



Dedicated to Quality Afterschool Programs



2010 Annual Report  
Celebrating a Decade of Quality

## Our Vision

To be a leader in Palm Beach County and beyond in improving quality afterschool programming and setting the standards for afterschool professionals.

## Our Mission

As an intermediary organization, Prime Time's mission is to ensure that afterschool programs are of high quality in terms of delivery, practice and standards.

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## Message from Prime Time Board of Directors Chair



As chairman of the Board of Directors and on behalf of its members, I would like to take this opportunity to congratulate Prime Time on the occasion of its 10th anniversary. For the past 10 years, the organization has served the Palm Beach County afterschool community with integrity, enthusiasm and innovation. Its quality improvement and professional development systems have been recognized nationally, and for that, we are immensely proud.

This recognition would not be attainable without the outstanding support of the Prime Time staff. As a leading force of this organization, it is an honor to work with Suzette Harvey, Prime Time's executive director. Her passion, dedication and advocacy for afterschool is unparalleled.

I would be remiss if I did not acknowledge the tremendous support of our funders, particularly the Children's Services Council of Palm Beach County for its steadfast commitment to Prime Time since its inception. I would also like to thank my fellow board members for their tenacity, encouragement and vision in propelling Prime Time to where it is today.

I hope you will join me in acknowledging Prime Time and its outstanding work now and in the years to come.

Best regards,

A handwritten signature in black ink, appearing to read "Warren Eldridge". The signature is stylized and cursive.

Warren Eldridge  
Board of Directors Chair

# Message from Prime Time Executive Director

It is with great honor and pride that Prime Time celebrates 10 years of service to the afterschool community in Palm Beach County. We have seen tremendous growth of the field in the past decade, providing support to hundreds of afterschool professionals and thousands of children and youth.

To celebrate this milestone, we are highlighting the top 10 accomplishments of each of the program areas, which include publication in prestigious journals, creating a tiered support-system in the quality improvement system, and working side-by-side with the School District of Palm Beach County and Palm Beach State College to finalize a fully articulated path of professional development and formal training, to name a few.

It has been a tremendous year, well, really a tremendous decade. Prime Time has grown from a three-person agency to 22-strong. More than 30,000 children and 2,400 afterschool practitioners have benefited from our supports and services this past year alone. Nevertheless, now is not the time to sit on our laurels; we can do so much more! The hours between 3 p.m. and 6 p.m. remain a “prime time” to have a positive influence on our young people and we will continue to develop programming, in collaboration with our community partners, to move the field forward.

Acknowledging that we could not have arrived at this point alone, Prime Time is grateful for the leadership of the board of directors, the generous support of its funders, the participation of talented afterschool professionals and the expertise of our partners. To all, I send a heartfelt “thank you.”

All good wishes,



Suzette L. Harvey  
Executive Director



# About Prime Time Palm Beach County

Prime Time Palm Beach County is a nonprofit intermediary organization that serves afterschool programs and practitioners. We provide supports and resources that increase program quality to positively impact school-age youth. We offer networking opportunities, training, technical assistance and professional development to build a more skilled and responsive workforce for the afterschool field. We also provide a broad and diverse range of curriculum enhancements, a set of quality standards and a system for reaching these quality standards through assessment, program improvement plans and resource referrals for youth providers in the county.

As an afterschool intermediary, Prime Time performs several essential functions:

- **Brokering Relationships** – Prime Time consistently seeks to develop relationships with afterschool stakeholders to form alliances on issues of mutual importance.
- **Convening Local Organizations** – The Prime Time Afterschool Consortium provides a collaborative network to allow for the sharing of ideas and information as well as peer and partner networking.
- **Expanding Services** – Prime Time procures support from funding sources to further expand the activities of afterschool providers and to encourage the development of new programs.
- **Increasing Program Quality** – Empowering agencies to build and sustain quality afterschool programs through use of the Palm Beach County Program Quality Assessment tool is core to Prime Time's Quality Improvement System.
- **Strengthening and Supporting the Afterschool Workforce** – Prime Time partners with educational institutions like Palm Beach State College<sup>1</sup> to develop credit and noncredit educational pathways for afterschool practitioners.
- **Conducting Research and Evaluation** – System-level and program-level data collection and outcome reporting is critical to Prime Time's success in ensuring continuous quality improvement and securing funding to continuously offer supports and resources to the Palm Beach County afterschool community.
- **Promoting Sustainability** – Prime Time increasingly strives to develop connections and supports that will ensure a steadfast and sustainable flow of resources for the afterschool field.



# Quality Improvement

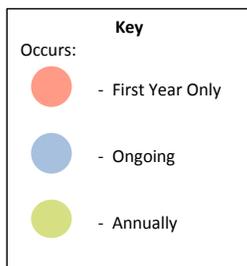
The Quality Improvement System (QIS) for afterschool consists of services and supports to increase afterschool program quality. Using the Palm Beach County Quality Standards for Afterschool as the foundation for the work, our quality advisors guide participating programs through a self-assessment process and development of an improvement plan. They assist executive directors, program managers and staff in identifying and implementing opportunities to improve quality for children and youth, and encourage the use of other Prime Time and community resources.

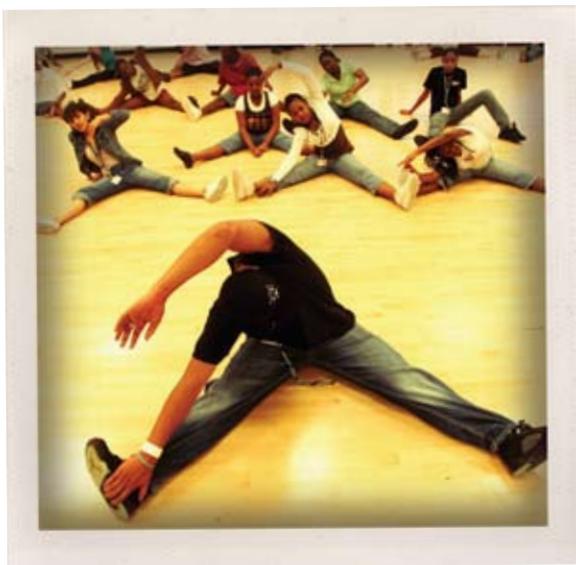
Involvement in the Quality Improvement System (QIS), a data-driven system coupled with technical assistance and supports, continues to result in increased quality of afterschool programs in Palm Beach County. In fiscal year 2009-2010, Prime Time worked on various ways to raise capacity and further develop resources to support both seasoned and emerging afterschool programs working to improve.

In an effort to meet the needs of emerging afterschool programs, Prime Time extended its partnership with the School District of Palm Beach County to create on-line courses focused on quality. We expanded our self-guided quality improvement resources to include products for programs that are not yet able to fully participate in a rigorous improvement system but have the desire to focus on the basic elements of quality within their programs. Through these courses, programs now have the opportunity to become familiar with the Palm Beach County Quality Standards for Afterschool and to tap into information needed to manage a safe and supportive environment for children and youth.



## Quality Improvement System Cycle





In addition to recognizing the needs of emerging programs, Prime Time acknowledges that seasoned programs are making great strides in QIS. As such, Prime Time has introduced QIS Levels – Level 1: Entry; Level 2: Intermediate; Level 3: Maintenance. These levels create a clear path for programs committed to maintaining quality and actively participating in the system.

#### **Quality Improvement's Top 10 Accomplishments in 2010:**

- **Additional QIS Programs** - Increased enrollment to 93 sites in the Quality Improvement System.
- **Higher QIS Scores** - Noted increase in Palm Beach County Program Quality Assessment (PBC-PQA) domain scores particularly in Supportive Environment, Interaction and Engagement.
- **QIS Levels** - Introduced levels within the QIS to allow afterschool directors and staff to gradually assume full accountability for program quality as they move through the system.
- **Revision to Assessment Tool** - Revised the PBC-PQA tool to reflect the need to measure afterschool practitioners' professional accomplishments in the field.
- **Guide to Getting Started In Afterschool Online Course** - Developed an online, introductory guide which provides materials and resources to help new afterschool programs build a solid organizational framework.
- **Introduction to Quality Standards Online Course** - Developed a new online course to introduce afterschool practitioners to the Palm Beach County Quality Standards for Afterschool.

#### *Palm Beach County Quality Standards for Afterschool*

- **STANDARD ONE:** Solid Organizational Framework
- **STANDARD TWO:** Supportive Ongoing Relationship
- **STANDARD THREE:** Positive and Inclusive Environment
- **STANDARD FOUR:** Challenging Learning Experiences
- **STANDARD FIVE:** Family Outreach and Involvement

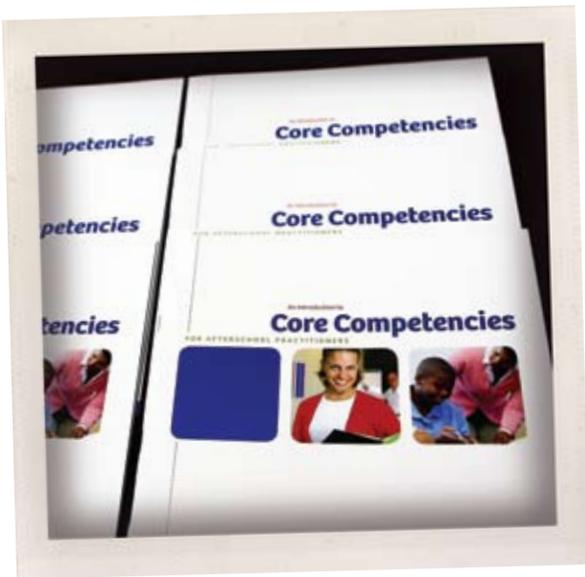
- **Quality Coaching Partnership** - Launched a quality coaching partnership with the School District of Palm Beach County to help support the growing number of school-based afterschool programs entering QIS.
- **Afterschool Conference Presentations** - Shared Prime Time's success in creating and sustaining a Quality Improvement System at national and regional conferences.
- **Additional Staffing** - In addition to the hiring of a new quality advisor at Prime Time, an external assessor joined the team at Family Central to meet the increase in programs enrolling in QIS.
- **New Possibilities** - Fielded interest from for-profit childcare centers interested in entering the QIS and began to explore the possibility of offering a range of Prime Time services.

## Professional Development

Prime Time has also been working vigilantly to professionalize the field with career pathways and to provide supports that enable practitioners to reach personal and professional goals. As such, a variety of options have been created for the practitioners to reach these goals. Formal and informal pathways have been created in partnership with Palm Beach State College; a scholarship system was expanded to provide a means for practitioners to pursue certificates and degrees; and a wage supplement system was developed to help reward practitioners for reaching educational milestones and as a means to encourage further attainment of milestones. Additionally, a professional development advising model was created to provide additional support for practitioners to be successful in implementing key youth development concepts on site.

### Professional Development's Top 10 Accomplishments in 2010:

- **Core Competencies** - Infused competencies in all components of the professional development system - from creation to delivery.
- **Fully Articulated Formal Pathway in Florida** - Created, through a partnership with Palm Beach State College, a targeted pathway that begins with the Youth Development College Credit Certificate and leads to an Associate's degree in Human Services and a Bachelor's degree in Supervision and Management.



*Core competence is at the heart of creating meaningful professional development offerings. Prime Time uses the "Palm Beach County Core Competencies for Afterschool Practitioners" as the guiding document for designing targeted professional development offerings and connecting it to a larger systematic approach.*



- **Palm Beach County Afterschool Educator Certificate** - Prime Time and its partners created and launched an innovative certificate program comprised of cutting-edge youth development practices. One hundred seventy-three afterschool practitioners participated in the first pilot year.
- **Expansion of Scholarship System** - Partnered with the Children's Forum to implement the nationally recognized T.E.A.C.H. scholarship model for afterschool practitioners – the first of its kind in Florida.
- **WAGE\$ Afterschool Project** - Partnered with the Children's Forum to create and implement the nationally recognized WAGE\$ Afterschool Project, a program that provides education-based salary supplements to low-paid afterschool practitioners, promotes staff retention and rewards attained education.
- **Professional Development Advising Model** - Implemented the professional development advising model as an extra means of support to practitioners. The model is designed to help practitioners achieve their learning goals and to support their learning needs. In addition, it encourages collaborative efforts between administrators and practitioners regarding professional development; reinforces youth development concepts; provides feedback and follow-up on implementation; and fosters a commitment of continued professional development.
- **Outcome-Driven/Focused Format Trainings** - Prime Time professional development staff received training to create appropriate professional development opportunities for practitioners with outcomes for children/youth and classroom practice in mind. New and existing trainings were streamlined



accordingly. All trainings were approved by a quality-assurance training registry and are aligned with core competencies.

- **Record Number of Trainings** - More than 750 afterschool practitioners attended trainings that were made available through Prime Time. These trainings were provided free-of-charge to afterschool practitioners and covered a variety of youth development-specific topics.
- **Record Number of Scholarships** - Prime Time approved 547 scholarships for afterschool practitioners in Palm Beach County to attend courses and conferences, an all-time high for the county!
- **Record Number of Enrollments** - More than 275 afterschool practitioners enrolled in the youth development educational pathways at Palm Beach State College.

## 2009-2010 Enhancement Providers:

- ASPIRA of Florida
- Center for Creative Education
- Green Mouse Academy
- Junior Achievement of Palm Beach County
- Literacy Coalition of Palm Beach County
- Palm Beach Zoo
- Pine Jog Environmental Center/Florida Atlantic University
- Raymond F. Kravis Center for the Performing Arts
- South Florida Science Museum
- The Arc of Palm Beach County
- The YMCA of South Palm Beach County
- Youth Speak Out International, Inc.
- Lake Worth Playhouse
- Palm Beach State College Summer Youth College
- School District of Palm Beach County Afterschool Literacy Enrichment Initiative (ALEI)

## Community Engagement & Supports

In January 2010, the Prime Time “Community Partnerships” team was renamed “Community Engagement & Supports” (CES) to better reflect the work of the team. One of its primary roles is to increase community awareness of the importance of quality afterschool programs. Prime Time promotes afterschool advocacy activities on both local and national levels, including ongoing support of *Lights On Afterschool* and other initiatives of the Afterschool Alliance, a national advocacy organization.



The CES team continues to oversee partnerships with local organizations to offer program enhancements (in such areas as arts and culture, literacy, academics, youth leadership, health and wellness, sports, environmental education and technology) at no cost to eligible afterschool providers. Additionally, under the direction of the CES team (with the support of a dynamic advisory council), the Prime Time Afterschool Consortium brings Palm Beach County afterschool and summer program providers together to share information from and for the field and to network with one another on a monthly basis. The CES team also manages a Lending Library, with its wide range of resource materials from books to musical instruments to sports equipment, and a Resource Center, with its computer, die-cutting and laminating machines, to further expand the range of supports and services offered to Palm Beach County afterschool and summer program providers.

**Community Engagement & Supports' Top 10 Accomplishments in 2010:**

- **Afterschool Consortium Networking Events** - Held 10 networking events around the county focused on practitioner skill-building, the sharing of news from the field and the identification of new local resources.
- **Record Number of Enhancement Programs\*** - Served 31,660 youth and 2,437 adults/staff through partnerships with 15 enhancement providers in the areas of arts and culture; academics; media and literacy; science and technology; and sports, health and wellness.
- **New Science Offering** - Launched Health Science in Motion, a new STEM (Science, Technology, Engineering & Mathematics) enhancement, created by the South Florida Science Museum.
- **New Wellness Offering** - Piloted Project Grow, which is a child obesity prevention initiative, made possible with funding from the Blue Foundation for a Healthy Florida and the Quantum Foundation. Project Grow is presented in partnership with Center for Creative Education and the DeVos-Blum Family YMCA.
- **Quality Improvement Pilot for Enhancements** - Successfully piloted Prime Time's Quality Improvement System assessment and improvement plan process with four enhancement programs, resulting in measurable improvement in the specific core areas of: (1) the children's level of interest in the activity; (2) the level of new learning offered by the activity; (3) the challenge offered by the activity; (4) the children's opportunity to mentor/interact with others; (5) the children's opportunity to make choices/use decision-making skills and (6) the children's time for reflection on the activity.



**31,660**  
Number of Youth Served  
in 2009-10\*

**2,437**  
Number of Adults Served  
in 2009-10\*

\* Duplicated headcount

- **New Communication Vehicles for Field** - Launched premier issue of *Friday Forecast*, our weekly online update, and the *Afterschool Advocate*, Prime Time's monthly online e-newsletter.
- **Engaged New Afterschool Programs** - Introduced Prime Time supports to 25 afterschool programs unfamiliar with its services.
- **Lights On Afterschool Rally** - Hosted the 5th Annual *Lights On Afterschool* Palm Beach County celebration and rally, in conjunction with the nationwide *Lights On Afterschool* day, which was attended by more than 150 afterschool professionals and community leaders.
- **Lending Library/Resource Center Activity** - Shared 188 items with afterschool providers through the Lending Library.
- **Hosted First Summer Learning Event** - In conjunction with National Summer Learning Day, June 21, 2010, Prime Time held its first awareness event in West Palm Beach. Kathy Adams, Chair of the Board of Directors of the Early Learning Coalition of Palm Beach County, was the guest speaker.



## Research & Evaluation

The Research and Evaluation (R&E) team's primary role is to oversee the evaluation of all Prime Time services in order to improve and validate these supports. Prime Time will continue to contract with external evaluators to accomplish this goal; however, with the addition of R&E, we are able to work cooperatively with these evaluators to minimize costs. Our R&E team develops assessments, uses scanning technology for data entry, shares the data analysis responsibilities with external evaluators, as well as generates previously outsourced reports for funders.

The R&E team helps to keep Palm Beach County's afterschool practitioners abreast of new trends, reports, and other valuable information through the "From the Field" section of the Prime Time's monthly newsletter, the *Afterschool Advocate*.

### Research and Evaluation's Top 10 Accomplishments in 2010:

- **Evaluation of Quality Improvement System** - Generated first in-house report that compared 2008-2009 Palm Beach County Program Quality Assessment (PBC-PQA) scores to 2009-2010 scores.

### "A System that Works: Highlights of Effective Intervention Strategies in a Quality Improvement System"

Diana Sinisterra, Prime Time's Director of Research and Evaluation, and Stephen Baker, Senior Research Specialist of Chapin Hall at the University of Chicago, co-authored this article that was published in *Afterschool Matters* in September 2010. This article reviews findings from the David P. Weikart Center for Youth Program Quality and Chapin Hall at the University of Chicago's evaluation reports. Together these reports demonstrate the value of Palm Beach County's Quality Improvement System over time for participating organizations.

## Survey Results from Practitioners who Completed the 2009-2010 Palm Beach County Afterschool Educator Certificate (PBC-AEC) Course

The PBC-AEC is a course designed for afterschool program staff seeking to improve their skills and competencies in youth development. Students are introduced to several nationally recognized curriculums such as High/Scope, Bringing Yourself to Work, Advancing Youth Development and others.

**98%** considered participation in the Palm Beach County Afterschool Educator Certificate (PBC-AEC) coursework to be an important motivating factor for remaining in the afterschool field.

**100%** felt more satisfied with their afterschool career.

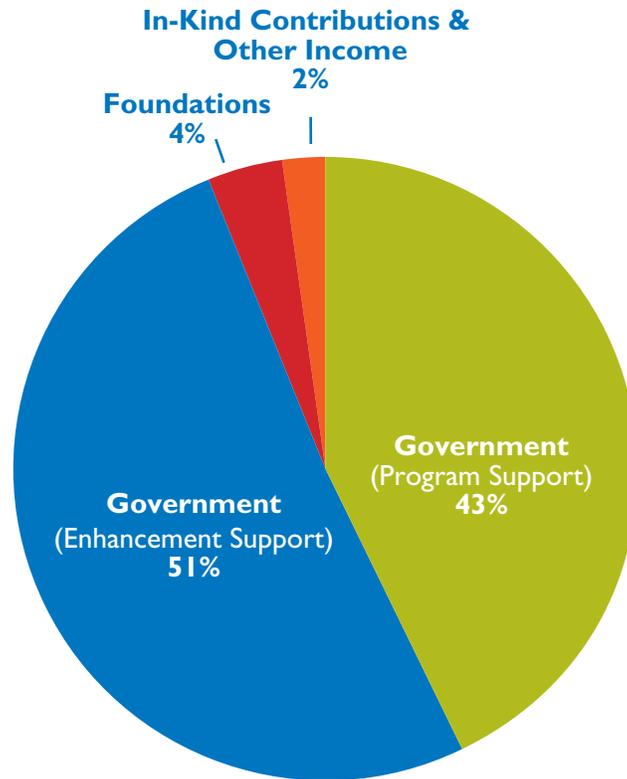
**100%** felt that the PBC-AEC was very effective in teaching them how to provide a safe, supportive, interactive, and engaging program environment.



- **Evaluation of the Program Enhancements** - Conducted an evaluation of enhancements providers' performance that included youth and afterschool practitioner surveys.
- **Evaluation of Afterschool Educator Certificate** - Collaborated with the David P. Weikart Center for Youth Program Quality to create assessments that would capture knowledge gain of participants enrolled in the Palm Beach County Afterschool Educator Certificate course.
- **Afterschool Practitioner Demographic Survey** - Piloted the first survey designed to better describe the afterschool practitioner in Palm Beach County.
- **Quality Standards Survey** - Surveyed afterschool practitioners to assess their knowledge and understanding of the Palm Beach County Quality Standards for Afterschool, showed that more than 75% of afterschool practitioners feel that they are knowledgeable about quality standards.
- **Parent and Afterschool Practitioner Enhancement Activities Survey** - Disseminated these surveys to parents of youth participating in afterschool and afterschool practitioners to ask for their feedback regarding enrichment activities that should be included as part of the afterschool experience.
- **Project Grow Evaluation** - Surveyed 660 youth and 43 afterschool practitioners who participated at 21 sites. More than half of youth increased their knowledge about healthy lifestyles, and 92% of practitioners felt better able to teach Project Grow subject matter.
- **Editorial Advisory Board of Afterschool Today Magazine** - Participated in *Afterschool Today's* Editorial Advisory Board, a quarterly National AfterSchool Association (NAA) magazine, to ensure that articles are pertinent to afterschool practitioners. Published "Making the Most of your Data" in the summer 2010 edition.
- **Official NAA Platform Committee** - Participated on the committee that created the Official National Afterschool Association Platform, a statement of beliefs for the association and its members. The platform consists of resolutions, beliefs, and value statements intended to provide clarity and set the standard for what afterschool professionals strongly believe, desire, value, honor, and recognize as high quality, research-based practice in the field.
- **Research Assistant** - Hired Prime Time's first research assistant whose primary duties include data management, collection, and analysis.

# Prime Time 2010 Revenue

**\$5,023,735**



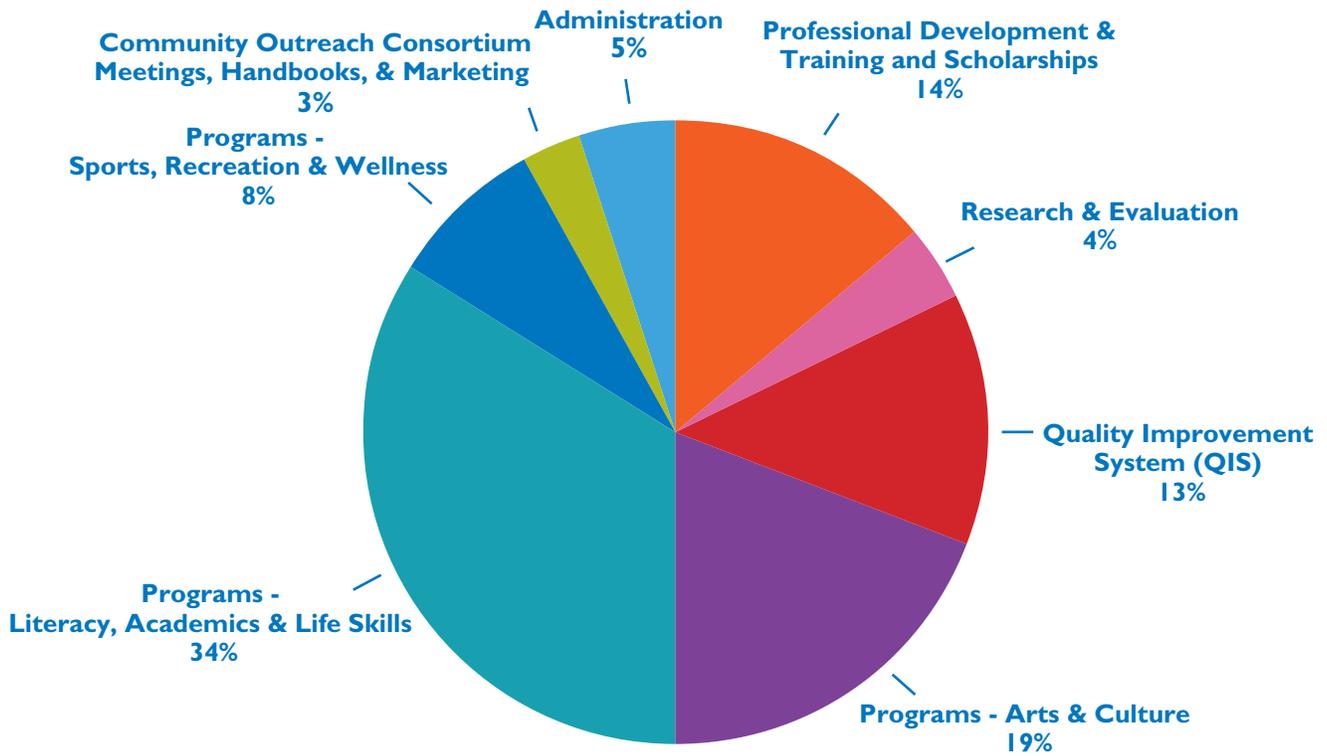
For the fiscal year ended September 30, 2010, Prime Time's total revenue was \$5,023,735 consisting of grant revenues of \$4,932,037 and other revenue of \$91,698 from interest income and in-kind contributions.

Grants were received from the Children's Services Council of Palm Beach County, Blue Foundation for a Healthy Florida, the Quantum Foundation and the Sun-Sentinel Children's Fund.

The accompanying chart illustrates the amount of support received through governmental funds. Program support represents 43% of total revenues. These funds are utilized for development and implementation of the quality improvement system, professional development, research and evaluation. Government support for enhancements represents 51% of total revenues. As an intermediary organization, Prime Time uses these funds to develop partnerships with local organizations to offer program enhancements.

# Prime Time 2010 Expenses

**\$4,991,286**



For the fiscal year ended September 30, 2010, Prime Time's total expenses were \$4,991,286 consisting of program expenses of \$4,757,588 (95%) and administrative & general expenses of \$233,698 (5%).

Prime Time's program expenses fall into five major categories. These areas, along with their corresponding percentage of total expenses, are as follows:

- Quality Improvement System (13%)
- Professional Development Training (14%)
- Research & Evaluation (4%)
- Community Outreach (3%)
- Program Enhancements (61%)

Program Enhancements include partnerships with local organizations to offer programs in such areas as arts and culture, literacy, academics, youth leadership, bullying prevention, health and wellness, environmental education, and technology. Expenditures grouped in three main categories along with their corresponding percentage of total expenses are as follows:

- Arts & Culture (19%)
- Literacy, Academics & Life Skills (34%)
- Sports, Recreation & Wellness (8%)

# Prime Time Palm Beach County Board of Directors 2009-2010\*



*L to R: Suzette L. Harvey, Sandy Gonzalez, Erin McColskey, Nate Nichols, Upendo Shabazz-Phillips, JoAnne C. Beckner, and Warren Eldridge.*

**Warren Eldridge, Chair**  
Executive Director  
Early Learning Coalition of Palm Beach County

**Erin McColskey, Vice Chair**  
Director of Government Relations & Assistant  
to the President Palm Beach State College

**Nate Nichols, Treasurer**  
Deputy Director  
Children's Services Council of Palm Beach County

**Dr. Alison Adler, Secretary**  
Chief of Safety & Learning Environment  
School District of Palm Beach County, Florida

**JoAnne C. Beckner, Member**  
Director of Afterschool Programming  
School District of Palm Beach County, Florida

**Jeanne Brossell, Member**  
Director, Quality Child Care Program  
Children's Services Council of Palm Beach County

**Upendo Shabazz-Phillips, Member**  
Vice President, Community Impact  
United Way of Palm Beach County

**Suzette L. Harvey, Ex Officio**  
Executive Director  
Prime Time Palm Beach County, Inc.

*\* as of September 30, 2010*

# Prime Time Palm Beach County Staff 2009-2010\*



## **Administration**

Jerry Frenz, CFO/COO  
Sandy Gonzalez, Human Resources Manager  
Tammy Greer, Director of Development & Marketing  
Suzette L. Harvey, Executive Director  
Brianna Nerette, Receptionist/Office Assistant  
Katie Olavarria, Administrative Assistant  
Kimberly Terranova, Operations Manager/Senior Bookkeeper

## **Community Engagement & Supports**

Paola Cedeno, Community Resource Specialist  
Rhonda Rogers, Director of Community Engagement & Supports  
Mary Swinford, Community Resource Manager

## **Professional Development**

Nicole Edwards, Professional Development Manager  
Katherine Gopie, Director of Professional Development  
Nicole Tarsia, Scholarship Coordinator

## **Quality Improvement**

Dominique Arrieux, Director of Quality Improvement  
Teal Chance, Senior Quality Advisor  
Patrick Freeland, Quality Advisor  
Debra Rivera, Quality Advisor  
Stace Silverman, Quality Advisor  
Lynn Stanavitch, Quality Advisor

## **Research & Evaluation**

Carla Charoudis, Research Assistant  
Diana Sinisterra, Director of Research & Evaluation

*\* as of September 30, 2010*



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*We gratefully acknowledge the generous support of our funders. Their resources and guidance have made it possible for Prime Time to develop an array of supports to increase capacity of afterschool providers to deliver high quality programs to the children and youth of Palm Beach County.*

