



## 2022 Semi Annual Report

<https://vtparentchildcenternetwork.org/>



## About the Parent Child Center Network

Parent Child Centers were established in Vermont statute in the late 1980s *for the purpose of providing prevention and early intervention services such as parenting education, support, training, referral and related services to prospective parents and families with young children including those whose children are medically, socially, or educationally at risk* (33 V.S.A. § 3701). There are 15 Parent Child Centers across the state, covering all geographic regions. Each Parent Child Center is a community-based welcoming hub that is responsive to community needs and interests and provides support and services for families at low or no cost to participants. As a Network, we aim to support families across the state, build healthy communities, and reduce the likelihood of child abuse and neglect.

Since their establishment in the late 80s, the Parent Child Center Network of providers has become more formalized and has worked to establish consistency and quality in service delivery for families across the state. We are pleased to present our first ever Network-wide Annual Report as part of that effort.

**Data Disclaimer:** The data in this report is from January 1, 2022 to June 30, 2022. We recognize the need for more complete and uniform reporting on quantitative impact across the Network, and we are working to establish a process and clear systems for such reporting. The goal of this first report is to start to show collective impact with quantitative metrics and establish a baseline for reporting moving forward. Future reports will reflect numbers for the entire year, but with the way reporting currently works with the state, it was only possible to collect this level of data for the first six months of 2022.

The Parent Child Center Network includes the following community hubs:

Addison County Parent Child Center  
The Family Place  
Family Center of Washington County  
Lamoille Family Center  
Lund Parent Child Center  
Milton Family Community Center  
Janet S. Munt Family Room  
Parent Child Center of Northwestern Counseling & Support Services  
Northeast Kingdom Parent Child Center North  
Northeast Kingdom Parent Child Center South  
Orange County Parent Child Center  
Rutland Parent Child Center  
Springfield Area Parent Child Center  
Sunrise Family Center  
Windham Parent Child Center (Early Education Services)

## Impact of 2022 Legislative Session

The 2022 legislative session marked an important milestone for the Parent Child Center Network (PCCN). The Vermont Legislature passed and Governor Scott signed into law *S.91 An act relating to the Parent Child Center Network* (Act 150), establishing the Network in statute and clear accountability among the Parent Child Centers as they deliver essential state services to families with young children. The 2022 legislative session also brought additional funding for Parent Child Centers, which helped to address critical workforce challenges among the Network as well as much needed facility and systems upgrades.

### Parent Child Center Bill: [Act 150 \(S.91\)](#)

The enactment of Act 150 is a huge victory for the Parent Child Center Network. Since the establishment of Parent Child Centers in Vermont statute in the late 1980's, the Network of providers has worked to establish consistency and quality in service delivery for families across the state, and it is significant to have a bill that reflects this new level of formality into statute. Specifically, the Parent Child Center bill proposes to: 1) establish in statute the Parent Child Center Network to ensure accountability among and distribute funding to designated Parent Child Centers; 2) amend the criteria for designation as a Parent Child Center; and 3) require a report on the amount of an annual inflation factor to monies if applied to the base funding appropriated to the Parent Child Center Network. You can read the bill summary [here](#).

Agency of Human Services Health Districts



## Universal Access Across Vermont

15 centers in 12 regions – serving all families

### Fiscal Year 2023 State Appropriations

The FY23 State Budget appropriated \$750,000 in one-time funding for “upgrades to facilities, systems, or new equipment” at Parent Child Centers across Vermont, and it also increased the Network’s base funding by \$1,500,000 for a total base of \$4,800,000. The one-time funding was spent across five key categories: staffing, facility upgrades, IT systems and security, transportation, and concrete supports, with the breakdown below. Also, Sec. E.316 of the FY23 State Budget is language that ties grant agreements for Parent Child Centers to the state’s goals around prevention services. This section directs the Department of Children and Families to “ensure that services are targeted to families most at risk of having young children come into State custody” by reflecting “the shared goal of...bringing Vermont’s rate of young children coming into State custody down to a level more consistent with other states experience” in the grant agreement.

## Breakdown of \$750,000 for Capital Improvement Projects

Category of One-Time Funding	Number of PCCs that spent on this category	Examples of how the money was spent
Staffing	13	<ul style="list-style-type: none"> <li>● Increased salary &amp; bonuses at 10 Centers</li> <li>● New Positions at 8 Centers</li> <li>● Professional Development at 8 Centers</li> </ul>
Facility Repairs & Improvements	12	<ul style="list-style-type: none"> <li>● Classroom &amp; playground improvements at 4 Centers</li> <li>● Replaced building windows to meet efficiency requirements at Janet S. Munt Family Room</li> <li>● Exterior painting and carpentry repairs at 2 Centers</li> <li>● New ADA Compliant Ramp installed at Lamoille Family Center</li> </ul>
IT Systems & Security	10	<ul style="list-style-type: none"> <li>● Subscription to Brightwheel and upgraded computer server, routers, and computers as well as a new phone system at Orange County PCC</li> <li>● Security Cameras and Call Boxes to Emergency Responders at Windham PCC</li> </ul>
Transportation	4	<ul style="list-style-type: none"> <li>● Purchased Vans for food distribution and transporting families at 4 Centers</li> </ul>
Concrete supports	10	<ul style="list-style-type: none"> <li>● Increased food, household supplies, diapers or hotel/housing assistance at 5 Centers</li> <li>● Books for families at PCC of Northwestern Counseling &amp; Support Services</li> <li>● Tuition support for families at Windham PCC (EES)</li> <li>● Supplies for Welcome Baby bags for families with newborns at LUND PCC</li> <li>● Supplies for emergency placement of foster children and winter clothing for children at Orange PCC</li> </ul>

## Parent Child Center Core Services

Parent Child Centers provide eight core services across the state as part of each Center's Integrated Grant Agreement with the Child Development Division of the Department of Children and Families. The services that Parent Child Centers provide are critical to achieving Vermont's stated outcomes for families, including ensuring that "Vermont families are safe, stable, nurturing, and supported" and that "Vermont's children and young people achieve their potential", among other prevention goals of the state.

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From January 1st to June 30th, 2022, the PCCN collectively served **12,463 children** and **12,696 parents** in Vermont

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### *Impact Report for the Parent Child Center Network's Core Services, January 1 - June 30, 2022:*

#### 1. Concrete Supports

From January 1 - June 30, 2022 the PCCN utilized **\$83,659** in Community Based Child Abuse Prevention (CBCAP) Funds to serve 12,496 adults and 12,191 children, including 439 families of children with disabilities. The following amounts per concrete support includes both CBCAP funding and other funding sources:

*>**\$38,050** on housing assistance for **394** individuals, including assistance with rent and utility bills as well as funding for transitional or emergency housing and necessary household items or appliances*

*>**\$67,950** on providing food for more than **11,658** people*

*>**\$19,600** on gas cards, private car maintenance and other transportation services for **782** families*

*>**\$3,310** on clothing needs for **307** people, including winter gear for families with young children and professional work attire for adults seeking employment*

*>**\$8,450** to contribute to childcare expenses for **29** families*

*The Network also provided thousands of diapers to more than **1,100** families - the real number is unknown for this report as many Centers have not traditionally tracked diaper data.*

#### 2. Early Childhood Services

PCCs provide developmental and inclusive child care on-site or in strong collaboration with other early childhood services providers to ensure that families have quality options to meet full-time and part-time child care needs and children have group experiences with their peers.

❖ *11 PCCs have childcare programs on site, serving **447** children*

❖ *10 of these programs provide free meals*

❖ *The PCCN made **1,703** CIS referrals total in this time period*

### 3. Home Visits

All 15 PCCs provided some form of home visits to families with young children as part of their commitment to universal home visiting services for the families they work with. From January 1 - June 30, 2022, the PCCN conducted at least **12,605** home visits to about **4,640** families.

- ❖ *1,537 families received “Welcome Baby” bags or services through 188 home visits and deliveries*
- ❖ *1,674 families received CIS (Children’s Integrated Services) through the PCCN, totaling more than 6,897 home visits. This is considered Early Intervention and Specialized Child Care services.*
- ❖ *144 families received IFS (Integrated Family Services) through 2,698 home visits*
- ❖ *28 DULCE (Developmental Understanding and Legal Collaboration for Everyone) visits, serving 210 families (most participants receive services at our PCC Clinics and are not included in these numbers)*
- ❖ *192 families receive at-home preschool and other early childcare / afterschool programming*
- ❖ *949 home visits dedicated to the Family Support or Families Learning Together programs, serving about 200 families*
- ❖ *347 families supported through the Family Supportive Housing. 270 families participated in this program through the The Family Center of Washington County, demonstrating a significant need in central Vermont.*

### 4. Information and Referral

PCCs serve as a clearinghouse for general information about child development and parenting as well as information about local and statewide resources for families. They contribute to the long-term health and well-being of children and families by sharing information about health care (insurance programs, medical homes and related resources). Service is provided through direct referral and follow-up, if requested.

- ❖ *10 PCCs have a CIS Coordinator on site, and 8 PCCs are the fiscal agent for CIS services in their region*
- ❖ *Every PCC conducts outreach at local community events*
- ❖ *>675 families were referred to PCCs from the Departments of Children and Families’ Child Development Division from January 1 - June 30, 2022.*

### 5. Parent/Caregiver Education

PCCs offer parent education opportunities in a variety of formats and on a range of topics and themes responding to family issues. Educational opportunities are supportive, practically-oriented, and empowering.

- ❖ *The PCCN educated at least 430 parents through parent learning groups, workshops, and class series*
- ❖ *310 classroom sessions or online workshops hosted from Jan 1 - June 30, with a total of 812 attendees*
- ❖ *717 activity kits given out, including take-home kits for when COVID prevented in-person childcare gatherings*

## 6. Parent/Caregiver Support Groups

PCCs facilitate opportunities for families with common experience and interests to gain mutual support in a peer group setting. Many of the parent and caregiver support groups were halted during the pandemic and did not pick back up until the Spring or Summer of 2022, so the numbers below reflect a reduction in this core service due to covid. We expect to see these numbers increase as support groups get re-established.

- ❖ *Total of **467** parent support group meetings, serving **1,153** parents*
- ❖ ***145** Families Learning Together support group meetings*
- ❖ ***64** Dad/Fatherhood support group meetings*
- ❖ ***58** Breastfeeding and new mom support group meetings*
- ❖ ***161** parents have participated in **30** PCCN hosted coffee and tea times*

## 7. Playgroups

PCCs provide and support opportunities for parents and children to come together on a regular basis for socialization, peer support, healthy snacks, and information and resource sharing in a developmentally appropriate setting.

- ❖ *The PCCN held **488** playgroups, totaling over **840** hours from January 1 - June 30, 2022*
- ❖ *PCCN hosted playgroups served **1,040** children*

## 8. Community Development

Every Parent Child Center contributes to community development in the communities they serve. Broadly speaking, this is often done by hosting and facilitating weekly Children's Integrated Services (CIS) meetings with state partners; participating in community groups focused on food insecurity, coordination of care, child protection work, early childhood and family mental health needs; and sitting on a wide variety of state councils, committees and leadership teams. Some examples of impact related to direct community development work include:

- ❖ ***5** PCCs hosted fun-filled "Week of the Young Child" activities, celebrating young children, their families, teachers, and communities.*
- ❖ ***177** families participated in Family Fun Fest at the Family Center of Washington County which included a CLiF Storyteller and Book giveaway.*
- ❖ *The Janet S. Munt Family Room operates a Community Garden which feeds approximately **200** individuals.*
- ❖ *Northeast Kingdom Parent Child Centers hosted **3** nature adventure hunts/story walks and collaborated with their local high school to host a cooking series that included weekly sessions for 6 weeks.*
- ❖ *Rutland Parent Child Center provides a staff person for Project Vision, a neighborhood engagement program in Rutland.*
- ❖ *Sunrise Family Center hosted a community book swap and partnered with the Bennington Free Library to host two events that provided books and other learning materials for families to take home.*
- ❖ *Early Education Services (Windham PCC) co-hosted **14** "Teddy Bear Teas" with area elementary schools and reached **9** Afghan refugees who recently arrived with presentations on community resources for families with young children.*
- ❖ *Orange County Parent Child Center held a Clif reading event for the community offering educational materials and books to all children who attended.*
- ❖ *The Parent Child Center of NCSS partnered with **14** local libraries in Franklin and Grand Isle to offer concrete supports for families (diapers, wipes, formula, etc.) at each library for ease of access to these resources for all families.*

## Parent Child Centers as Prevention

Sec. E.316 of Act 185 of 2022 (FY23 state budget) ties the PCCN's grant agreement with DCF to state prevention goals:

### *Sec. E.316 PARENT CHILD CENTER GRANT*

*(a) The Department for Children and Families shall, within the administration of the grant for parent child centers and in consultation with the parent child centers, seek to ensure that services are targeted to families most at risk of having young children come into State custody. The shared goal of preventing that outcome and bringing Vermont's rate of young children coming into State custody down to a level more consistent with other states experience, shall be reflected in the grant agreement.*

Parent Child Centers use the Strengthening Families Framework in their two-generation approach to working with children and their families. The two-generation approach focuses on working with both children and adults in their lives together, and the Strengthening Families Framework builds Protective Factors amongst families, which research has demonstrated to be critical tools in reducing child abuse and neglect, see below.

*“The path forward is clear: strengthening household financial security can reduce child abuse and neglect by improving the opportunity for parents to meet their children’s basic needs, provide developmentally appropriate child care, and reduce parental stress and depression, both risk factors for child abuse and neglect... Overall, research has shown that children in households with low socioeconomic status experience “neglect” at about seven times the rate of other children and that risk factors for child abuse and neglect include low parental income, parenting stress, community violence, and concentrated neighborhood disadvantage (e.g., high poverty and residential instability, high unemployment rates)...*

- **“Increase Strategies to Meet Families’ Concrete Needs through Financial Supports:** Research shows that financial supports are critical to reducing maltreatment.
- **“Increase Access to Home Visiting:** Research on the impact of home visiting programs has found that 81 percent of home visiting programs yielded positive improvements in maternal and child health with one program showing a 48 percent reduction in child abuse and neglect.
- **“Increase Access to Healthy Housing:** When families have stable housing, it reduces parental stress and supports an environment where family members can focus on meeting their other needs—including those that when left unmet, can be associated with child abuse and neglect.”<sup>1</sup>

**“Strengthening Families™ is a research-informed approach to increase family strengths, enhance child development and reduce the likelihood of child abuse and neglect. It is based on engaging families, programs and communities in building five key protective factors:**

- **Parental resilience:** Managing stress and functioning well when faced with challenges, adversity and trauma.
- **Social connections:** Positive relationships that provide emotional, informational, instrumental and spiritual support.
- **Knowledge of parenting and child development:** Understanding child development and parenting strategies that support physical, cognitive, language, social and emotional development.
- **Concrete support in times of need:** Access to concrete support and services that address a family’s needs and help minimize stress caused by challenges.
- **Social and emotional competence of children:** Family and child interactions that help children develop the ability to communicate clearly, recognize and regulate their emotions and establish and maintain relationships.”<sup>2</sup>

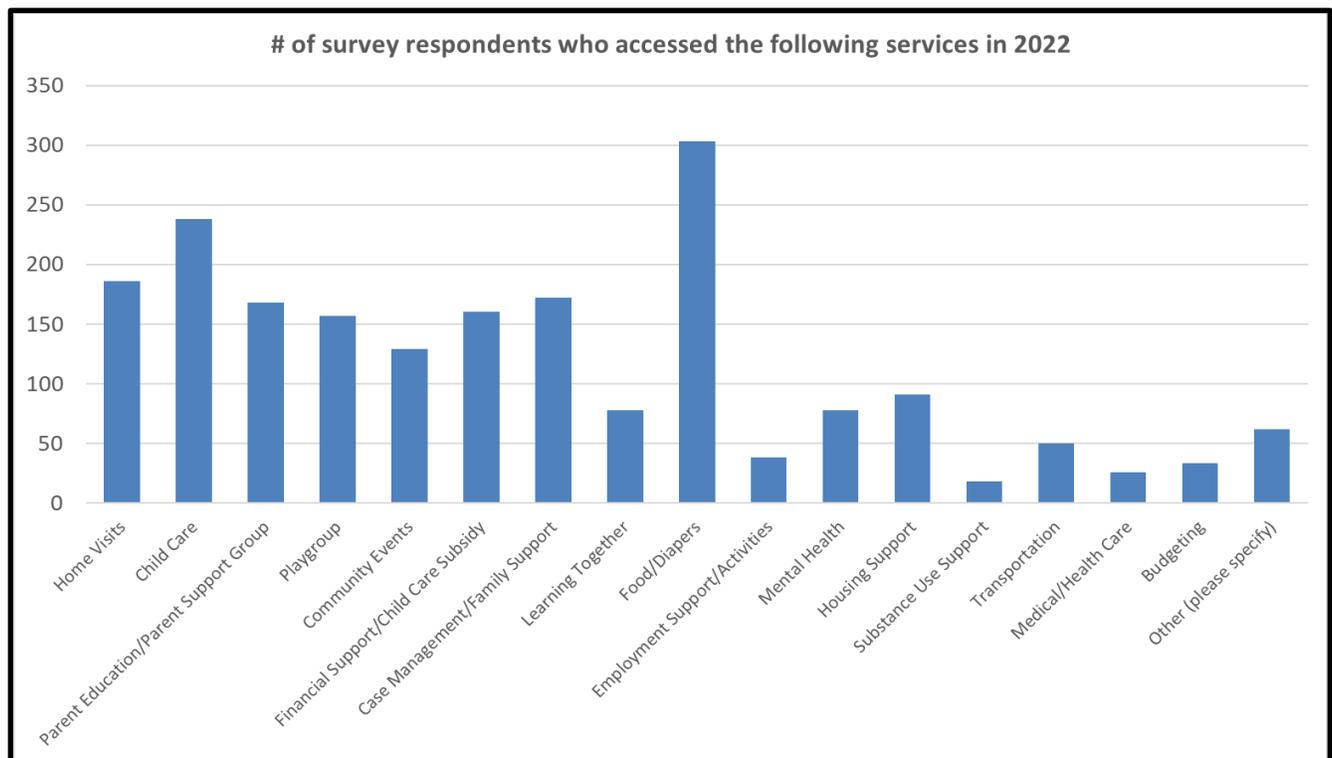
1. Investing in Families Prevents Child Welfare Involvement, July 2022, Center for the Study of Social Policy: <https://cssp.org/resource/investing-in-families-prevents-child-welfare-involvement/>

2. Center for the Study of Social Policy: <https://cssp.org/resource/strengthening-families-an-overview-handout/>

## January 1 - June 30, 2022 Survey Data Related to Protective Factors (Prevention)

The PCCN surveyed people who interact with our services and programs in July 2022, and we heard from 618 respondents. Below are some highlights from the survey that relate to key protective factors that PCCs provide to parents and families. **The percentages shown reflect the % of respondents who answered “always” or “most of the time” to the provided statements before participating in a local PCC program or receiving services through their local PCC, followed by the % of (same) respondents who answered “always” or “most of the time” after engaging with their local PCC.**

STATEMENT	BEFORE working with PCCs	AFTER working with PCCs
I have relationships with people who provide me with support when I need it.	52%	89%
I feel strong and confident as a parent.	61%	91%
I feel able to handle stressful events.	57%	87%
When I am worried about my child, I have someone to talk with.	60%	90%
I take good care of my child(ren) even when I have personal problems.	83%	95%
I manage the daily responsibilities of being a parent/caregiver.	81%	96%
I understand my child(ren)’s development.	74%	90%
I know where I can get helpful information about parenting and taking care of children.	64%	95%



In the 2022 Legislative session, the PCCN submitted to the Legislature an [Implementation Plan](#) for fully adopting and implementing the Nationally-Adopted Standards of Quality for Family Strengthening & Support across the Network. Below shows a progress report of where the PCCN is at with that implementation plan.

4 Phases of Implementation Plan	Progress Made by June 30, 2022
<p>Phase 1: Prepare</p> <ul style="list-style-type: none"> <li>● Have at least 1 member of Leadership who has attended a Certification Training</li> <li>● Review information about Standards with organization Leadership</li> <li>● Develop a diverse team to be part of the first self-assessment</li> <li>● Work with trainers to invite full team to orientation and to prepare for discussions</li> </ul>	<ul style="list-style-type: none"> <li>● Leadership for all <b>15</b> PCCs have attended Certification Trainings</li> <li>● Leadership for all <b>15</b> PCCs have reviewed information about Standards</li> <li>● <b>11</b> PCCs have developed diverse teams for self-assessment</li> <li>● All <b>15</b> PCCs have worked with trainers to prepare for discussions and invite full team participation</li> </ul>
<p>Phase 2: Orientation Training</p> <ul style="list-style-type: none"> <li>● Facilitate the first self-assessment discussion</li> <li>● Set timeline and schedule to complete self-assessment with the team</li> <li>● Conduct Standards Orientation Training</li> </ul>	<ul style="list-style-type: none"> <li>● <b>10</b> PCCs have held first self-assessment discussions</li> <li>● <b>9</b> PCCs have conducted Orientation Training</li> </ul>
<p>Phase 3: Implement Tools</p> <ul style="list-style-type: none"> <li>● Continue meeting with the team to complete the self-assessment until all sections are complete</li> <li>● Complete the self-assessment summary tool</li> <li>● Complete an Action Plan based on self-assessment feedback</li> </ul>	<ul style="list-style-type: none"> <li>● <b>9</b> PCCs have completed their initial self-assessment</li> <li>● <b>6</b> PCCs have completed the self-assessment summary tool</li> <li>● <b>7</b> PCCs have completed their Action Plan based on feedback</li> </ul>
<p>Phase 4: Ensure Ongoing Quality Improvement</p> <ul style="list-style-type: none"> <li>● Support all staff to get Standards Orientation Training or Certification Training</li> <li>● Share Action Plan with Stakeholders</li> <li>● Conduct ongoing team check-ins on implementing the Program Action Plan</li> <li>● Complete Program Self-Assessment Tool annually</li> <li>● Conduct 2 Certification Trainings/year</li> <li>● Conduct Standards Orientation Trainings as needed for new staff</li> </ul>	<ul style="list-style-type: none"> <li>● <i>All</i> staff have had Standards Orientation or Certification Training at <b>4</b> PCCs</li> <li>● <b>1</b> PCC has shared their Action Plans with Stakeholders</li> <li>● <b>4</b> PCCs are having regular team check-ins on implementing the Program Action Plan</li> <li>● <b>4</b> PCCs have completed their first annual Self-Assessment Tool and is working on their second</li> <li>● <b>4</b> PCCs have had <i>new</i> staff complete Orientation Trainings</li> </ul>

## Board Makeup of Parent Child Centers

Parent Child Center	Total # of Board Members	# of board members who have accessed PCC services	Board terms
Addison County Parent Child Center	12	1	3 years w/ option to stay on
The Family Place	14	2	3 years w/ option to stay on for a second 3-yr term only
Family Center of Washington	6	3	3 years w/ option to stay on
Parent Child Center of Northwestern Counseling & Support Services	15	4 in "community seats"	3 years w/ option to stay on for a second 3-yr term only
Lamoille Family Center	8	2	No term limits
Lund Parent Child Center	16*	0	3 years w/ option to stay on
Milton Family Community Center	5	3	3 years w/ option to stay on
The Janet S. Munt Family Room	11	3	3 years w/ option to stay on
Northeast Kingdom Parent Child Center North and South	13	4 in "community seats"	3 years w/ option to stay on for another 2-year term
Orange County Parent Child Center	6	0	3 years w/ option to stay on
Rutland Parent Child Center	6	2	3 years w/ option to stay on for a second 3-yr term only
Springfield Area Parent Child Center	9	4	3 years w/ option to stay on for a second 3-yr term only
Sunrise Family Center	7	1	2 years w/ continuous option to stay
Windham EES Parent Child Center	6	5	5 years total, doesn't have to be consecutive

*\*LUND PCC is embedded in a larger organization. Our board is primarily focused on supporting our fundraising efforts. The vast majority of our board members are parents and some also have lived experience and may have received similar services or had a family member receive services. They are invested and connected to our mission, but we do not require that the board composition include being a current or previous participant.*

## Parent Advisory Committees (PACs)

A Parent Advisory Committee is a leadership group of Program participants that provides input, guidance, and feedback to a Program on a regular basis. An active Parent Advisory Committee can be a highly effective method of supporting meaningful parent engagement, developing parent leadership skills, and supporting a Program's success. PACs advance equity by engaging diverse community members and developing their agency in the Program and community. Below is a summary of where each PCC is in the process of establishing a PAC for their Center.

Addison County Parent Child Center	Addison County Parent Child Center's Learning Together homeroom functions as a Parent Advisory.
The Family Place	Forming a Parent Advisory Council emerged as a top priority through The Family Place's National Standards self-assessment process. Staff have been identified to lead the development of a PAC and have attended the National Family Support Network's Parent Advisory Councils training. The formation of the PAC is included in our recently adopted strategic plan.
Family Center of Washington	The Family Center of Washington's staff identified forming a Parent Advisory Council in their top 3 priorities. Staff attended the National Family Support Network's Parent Advisory Council training and held a free community event (Family Fun Fest) June 4 <sup>th</sup> , where they recruited parent volunteers to help with the day and provided stipends for that volunteer work. <b>The Family Center of Washington now has 7 current or former program participants who are members of our recently formed Parent Advisory Committee.</b>
Parent Child Center of Northwestern Counseling & Support Services	One of the priority action steps coming out of the PCC of NCSS's Standards of Quality self-assessment was the implementation of a Parent Advisory Council. Staff attended the National Family Support Network's Parent Advisory Council training to begin the process.
Lamoille Family Center	The Lamoille Family Center has been focused on parent/caregiver recruitment for their Board of Directors. Staff was trained in the National Standards for Family Strengthening and Support and will be identifying priorities through the Standards self-assessment process.
Lund Parent Child Center	<b>The Lund PCC is using FY23 One-Time appropriations to assist in the development of a Parent Advisory Council by providing stipends to support client participation.</b> Lund has focused on staff training in the National Standards for Family Strengthening and Support as well as trainings on developing effective Parent Advisory Councils.
Milton Family Community Center	MFCC has identified staff to lead our Parent Advisory Committee once active, and they have begun to research and project plan launching MFCC's PAC by the end of this fiscal year (July 2023). MFCC is also preparing various strategies to learn from parents directly about how to increase engagement, what times and formats are most accessible to parents, etc.

The Janet S. Munt Family Room	The Janet S. Munt PCC has a program manager who is facilitating the process of establishing a PAC and has a plan in place to begin monthly meetings with stipends for participants.
Northeast Kingdom Parent Child Center North and South	The Northeast Kingdom PCC's new Executive Director attended the National Family Support Network's Parent Advisory Committee and is excited to implement this model.
Orange County Parent Child Center	Orange County PCC's Executive Director and other leadership team members completed the National Family Support Network's Parent Advisory Council training in preparation for implementing this model.
Rutland Parent Child Center	Rutland PCC staff attended the National Family Support Network's Parent Advisory Council training and has begun to identify parents to participate in the Parent Advisory Committee. <b>The Rutland PCC has secured startup funding of \$5,000 to cover stipends, travel, food, and childcare for parents to be able to join the PAC.</b>
Springfield Area Parent Child Center	The Springfield Area PCC has identified 2 parent leaders who are interested and ready to help launch a PAC. SAPCC has begun drafting foundational documents and providing training to their Board of Directors. They are in the planning process of starting our PAC.
Sunrise Family Center	The Sunrise Family Center's PAC began in April 2022 and meets monthly. The PAC reviews both Sunrise Family Center and Network-wide survey results. <b>The PAC has already been extremely active in the Sunrise community as well as hosted a community forum with the Department of Health with their Health and Capacity Building Grant.</b>
Windham Parent Child Center	Windham EES, also a Head Start program, is governed by a Policy Council and the Windham Southeast Supervisory Union Board. <b>The Policy Council is comprised of at least 51% parent representation, with 49% past parents and/or community representatives.</b> Several past or present EES parents are WSESU Board Members, along with other members of the greater community. Policy Council and School Board Members are elected to their positions. Both established groups serve in roles as advisors and decision makers to oversee the functioning, budgeting and policies that govern EES. Established by-laws guide the roles and responsibilities of both groups.

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**MILTON FAMILY COMMUNITY CENTER**

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**NEKCA/PARENT CHILD CENTER NORTH**

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