enter school ready to learn.

While the economic climate has been a challenge, we have had a productive year and I am proud of our accomplishments. Specifically, we want to thank the Children's Services Council for its commitment to partnerships in ensuring that Palm Beach County remains the leader in offering the best possible care for our youngest children. We also look forward to continuing to work with our many community partners.

Sincerely,

A handwritten signature in black ink that reads "Kathy Adams". The signature is written in a cursive style.

Kathy Adams
Coalition Board Chair

Quality Initiatives

In Palm Beach County, our robust quality initiatives are heavily supported through the leadership and vision of the Children's Services Council (CSC) and assistance from The Early Learning Coalition's (Coalition) system partner agencies: Palm Beach State College, Family Central, Inc. and the School District. The Coalition's contracted provider Family Central, Inc. participates along with the Coalition in numerous community collaborations formed to assist providers in implementing the highest quality programs. These collaborative quality improvement programs include:



- ◆ Personal Development, Professional Development (PD2)
- ◆ Quality Counts committees
- ◆ Various committees addressing curriculum development and child care center director support
- ◆ Series Trainings
- ◆ Development of implementation plans for training participants
- ◆ Curriculum Counts Conference
- ◆ Online access to the resource library

This past fiscal year marked the beginning of several new projects in Quality Initiatives:

- ◆ Multi year Child Outcomes Study
- ◆ Initiation of Quality Program Assessment using the Environment Rating Scales and curriculum checklist
- ◆ Training for all child care Providers on the Environment Rating Scales

The Coalition's service delivery is driven by its mission and vision and is made possible by the numerous system partners in the Palm Beach early care and education system. The successes of the service delivery is a testament of this partnership. The Coalition in the past fiscal year has continued with the implementation of curriculum and enhanced success of child screening through partnerships with the Healthy Beginnings System and ensured seamless delivery of trainings by use of the Palm Beach County Early Childhood Registry.





Child Outcomes Study: The Coalition in partnership with the Children’s Services Council of Palm Beach County (CSC) is embarking on a multi-year child outcome study to begin July 1, 2011 through December 2013. This study will examine the quality of early care and education programs and related child outcomes over time to determine which specific programmatic component(s) across child development domains produces the greatest gains for 4 year old children, to ensure they are ready and eager to learn when they enter kindergarten. The study will include the following early care and education models: Head Start; School Readiness; Voluntary Prekindergarten; the School District of Palm Beach County and sites participating in Quality Counts. During the course of this past year, a team of staff from the Coalition and CSC planned for the implementation of this work. Additionally, a team of researchers from the Center for Family Study and Research at the University of Missouri assisted the team with developing the research model. Through the Early Learning Coalition, an Invitation to Negotiate for the study evaluator was released on February 14, 2011. The negotiation committee recommended the National Institute for Early Education Research (NIEER), a unit of Rutgers University and the contract was awarded to NIEER. The results of the study will assist us in determining where to focus future supports and investments in children’s programs and improve services in our community.

Program Assessment: As of July 1, 2011, in coordination with the Children’s Forum, the Coalition will be implementing a Quality Program Assessment process for School Readiness providers serving children birth through 5 years of age as directed by the Board. This assessment process is a new requirement of the 2011-2012 School Readiness Service Agreement for providers that receive School Readiness funding. The assessments will initiate with Environment Rating Scales (ITERS-R, ECERS-R and the FCCERS-R) and a curriculum implementation checklist to assess child care programs. This initiative will ensure a quality developmentally appropriate environment for children in School Readiness programs. In preparation for this initiative Family Central, Inc., begun researching and designing trainings to support the use of the Environment Rating Scales. Four series trainings were designed: an overview of how to administer a self-study using the ERS and three different scale specific trainings including the ECERS-R, ITERS-R and FCCERS-R self study overview.

Developmental Screening: The Coalition initiated the implementation of the new Ages and Stages Questionnaire 3(ASQ3) in conjunction with the Social Emotional Component (ASQ-SE). These tools provide an effective and affordable way to systematically screen infants and young children for developmental and social emotional delays in crucial early years of life. The Children’s Place at Home Safe continues to work in collaboration with the Health Beginnings System funded by the Children’s Services Council to ensure all eligible children in the School Readiness system are appropriately screened. In anticipation of use in July 2011 the Children’s Place, during this past fiscal year, completed 23 trainings on the tools for providers throughout Palm Beach County.

Total ASQ Distributed	Screens Completed	Denied Consents
12,711	8,213	1,963

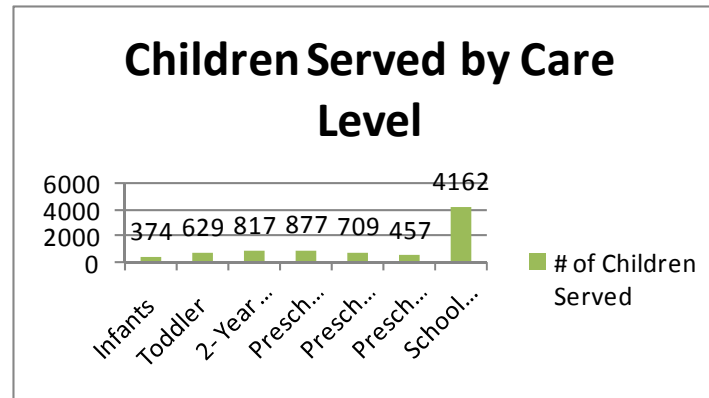
Programs provided through Partnerships

Continue To Care Scholarship Program:

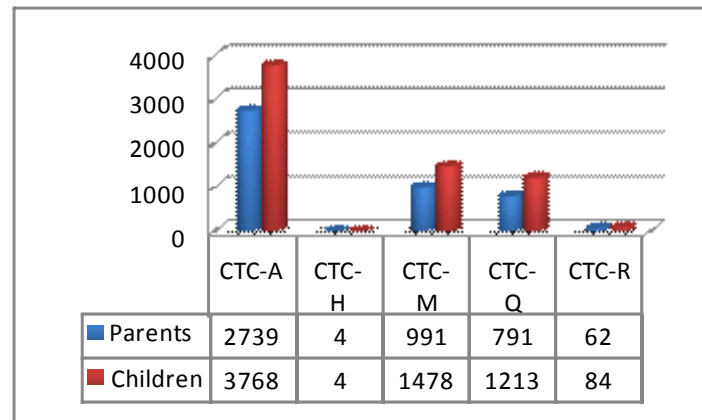
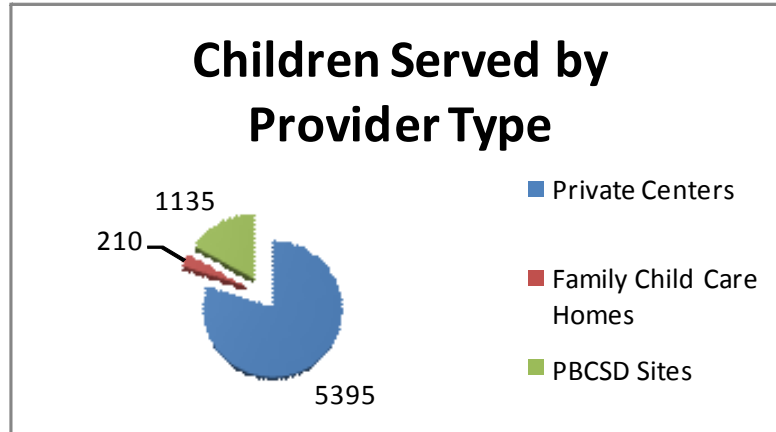
The Coalition receives funding from the Children’s Services Council to administer the Continue to Care (CTC) Program. The CTC program was developed to fund child care services for the following specific groups or billing groups of children:

- ◆ Continue To Care Quality (CTC-Q): scholarships that provide continuity of child care services for children who are attending a participating Quality Counts site. Quality Counts is a voluntary quality rating improvement system for child care providers.
- ◆ Continue to Care Maternal (CTC-M): scholarships provide child care financial assistance to children in families referred by Healthy Beginnings System providers. The scholarship may only be used at Quality Counts sites.
- ◆ Continue to Care Relative Caregiver (CTC-R): scholarships provide child care financial assistance to children whose caregiver is receiving legal services through Legal Aid Society with the goal of obtaining legal custody, guardianship, or adoption. The scholarship may only be used at Quality Counts sites or qualifying afterschool programs.
- ◆ Continue to Care Afterschool (CTC-A): scholarships provide child care financial assistance for school age children. The scholarship may only be used at qualifying afterschool programs.
- ◆ Continue to Care Homeless (CTC-H): scholarships provide child care financial assistance for homeless families. The scholarships may only be used at Quality Counts sites.

The goal of the CTC program is to ensure that at-risk children have access to and continuity of quality child care. This chart represents the number of children served in each billing group of the CTC program.



Continue to Care Statistics



In this past fiscal year 2010-2011 the CTC program funded by the Children's Services Council served 467 more unduplicated parents and 882 more unduplicated children than the past fiscal year, providing an additional \$6,494,440 more in funding.

Programs

TEENAGE PARENT PROGRAM:

The Coalition receives funding from the School District of Palm Beach County, and through a contract with Family Central, Inc. administers referrals from school district representatives for enrollment into the Department of Education Teenage Parent Program. This program offers young women, who become pregnant while enrolled in school, the opportunity to continue their education through graduation by ensuring child care is available to them at no charge, as long as they continue to attend school and enroll in a parenting class. The Coalition served 255 children utilizing \$867,497.65.



EMERGENCY CHILD CARE:

The Coalition receives from the Children's Service Council to provide temporary financial assistance for child care to families in need due to a short term crisis or situation. Family Central, Inc., administers the emergency funds and accepts referrals directly from families, child care providers and community agencies. The Coalition served 74 children utilizing \$72,968.

GOODWILL ACHIEVEMENT THROUGH EMPLOYMENT (GATE):

The Coalition received from Gulfstream Goodwill Industries in partnership with the Palm Beach County Department of Community Services Community Action Program, Family Central, Inc., manages referrals for the Goodwill Achievement Through Employment (GATE) program to assist parents while in job training/coaching program. During the period of July 2010 to October 2010 the GATE Program provided child care services to 42 children totaling \$39,892. This funding was for child care slots only. The administration of the program was provided in-kind through the Coalition.

VOLUNTARY PREKINDERGARTEN SERVICE:

Family Central, Inc., is the contractor delivering VPK services. Family Central's VPK staff accepts parent applications for qualifying VPK four year olds and issues certificates throughout the county.



- ◆ 103 VPK registration events were held at community locations
- ◆ 11,939 parent interviews resulted in issued certificates
- ◆ In addition VPK Instruction Video Guides on completing VPK forms were available via the web. This site received 826 total views and 616 unique views.

Waitlist and Enrollment

MONTHLY SUBSIDIZED CHILD CARE WAITLIST

Month/Year	# Children
July 2010	6761
August 2010	7294
September 2010	7780
October 2010	7655
November 2010	7509
December 2010	7082
January 2011	4503
February 2011	4385
March 2011	4439
April 2011	4825
May 2011	4922
June 2011	5432

The Coalition served 20,197 unduplicated children in the School Readiness (SR) Program totaling \$53,897,594 and 11,209 children in the VPK program totaling \$27,233,461 in FY 2010-2011. Funding included local, state and federal dollars.

MONTHLY ENROLLMENTS

Month/Year	# Children
July 2010	12,645
August 2010	13,072
September 2010	12,767
October 2010	12,920
November 2010	13,109
December 2010	13,132
January 2011	13,411
February 2011	14,093
March 2011	14,825
April 2011	14,923
May 2011	14,823
June 2011	14,767

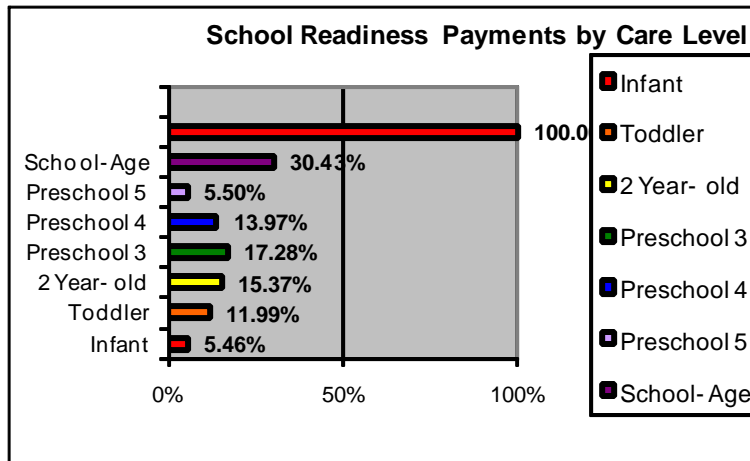
Funding from the State

Families and Children Served by State Funding Only:

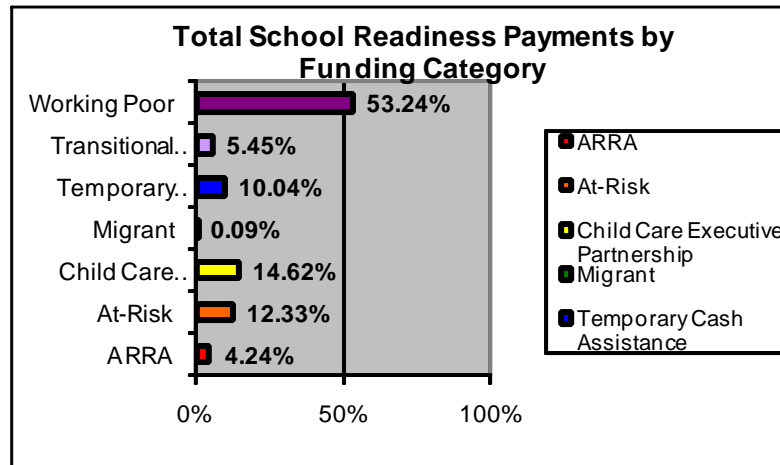
The following represents the number of families and children served through State funding categories during the past fiscal year ending June 30, 2011. The numbers are duplicated due to children changing funding groups within the same fiscal year. For the past fiscal year the unduplicated stated funded children served is 14,364 which represents an increase of 566 children.

FUNDING CATEGORY	# FAMILIES	# CHILDREN
American Recovery and Reinvestment Act (ARRA)	2492	4411
At Risk	2009	3517
Child Care Purchasing Pool (CCPP)	2196	3900
Migrant	7	16
Transitional Child Care	527	935
Temporary Cash Assistance	1186	2026
Working Poor	5075	9025

SR Payments by Care Level

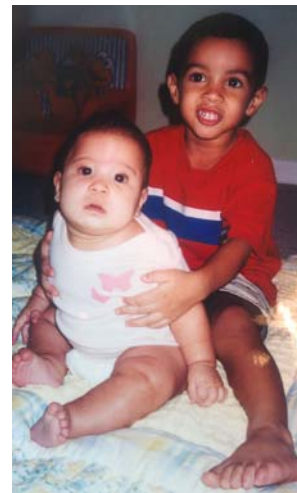


SR Payments by Funding Category



Eligibility Determination and Enrollment for School Readiness and Continue to Care Scholarships:

- * Eligibility determination was performed for 6,828 parents of 11,684 children.
- * Re-determinations resulted in 9,509 children in 5,597 families being eligible to continue care.
- * During the fiscal year 6,547 children received Continue to Care scholarships.
- * During the fiscal year 14,609 children received School Readiness and Teen Parent Financial Assistance.



Voluntary Prekindergarten Education

Voluntary Prekindergarten Program (VPK):



The VPK program is a statewide program which was approved by the Florida Legislature in 2004 and signed into law on January 2005. The data reflected in the program year is different than the data provided previously for the fiscal year since the fiscal year includes data for the summer program for 09-10 and 10-11. The program year includes only children served from August 2010-2011.

[11,939 certificates issued, 10,791 children enrolled in the school year, 419 children enrolled in the summer.](#)

Partnerships with Palm Beach County School District and Palm Beach County Head Start assist in reaching and registering as many four-year old children as possible in the VPK program, which resulted in over 800 additional children being enrolled for the school year. This partnership allows for on-site and VPK child eligibility determination.

100% Compliance	Follow-up required	Referred to licensing	Referred to eligibility/payment services
249	164	40	87

VPK Agreement Monitoring

352 VPK monitoring visits were conducted.

164 Follow up contacts were conducted to ensure non-compliance issues noted during the monitoring visit was addressed.

56 random VPK Monitoring visits were conducted.

VPK PERCENTAGE OF TOTAL PAYMENTS BY PROVIDER TYPE:

Faith -Based: 24.92%
 Family Child Care Homes: 0.04%
 Private Center: 65.75%
 Private School: 0.67%
 Public School: 8.62%

A total of \$27,233,416 was spent on payments to VPK providers.

VOLUNTARY PREKINDERGARTEN PAYMENTS BY PROGRAM TYPE:

VPK School Year	\$26,382,869
VPK Summer	\$850,546

VPK AGREEMENTS EXECUTED:

- ◆ 368 VPK Provider Agreements

Provider Success Stories:

* The director of a child care program took both the ITERS-R and ECERS-R self study training. She initially was reluctant to use the environment rating scales to improve any part of her program. Her concerns were that there were already so many requirements including curriculum and Health Department standards and that she would never be able to do everything being asked of her. During the training she began to realize that the scales were not an extra layer of work for her but rather it was a



detailed description of classroom best practices in order to achieve the greatest child outcomes. At the first technical assistance visit, the Family Central, Inc., Curriculum Specialist was able to point out many of the practices her teachers were already doing that would meet the good quality benchmark in the scale. She slowly began to use the scale to create a list of improvements she would like to make and then a timeline for how and when they would be implemented. Recently a teacher from the same school attended training and the same Curriculum Specialist visited the school for the technical assistance visit. The director was waiting at the front door of the school to meet the Specialist and was so excited to show all of the changes she had made over the last couple of months. Most importantly, she was proud of how her teachers were sustaining the new changes and how the children were positively affected.

* A Family Child Care provider who was initially observed by the Curriculum Specialist with a cluttered space, after the FCCERS-R training was observed with a room large enough to accommodate the six children. The provider stated that with the larger room and space for learning experiences, the children in her care now had space to play and learn. She has also recommended this training to several of her colleagues.

Service Agreement Monitoring: Monitoring occurs to ensure providers are in compliance with Florida Statutes 411.01 ensuring a healthy and safe environment for children within a quality learning program. Monitoring is unannounced and occurs a minimum of once annually.

School Readiness Providers Monitored	School Readiness Providers Randomly Monitored
678	156

Post Audit Attendance Monitoring (PAAM): A PAAM is completed on a minimum of 50% of the School Readiness and VPK providers. Sign in/out sheets are picked up at the provider's site for a previous month's reimbursement and are compared to the children's daily attendance as recorded on the enrollment/attendance verification submitted by the provider for payment.

School Readiness Providers: 100% Compliance	School Readiness Providers Requiring a Follow Up	Referred To Licensing	Referred to Eligibility and Payment Services
405	381	39	77

School Readiness Post Attendance Audit Monitoring	Voluntary Prekindergarten Post Attendance Audit Monitoring
545	213
273 (needed adjustments)	110 (needed adjustments)

Quality Assurance Compliance Plan: This plan focuses on increased provider accountability, specifically in regard to provider responsibilities identified in the Service Agreement. An important component of the Quality Assurance compliance plan is training and technical assistance to assist the provider in understanding and complying with requirements of the service agreement. During the past fiscal year 23 providers were in a compliance plan. The most common reasons being for child screening and sign in/out sheets.

Resource Library: The resource library is the hub for child care practitioners, parents and children to learn and play. It also provides valuable resources to patrons such as computers, laminating services, copying services and die-cut machine. Patrons of the library have access to over 13,000 items, which can be viewed from the Family Central, Inc. website. The library hosts events such as model teaching, Read Across America, a Scholastic book fair and an electronic newsletter.



Quality Counts (QC) is a voluntary rating system for early care and education providers that uses a clearly defined, five-star method to ensure quality standards so children enter school eager and ready to learn. The Quality Counts system is administered by the Children's Services Council of Palm Beach County. All Quality Counts providers are also School Readiness providers.

Quality Counts Pathways:

- Learning Environment
- Staff-to-Child Ratio/Group Sizes
- Family Engagement
- Curriculum
- Administration
- Staff Qualifications/Professional Development

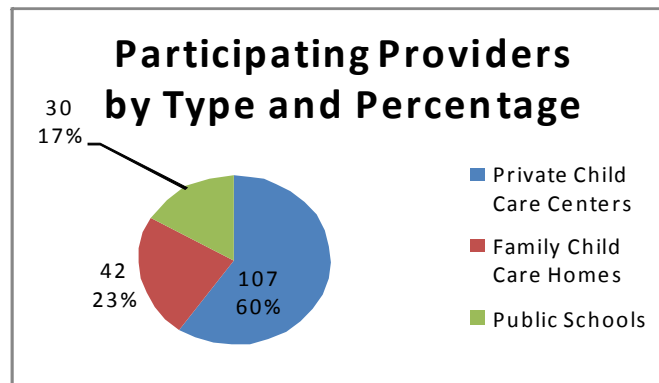


The Benefits:

Participating in Quality Counts means providers – whether based in centers, at schools, or in family child care homes – receive professional support and financial incentives.

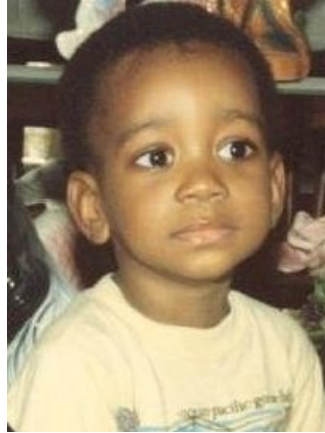
- Grants for materials and equipment
- Educational scholarships for staff
- Wage supplements for staff
- Early learning coaching/networking
- Technical assistance
- Financial awards

As of June 30, 2011 the QC system had 179 participating providers:



PERSONAL AND PROFESSIONAL DEVELOPMENT:

is a community collaborative that has been working on developing an early care and education professional development system focused on the informal path, but also provides a bridge to the formal system. Through representation from many community stakeholders the work includes the connection of all the components of professional development. For the past year this work has included the development of a career ladder that will anchor the system. In addition, strides have been made to work together to plan conferences that provide the training and education to move the workforce toward improving the quality of their sites. Strides are being made to work more closely with directors in order to provide them with additional opportunities to enhance their skills and learn from each other. Through the work of Palm Beach County, the state has recognized the need to build a state professional development system, using much of the work developed in our community. To this end Palm Beach State College has been tasked to roll out the state early care and education professional development system.



FLORIDA KINDERGARTEN READINESS SCREENER (FLKRS)

The purpose of the Florida Kindergarten Readiness Screener (FLKRS) is to gather information on a child's overall development and to specifically address the readiness of each student for kindergarten based on Florida's VPK Education Standards. The FLKRS is also used to calculate the VPK Provider Kindergarten Readiness Rate, which measures how well a VPK provider prepares four-year-olds to be ready for kindergarten based upon Florida's VPK Education Standards. Florida's VPK Education Standards address the areas of physical development, approaches to learning, social and emotional development, language and communication, emergent literacy, mathematical and scientific thinking, social studies and the arts.

The FLKRS screening instrument includes selected measures from the Early Childhood Observation System™ (ECHOS™) and beginning with the 2009-10 school year, the new Florida Assessments for Instruction in Reading (FAIR-K) replaced the DIBELS™ which measures a portion of the kindergarten screening. This Broad Screening includes measures of Letter Naming and Phonemic Awareness, which are included in the VPK Education Standards. The data collected are used to calculate a student's Probability of Success in Reading.

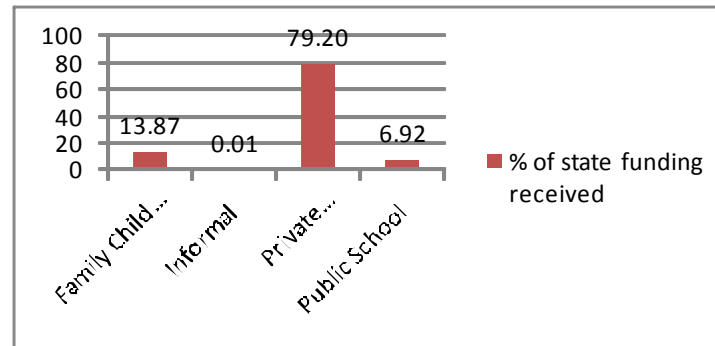
ECHOS™: 11,799 children in Palm Beach County were screened. 10,287 (87.19%) were ready, compared to 1,512 (12.81%) were not ready.

FAIR-K: 11,620 children in Palm Beach County were screened. 7,553 (65%) were ready, compared to 4,067 (35%) were not ready.

WEB BASED INITIATIVES:

- * 2,364 online Child Care Resource and Referral (CCR&R) parent requests were received using the online request form. Parents can access CCR&R services and make a request for child care information through Family Central's website. The information provided on the online form is sent to and processed by a Family Central, Inc. Parent Counselor.
- * Resource Library electronic newsletter had 890 page views.
- * Parents on the wait list for child care assistance can update their information by using an online form, 803 parents used this feature.
- * Providers can access an online form to notify Family Central, Inc. of changes to their CCR&R profile. Family Central Inc., can make the immediate changes to the profile and/or the provider can request to be contacted. The online Provider/School Information Update form was completed 57 times during the fiscal year.

Providers serving School Readiness Children



Child Care Centers with Service Agreements: 373

Family Child Care Homes with Service Agreements: 290

School-based Programs with Service Agreements: 153

Informal Providers with Service Agreements: 3

Afterschool Programs with Continue to Care Scholarship Service Agreement: 113

A total of 932 providers received a school readiness agreement.

A total of \$35,441,841 of state funding is spent on payments to providers for School Readiness services.



Fiscal Summary

The Coalition was able to utilize 100% of School Readiness funds to serve children in Palm Beach County. The Coalition worked with Family Central, Inc., to efficiently manage slot utilization in order to expend CCEP dollars to serve the maximum number of children. In addition the Coalition met all of its School Readiness earmarks and restrictions for the fiscal year ending June 30, 2011.

School Readiness

Category	Budget	Actual	Utilization
Administrative	1,242,680	1,242,680	100%
Direct Services	2,913,071	2,913,071	100%
Child Care Slots	26,332,610	26,332,610	100%
Infant & Toddler	479,011	479,011	100%
Quality Initiative	1,775,111	1,775,111	100%
Gold Seal	3,668,103	3,668,103	100%
CCEP	2,592,131	2,592,131	100%
Total	39,002,717	39,002,717	

Voluntary Prekindergarten

Category	Budget	Actual	Utilization
Administration	273,054	273,054	100%
Enrollment	905,975	905,974	100%
Monitoring	128,277	114,684	89%
VPK Slots	27,638,988	27,348,465	99%
Total	28,946,294	28,642,177	

VPK Administrative, Enrollment and Monitoring: 1,230,160
(4.498%)

VPK Outreach and Awareness Grant: 63,552

Quality Supports for School Readiness

SEEK Scholarship Program: Seeking Excellence in Education and Knowledge (SEEK) is a grant scholarship program funded by the Children's Services Council and administered by Palm Beach State College (PBSC). Family Central Inc., processes scholarships for conferences, workshops and non-PBSC courses. Over 1,200 practitioners received scholarships totaling \$118,215 in funding from the Children's Services Council of PBC.



Inclusion/Behavioral Services:

Technical assistance was provided through model teaching, environmental adaptations, behavioral management and in-service trainings to child care centers and family child care homes addressing the following concerns: general inclusion, social emotional health, developmental speech or language delays, special health care needs, autism spectrum disorders, general quality improvement, Americans with Disabilities Act and Individuals with Disabilities Education Act.

Trainings provided:The Coalition through its contractor Family Central, Inc. offers an extensive provider training program, which includes provider meetings, training series on a variety of topics and face to face technical assistance as needed. In addition the Coalition works closely with Palm Beach State College to ensure the needs and gaps in training needs are filled.

Health Activities: The Coalition requires providers to offer a character development program designed to assist children in acquiring social and emotional skills. In addition Palm Beach County Licensing department requires providers to have immunization records and physicals for all children on file.

Child Care Resource and Referral (CCR&R): This service provides families with answers to their questions regarding how to identify quality child care and early education programs and how to locate a provider that meets their family's needs. CCR&R services are available by phone, walk-in and appointment. Family Central Inc., offers a blending of CCR&R services with child care subsidy eligibility determination services, permitting customers to have "one stop" experience when desired. CCR&R also allows for child care business owners to list their programs and services in a statewide database.

Early Childhood Conference: Family Central Inc., designed, developed and facilitated in collaboration with system partners an Early Childhood conference held April 2011 addressing both curriculum and environments. Over 400 practitioners, directors and community leaders attended. It celebrated the "Week of the Young Child" with proclamations from Palm Beach County and the City of West Palm Beach. Over 25 sessions addressed all aspects of curriculum and environment.

Early Learning Coalition of PBC

THE COALITION:

- Works to determine the needs of young children in the community.
- Develops plans and works in collaboration with community partners to ensure children are ready for school.
- Evaluates the quality of early childhood services.
- Oversees Florida's free Voluntary Pre-Kindergarten (VPK) program, which serves over 10,000 children in Palm Beach County.
- Administers funding for the school readiness program which provides assistance for low-to-moderate income working families by paying a portion of the child care costs. Over 20,000 children receive services through the school readiness program in Palm Beach County.
- Coordinates training for child care providers.

HISTORY OF THE COALITION

The Palm Beach County School Readiness Coalition (SRC) incorporated in 1999 and submitted its School Readiness Plan application in May 2000.

In January 2005 legislation changed the name of the SRC to the Early Learning Coalition (ELC) or (Coalition) and added the administration of the Voluntary Prekindergarten Program (VPK) as a function of the Coalition. The VPK program was implemented by the Coalition in the 2005-2006 fiscal year. During this time, the Coalition provided most of the VPK services with the exception of provider payments and enrollment into VPK for children in the School Readiness Program. These services were performed by Family Central, Inc., who began then providing all VPK services in March of 2006 and continued to do so through fiscal year 2010-2011.

**“Children are one third of our population
and all of our future”**

Select Panel for the Promotion of Child Health



Board of Directors

Ms. Kathy Adams	Chair, President/CEO Media Reach, Inc.
Ms. Christina Worley	Vice Chair/Chair effective 9/1/11, Managing Member, Castle Wealth Management
Ms. Gaetana Ebbola	Chief Executive Officer, Children’s Services Council of Palm Beach County
Mr. Perry Borman	Southeast Regional Director, Dept. of Children and Families
Dr. Marsha Fishbane	Treasurer, Medical Director of School Health, PBC Health Department
Mr. John O’Malley	Director, Division of Environmental Health and Engineering, PBC Health Department
Mr. Patrick Cannan	Director, Public Affairs, PBC Workforce Alliance, Inc.
Ms. Laura Pincus	Director, Dept. of Exceptional Student Education, School District of PBC
Commissioner Shelley Vana	PBC Commissioner District 3
Dr. Roanne Moreno	Director of Institute of Excellence in Early Care and Education, Palm Beach State College
Ms. Mary Dulkowski	Preschool Coordinator, The Kings Academy
Ms. Terri Ellis	Director, Little Dude Ranch Academy
Ms. Wanda Baldwin	Consultant
Dr. Barbara Weinstein	President and CEO, Family Central, Inc.
Mr. Kenneth Kahn	President, LRP Publications
Mr. Philippe Jeck	Secretary, Partner, Jeck, Harris, Raynor and Jones, PA
Mr. Michael Napoleone	Shareholder, Richman Greer, PA
Mr. Howard Burnston	Sr. Vice President, Sr. Counsel, Lydian Private Bank

CURRENT COALITION STAFF:

Warren Eldridge	Executive Director
Christie Young	Chief Operating Officer
Michele DePalma	Chief Financial Officer
Aruna Gilbert	Quality Program Manager
Chelsea Reinhart	Program Specialist—Quality
Jose Abreu	Data/Network Manager
Arlene Williams	Program Specialist—Contracts
Barbara Amezquita	Program Assistant
Ginger Gladden	Executive Assistant

We are invested in you



Palm Beach County: 2010-2011

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