

Denver Preschool Program Board of Directors

Meeting Minutes

Date: January 28, 2015 (11:00 a.m. - 1:00 p.m.)

Location: DPP Offices

Members in attendance: *Councilman Albus Brooks, Dr. Arthur Gonzalez, Mr. Mike Yankovich,*

Members on conference call: *Ms. Janice Sinden, Ms. Sarah Daily*

Members not in attendance: *Ms. Theresa Peña, Mr. David Cole*

Staff: *Ms. Jennifer Landrum, Ms. Ellen Baskerville, Mr. Lionel Espinoza, and Ms. Amanda Roy-Bangoy*

Guests: *Mr. Rob McDaniel, Metrix Advisors*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order	Councilman Brooks called the meeting to order	
Consent Agenda	Councilman Brooks asked the Board to review and consider each item on the consent agenda separately.	<p>Councilman Brooks moved to approve the December 17, 2014, Board of Directors Minutes; seconded by Mr. Yankovich; all in favor</p> <p>Councilman Brooks moved to approve the December 2014 Year-to-Date Financials; seconded by Dr. Gonzalez; all in favor</p> <p>Councilman Brooks moved to approve a Contract with Omni to conduct parent and provider focus group research; seconded by Dr. Gonzalez; all in favor</p> <p>Councilman Brooks moved to approve an Amendment to DPP's contract with the City of Denver that conforms the contract to the ordinance passed in August 2014; seconded by Mr. Yankovich; all in favor</p>
2015-2016 Tuition Credit Scale	<p>Mr. McDaniel gave an overview of the proposed 2015-2016 Tuition Credit Scale including the variables that were considered in calculating the scale.</p> <p>Key factors and assumptions to the development of the scale include:</p>	<p>Mr. Yankovich moved to approve the 2015-2016 Tuition Credit Scale; seconded by Ms. Sinden; all in favor</p> <p>Items for future follow up:</p> <ul style="list-style-type: none"> Determine if the tuition scale should be

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> • Amount allocated for tuition credits in both the 2014-2015 and 2015-2016 DPP budgets • The DPS compensation framework approved by the Board for both 2014-2015 and 2015-2016, the implementation of summer programming in 2015, the participation mix in community and DPS sites, the participation mix in part-, full-, and extended-day, and the impact of Colorado Shines to program quality levels • DPP staff would work to increase the number of students being served by DPP in community sites to achieve and all-time high • DPP received a 25 percent increase in overall revenue as a result of the successful ballot <p>Overall changes in the 2015-2015 Tuition Scale over 2014-2015 include:</p> <ul style="list-style-type: none"> • A 5 percent overall increase in the Tuition Scale • A 45 percent increase in tuition dollars to the community, this is primarily due to an increase to the DPS cap from \$5.52 million to \$7.7 million and the provision of summer programming in community sites 	<p>calculated in January in the future. Waiting a month to analyze the exiting year's data resulted in a more accurate forecast than in past years for the coming program year.</p> <ul style="list-style-type: none"> • Dr. Gonzalez suggested that DPP divide the tuition dollars allocated by student to see how the increase was allocated per student. • Councilman Brooks suggested that DPP analyze how the increased cost of living in Denver impacts the incomes of families with children living in Denver and how that impacts community sites.
<p>Board Transition Update</p>	<p>Ms. Landrum reported that she had finalized a memo to Mr. Anthony Aragon with Mayor Michael B. Hancock's office regarding the Board of Advisors they agreed to present to the Mayor for appointment to the Board of Directors. It is anticipated that new Board members will be appointed by the end of February.</p> <p>Once the new Board directors are seated, DPP will engage in a review of its strategic plan. Ms. Landrum suggested that a short-term task force be created to guide that process as well as the revision of the DPP Bylaws, which needs to be</p>	<p>Mr. Yankovich suggested that a brief job description of the suggested board development task force be presented to the Board as a precursor to the task force being seated.</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>done to conform with changes to DPP's governing ordinance.</p> <p>Mr. David Cole is taking a leave of absence from the Board due to his health. He will have limited participation for the foreseeable future.</p>	
Personnel Update	<p>DPP received a limited number of applicants for the Director of Operations position. Interviews are scheduled with two candidates.</p> <p>DPP has contracted with an outside bookkeeper while the Director of Operations position is vacant and is considering keeping this function as a contracted position permanently.</p> <p>Mr. Espinoza has given his resignation effective Friday, Feb. 13, 2015. He has accepted a position with Early Learning Ventures as the program director for their new Early Head Start/Child Care Partnership grant.</p> <p>DPP will be posting the Director of Quality Initiatives position shortly and is considering a new provider relations/program support position.</p>	
Adjourn		Mr. Yankovich moved to adjourn the meeting; seconded by Dr. Gonzalez; all in favor

Denver Preschool Program Board of Directors Meeting

Meeting Minutes

Date: February 25, 2015 (11:00 a.m. - 1:00 p.m.)

Location: Denver Preschool Program Offices

Members in attendance: *Councilman Albus Brooks, Dr. Arthur Gonzalez, Mr. Mike Yankovich, Ms. Theresa Peña, Dr. Sarah Daily, Dr. Rebecca Kantor, and Ms. Anna Jo Haynes*

Members on conference call: *Ms. Judy Ham*

Staff: *Ms. Jennifer Landrum, Ms. Ellen Baskerville, and Ms. Amanda Roy-Bangoy*

Guests: *Mr. Jeff Cohen, Ms. Sharon Otto*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call To Order	Ms. Peña called the meeting to order	
Consent Agenda		Dr. Gonzalez moved to approve the January minutes; Seconded by Mr. Yankovich; All in favor
Quality Improvement Framework	<p>The DPP Program Committee has been working on the quality improvement framework for the past six months.</p> <p>All quality improvement contracts will end June 31, and Denver Preschool Program will be conducting a RFP process to re-contract this function.</p> <p>Denver Preschool Program will transition its quality rating from the Qualistar Rating™ to Colorado Shines (the new state quality rating requirement).</p> <p>Dr. Daily gave an in depth presentation on the quality improvement framework plan that reflects the opportunity to improve the framework to more deeply work with teachers</p>	<p>Dr. Gonzalez moved to approve the quality improvement framework recommendations; Seconded by Councilman Brooks; All in favor.</p> <p>Dates to keep in mind: April 1st- Initiate a Request for Proposals to the Community for Denver Preschool Program's Quality Initiative Framework</p> <p>May 15th-Select Quality Improvement Contractors to Execute Denver Preschool Program Quality Initiatives Framework</p> <p>July 1st- Launch new Denver Preschool Program Quality Improvement Framework</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>in DPP programs. The Denver Preschool Program will continue to require classrooms to have CLASS® observations and quality investments will be more aligned with promoting strong teacher-child interactions.</p> <p>There will be universal quality improvement resources including: quality improvement liaisons and a Learning Community. Flexible/choice resources including: supplemental resources, technical assistance, ECE coursework and conferences, and coaching. Targeted scholarships/stipend resources including: curriculum/child assistance subsidy, TEACH Scholarships and provider/ teacher incentives.</p> <p>Questions/Comments: Ms. Peña- There might be concern from providers about bureaucracy.</p> <p>Dr. Daily- DPP participating programs will not have to do anything above what Colorado Shines requires. They shouldn't feel like it will be a burden.</p> <p>Ms. Landrum- Licensing and ratings will merge into one process. This is one less step for providers and one layer gone from the process.</p> <p>Potential issues: There will be a professional development system that providers will have to set up. This will be one additional step, but will only happen initially. DPP is identifying ways in which its quality improvement resources can assist teachers with navigating the technology for the new system.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
<p>Presentation of the 2014 Audit</p>	<p>A presentation/overview of the 2014 DPP audit was given by Mr. Cohen:</p> <p>The audit is Denver Preschool Program property. Any changes that need to be made are an option.</p> <p>Denver Preschool Program’s cash position is approximately \$9 million dollars. Outstanding bills include: tuition credits and quality grants.</p> <p>Denver Preschool Program received \$14 million from the city and other organizations, and has a positive net income of \$1,808,112 dollars. Denver Preschool Program has also generated positive \$2 million dollars from cash flow and is almost at the point where if the funding stopped Denver Preschool Program would be able to finish out the school year. Most of the cash flow is going to tuition credits and quality improvement.</p> <p>Potential risk includes: Cash Balances, support and revenue, and Denver Public Schools.</p> <p>Next steps for the audit: The Audit will go the city to be embedded in their full audit.</p>	<p>Mr. Yankovich moved to approve the 2014 audit; Seconded by Dr. Gonzalez; All in favor</p> <p>Items for future follow up: Denver Preschool Program will have hard copies for distribution to the board at the next board meeting</p>
<p>Board Development and Strategic Planning Task Force</p>	<p>The executive committee will expand after the quality improvement director and operations director are hired.</p> <p>Director of Quality Improvement: Denver Preschool Program would like to create another position that will provide support to the director of quality improvement and be the provider relations point person.</p> <p>Summer implementation: Denver Preschool</p>	<p>Items for future follow up: The board development and strategic planning task force conversation was tabled until March.</p> <p>Ms. Landrum worked with Anthony Aragon and arrived at the following decisions based on conflict of interest with board of advisors, term dates, and constituents.</p> <p>Board term dates will be from January-December. The Denver Preschool Program and</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Program is talking to customer service and providers. There will not be a big announcement to parents about the tuition credit raise but will tell providers so they can act accordingly. Summer programing will be announced by Mayor Hancock at the Preschool Showcase.</p>	<p>Board need to revisit the strategic plan and expand it as well as revise the bylaws.</p>
Adjourn		<p>Dr. Gonzalez moved to adjourn the meeting; Seconded by Mr. Yankovich; All in favor.</p>

Denver Preschool Program Board of Directors Meeting

Meeting Minutes

Date: April 22, 2015 (11:00 p.m. - 1:00 p.m.)

Location: Denver Preschool Program Offices

Members in attendance: *Ms. Theresa Peña, Mr. Paul Asper, Dr. Arthur Gonzalez, Ms. Judy Ham, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor, Ms. Penny May, Ms. Amber Münck, Ms. Janice Sinden, Ms. Susan Steele, and Mr. Mike Yankovich*

Members not in Attendance: Councilman Albus Brooks, Mr. David Cole

Staff: *Ms. Jennifer Landrum, Ms. Amanda Roy-Bangoy, Ms. Ellen Baskerville, and Mr. Chris Miller*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order	Ms. Peña called the meeting to order	
Welcome to New Directors and Introductions	Ms. Landrum welcomed Chis Miller and announced the hiring of David Collins. All Board members introduced themselves.	
Consent Agenda		<p>Theresa moved to approve the consent agenda:</p> <ul style="list-style-type: none"> • Approve February Board of Directors Minutes • Approve March Year-to-Date Financials • Approve Ms. Otto's contract- not to exceed \$37,000. <p>Seconded by Dr. Gonzalez All in favor.</p> <p>Ms. Steele: Wants to sit down and talk about financials in more depth</p> <p>Ms. Landrum: A Board binder will be put together and given out to all Board members.</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
		Ms. Peña: Quarterly, Denver Preschool Program does an in depth finance presentation for the Board.
<p>Presentation of the 2015-2016 Officer Slate (For Approval)</p>	<p>The 2015-2016 Officer Slate is as follows:</p> <p>Mr. Mike Yankovich- Chair Ms. Amber Münck- Vice Chair Dr. Art Gonzalez- Secretary/Treasurer</p> <p>The new Slate will start in May.</p>	<p>Ms. Peña moved to approve the 2015 Officer Slate; Seconded by Ms. Haynes; All in favor.</p>
<p>Review Colorado Shines Operational Procedures</p>	<p>Mr. Miller gave a short presentation on Colorado Shines (Colorado’s new quality rating) and the timeline for how Denver Preschool Program will align with the new rating.</p> <p>A Level-Zero in the current rating system will go away. Ratings will be numbered Level-One through Five. On February 1, all Denver Preschool Program classrooms that are Level-Zero will move up to a Level-One to align with Colorado Shines. There are several alternative pathways for programs to move from their existing Qualistar Rating™ or program accreditation to Colorado Shines. In short, programs with a Qualistar Rating™ will move straight across (a 1-Star would become a Level-One and so forth) and Head Start and NAEYC-accredited programs will move into Colorado Shines at a Level-Four. The Denver Preschool Program will honor either the Colorado Shines rating level or the DPP Classroom Rating level depending on which is higher until a program receives its first Colorado Shines rating, which will be when a program’s Qualistar Rating™ expires.</p> <p>To avoid a decrease in tuition credits to 2014-2015 DPP families during the initial transition to Colorado Shines, the Denver Preschool Program will honor a provider’s previous DPP Classroom Rating level through August 31,</p>	<p>Communications- Should Denver Preschool Program need do something different with the research so that we can prove the rating points make a difference?</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>2015, for providers that receive a rating in the new Colorado Shines system that is lower than their previous DPP Classroom Rating level. However, DPP will use this Colorado Shines Rating as of September 1, 2015 for all 2015-2016 DPP families.</p> <p>For those programs that receive a higher Colorado Shines rating than their previous DPP Classroom Rating level, DPP will immediately honor the higher level.</p> <p>For those programs that only receive a CLASS® observation and are not yet required to receive a Colorado Shines Rating, DPP will continue using the DPP Classroom Rating system until the provider's Qualistar Rating™ expires.</p> <p>Ms. Munck: I can see next year being problematic because parents could lose some of their tuition credits. They might be upset especially if they were expecting a certain amount of tuition credits.</p> <p>Ms. Steele: Denver Preschool Program has an opportunity to inform providers to move quickly and get all their ducks in a row since they trust Denver Preschool Program</p> <p>Mr. Miller: Denver Preschool Program would like to provide funding and support to our providers by working with Denver Preschool Program coaches to do prep work.</p> <p>Dr. Gonzalez: Is there evidence with the quality rating point structure that it makes a difference with students?</p> <p>Ms. Steele: No, there hasn't been enough data yet to prove the structure.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
<p>RFP and Contracting Process (For Comment and Approval)</p>	<p>Denver Preschool Program’s Quality Improvement, Evaluation and Communications contracts will expire this year. Per DPP’s procurement policy, DPP will release RFPs for each area of work. Staff has retained Rebound Solutions to guide the RFP process; Jill Bruton and Alison Connolly presented to the Board the goals and activities Rebound would lead.</p> <p>Ms. Landrum: The Denver Preschool Program operates on two different calendars. This RFP would help to align all of our contracts with the calendar they work with the most.</p> <p>Ms. Peña: It takes quite a bit of money to do the RFP process. This will help us to get to the next level and seen as a leader.</p> <p>Dr. Gonzalez: What are the measures related to evaluation the RFPs? It would be great to see the detail in the future to see how well the process worked and if the RFPs met our goals.</p>	<p>In May, the Denver Preschool Program will need to, go through and update the RFP the process. If anyone would like to be involved give Ms. Landrum a call.</p> <p>Ms. Münck volunteered to lead the evaluation team on behalf of the Board.</p> <p>Denver Preschool Program will need to get the 45 day letter out for the extended contracts ASAP.</p>
<p>Brief Outreach Update</p>	<p>Ms. Baskerville gave a brief update regarding Denver Preschool Program events that have occurred thus far.</p>	<p>Ms. Steele: Several groups are doing focus groups in education this year. There should be a larger conversation about sharing resources for events and outreach.</p>
<p>Adjourn</p>		<p>Ms. Peña motioned to adjourn the meeting and</p> <p>Seconded by Ms. Sinden</p> <p>Ms. Peña would like an update at the next Board meeting about summer.</p>

Board of Directors

Meeting Minutes

Date: June 24, 2015 — 11:00 p.m. - 1:00 p.m.

Location: DPP Offices



Members in attendance: *Mr. Mike Yankovich (chair), Ms. Amber Münck (vice-chair), Dr. Arthur Gonzalez (secretary/treasurer), Mr. Paul Asper, Councilman Albus Brooks, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor, Ms. Penny May, Ms. Janice Sinden, Ms. Susan Steele*
Members on conference call: *Ms. Judy Ham*

Members not in attendance: *Mr. David Cole, Ms. Theresa Peña*

Staff: *Ms. Jennifer Landrum, Ms. Ellen Baskerville, Mr. David Collins, Mr. Chris Miller and Ms. Amanda Roy-Bangoy*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call To Order		
Welcome and Introductions/ Welcome Director of Operations	Mr. Yankovich led round table introductions. Ms. Landrum introduced Mr. David Collins as the new Director of Operations.	
Consent Agenda		Mr. Yankovich moved to approve consent agenda; Seconded by Dr. Gonzalez; all approved
Summer Implementation Update	<p>With the increase in revenue from the recent ballot initiative, DPP is once again providing summer programming basing its projected budget on data from the two years summer programming was offered prior to the Great Recession.</p> <p>DPP announced it was bringing back summer in partnership with Mayor Michael B. Hancock during the 2015 Preschool Showcase. Outreach efforts included a mailer to families followed by email announcements, website enhancements and partnerships with participating community sites.</p> <p>Twenty-five percent of DPP children from the regular school year are staying enrolled for summer. At present, 60 new children have enrolled in DPP for summer.</p> <p>Ms. Steele noted the Denver Preschool Program should be cognizant</p>	

	about summer goals. Keep in mind that the goal should be to try to keep the kids where they are.	
QI and Evaluation RFPs Update	<p>The Denver Preschool Program has hired Rebounds Solutions to assist in the development of its Requests for Proposals related to Evaluation and Quality Improvement. The firm will also assist with the development of a Request for Qualifications for the program's communications efforts.</p> <p>Quality Improvement RFP: Candidates going through the RFP process will have the opportunity to respond to three separate projects: quality advising and coaching, quality investment management, and CLASS® observations. Candidates can apply for one or all projects.</p>	DPP needs a short term task force for shaping evaluation. Please talk to Ms. Landrum if you are interested.
DPP Evaluation Program Overview	<p>Mr. Robert Palaich from APA and Ms. Sheridan Green from Clayton Early Learning gave a historical perspective of DPP's evaluation process.</p> <p>Child assessments: 90 percent of DPP programs are 3- and 4-Star rated. Each year's sample of students is 200 children and focuses on looking at social, academic, and emotional aspects of learning.</p> <p>Dr. Kantor, Ms. Steele, Councilman Brooks, Mr. Hochstadt, Ms. Sinden, Mr. Yankovich and Dr. Gonzalez had a meaningful exchange with the evaluation team asking several questions about the evaluation model and how DPP could either expand the data it was collecting and better utilize it to drive program improvement.</p>	Mr. Yankovich suggested that evaluation data should help inform DPP's plans for revising its strategic plans.
2014 City Reconciliation Update	<p>Denver Preschool Program passed through the second reading and received \$1.73 million dollars which is more than was originally anticipated.</p> <p>DPP staff will be presenting a plan for how to use this excess of funds including what portion if any should be allocated to DPS for children served above and beyond the tuition credit cap set by the Board each school year.</p>	
Future Board Meetings Calendar	The next full Board meeting will be August 26, 2015 from 11:00 a.m. to 1:00 p.m. at the DPP offices.	
Adjourn		Mr. Yankovich moved to adjourn the meeting; Seconded by Ms. Steele; all Approved

Board of Directors

Meeting Minutes

Date: August 26, 2015 — 11:00 p.m. - 1:00 p.m.

Location: DPP Offices



Members in attendance: *Mr. Mike Yankovich (chair), Ms. Amber Münck (vice-chair), Mr. Paul Asper, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor, Ms. Janice Sinden, Ms. Susan Steel, Ms. Judy Ham*

Members not in attendance: *Dr. Arthur Gonzalez (secretary/treasurer), Mr. David Cole, Councilman Albus Brooks, Ms. Penny May*

Staff: *Ms. Jennifer Landrum, Ms. Ellen Baskerville, Mr. David Collins, Mr. Chris Miller, and Ms. Amanda Roy-Bangoy*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call To Order		
Welcome and Introductions	Mr. Yankovich announced that Ms. Theresa Peña and Councilman Albus Brooks have stepped down from the Board. Ms. Landrum is meeting with Councilwoman Stacie Gilmore to talk to her about potentially being the council replacement.	
Consent Agenda		Ms. Haynes moved to approve the consent agenda; seconded by Ms. Ham; all in favor.
Budget Process Calendar	<p>Mr. Collins distributed the budget calendar, which will be the focus of the next three Board meetings. The Denver Preschool Program fiscal year mirrors the City of Denver's and is the calendar year. Each calendar year budget encompasses a portion of two September through August program years and is influenced by the tuition credit scale and the DPS cap.</p> <p>DPP staff will present a preliminary budget at the September Board meeting and ask for final approval in October. The 2016-2017 DPS cap and tuition credit assumptions will be discussed and approved in October and the final tuition credit scale will be approved in December.</p>	
2014- 2015 Enrollment Report	Mr. Collins, Mr. Miller, and Ms. Baskerville presented the 2014- 2015 Enrollment report. Denver Preschool Program will be conducting a capacity study to dive in to reasons for why enrollment is lower than usual.	

	<p>Ms. Steele asked if there would be an opportunity to track the numbers of families that are moving out of the city noting that mobility could be one of the reasons for lower than usual enrollment.</p> <p>DPP is seeing a drop in the numbers of providers at the highest levels of quality due to the transition from the Qualistar Rating™ to the Colorado Shines Rating. Staff is working with community sites to support them in this transition.</p> <p>DPP staff is collectively developing and deploying new provider relations and parent outreach strategies to increase enrollment. Research and results from the 2015 focus groups will inform the outreach materials and strategies which will include an expanded and refined parent audience to include parents of 3-year-olds, a new Preschool Showcase format and a strategic media buy.</p>	
Program Update	The board will receive an email with the program update.	
Executive Session Regarding Legal and Contractual Matters	The board went into executive session at 12:30 and adjourned out of executive session at 12:55 to vote on issues discussed.	
		<p>Mr. Hochstadt moved to approve DPP's resignation from its participation in the Rocky Mountain Early Childhood Conference; seconded by Ms. Ham; all in favor.</p> <p>Ms. Landrum was asked to conduct an email vote regarding DPP's support of the Denver College Affordability Fund ballot initiative. Board members approved supporting the initiative if asked on September 4, 2015. Ms. Steele abstained.</p>
Adjourn	Mr. Yankovich adjourned the meeting at 1:00 p.m.	

Board of Directors

Meeting Minutes

Date: September 23, 2015 — 11:00 p.m. - 1:00 p.m.

Location: DPP Offices



Members in attendance: *Mr. Mike Yankovich (chair), Ms. Amber Münck (vice-chair), Dr. Arthur Gonzalez (secretary/treasurer), Ms. Anna Jo Haynes, Ms. Susan Steele*

Members on conference call: *Ms. Judy Ham, Ms. Janice Sinden*

Members not in attendance: *Mr. Paul Asper, Mr. David Cole, Ms. Penny May, Mr. Zach Hochstadt, Dr. Rebecca Kantor*

Staff: *Ms. Jennifer Landrum, Ms. Ellen Baskerville, Mr. David Collins, Mr. Chris Miller, Ms. Amanda Roy-Bangoy*

Guests: *Ms. Stephanie Adams, Ms. Cheryl Caldwell, Ms. Sharon Otto, Ms. Melissa Sotelo*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Welcome	Mr. Yankovich welcomed Melissa Sotelo from Councilwoman Gilmore’s office, who is interested in taking Councilman Brooks place on the Board.	
Consent Agenda		Dr. Gonzalez moved to approve the consent agenda; seconded by Ms. Haynes; all in favor.
2015-2018 Quality Improvement Contracts	<p>Mr. Miller presented the 2015-2015 quality improvement contracts for approval to the Board. Three projects were included in an RFP to the community. Responses were reviewed by a committee and contractors selected for each project. Contract negotiations are in process and the final contracted amount for DPP’s overall quality improvement plan will be between \$1,343,242 and \$1,554,493. Contract awardees are as follows:</p> <ul style="list-style-type: none"> ▪ Project One: Coaching and Quality Improvement Advising – a partnership between Denver’s Early Childhood Council and Clayton Early Learning ▪ Project Two: Quality Improvement Administration – Denver’s Early Childhood Council ▪ Project Three: Pre-K CLASS® observations, reports, and consultation – a partnership between Clayton Early Learning and Qualistar Colorado. <p>Ms. Steele advised DPP staff to monitor the change in ratings from the</p>	Dr. Gonzalez moved the contracts to be approved; Ms. Münck seconded; all in favor.

	<p>Qualistar Rating™ to the Colorado Shines rating. Dr. Gonzalez asked what evidence the DPP staff is using to show that quality is improving.</p>	
<p>How The DPP Budget Works</p>	<p>Mr. Collins presented a high level overview of the DPP budget including how revenue is projected and allocated to the program, when and how the reconciliation between projected and actual revenue occurs and how the calendar year budget works with the program year budget.</p>	
<p>Preliminary 2016 Budget Proposal</p>	<p>Staff presented the 2016 preliminary budget to the Board for review and comment. Below are highlights from the staff presentation.</p> <p>Revenue: The City and County of Denver has projected sales tax revenues to be \$20,171,602.</p> <p>Program Expenses: Total program expenses are budgeted at \$16.579 million and consist of six specific line items detailed below.</p> <p>Tuition Credits (\$12.147 million) – staff is projecting that enrollment for the 2015-2016 program year will be similar to the 2014-2015 program year and is recommending a 5 percent increase to the tuition credit scale. Projections for the 2016-2017 program year include a 10 percent increase in enrollment, which arrives at a similar level to the 2013-2014 program year and another 5 percent bump in the tuition credit scale. Staff remain concerned about the ongoing drop in enrollment year-over-year and will be conducting a capacity study to determine what might be causing the decline.</p> <p>Quality Improvement (\$2.017 million) – staff is recommending an increase in the Quality Improvement budget. Included in the increase is additional support to programs to purchase or enhance curriculum and child assessments. Supporting programs transitioning from the Qualistar Rating™ to the Colorado Shines assessment will continue to be a priority for the DPP quality improvement framework through January 2017.</p> <p>Enrollment and Customer Service (\$559 thousand) -- MetrixIQ's contract extension and amendment includes a standard 5 percent year-over-year increase.</p> <p>Evaluation (\$613 thousand) – The contract with DPP's current evaluator, Augenblich, Palaich and Associates has been extended for</p>	<p>Dr. Gonzalez moved to approve the preliminary budget; Ms. Haynes seconded; all in favor.</p> <p>DPP staff will refine the QI contract amounts and present the final 2016 budget for approval at the October Board meeting.</p>

another seven months while DPP completes and RFP process for a new evaluation contractor(s). This line item also includes a contract with the Flahive Group, which manages the program's Quality Assurance Program.

Community Outreach (\$930 thousand) – 2016 community outreach contracts will result from an RFP process in 2015 and are projected to be approximately \$50,000 more than in 2015. An additional 43 percent has been added to the non-hourly portion of the communications budget which includes ad buys, targeted parent outreach, and other public awareness strategies.

Other Contract Services (\$313 thousand) – includes the DPP auditor, website development and maintenance, strategic planning and cost modeling, RFP process support and the capacity study.

Administration: The administration budget is \$782 thousand, which is 3.9 percent of DPP's total sales tax revenues and well under the program's 7 percent cap. Seventy-five percent of the budget is allocated to payroll, 16 percent to general operations and 9 percent to facilities and equipment. Staff have requested an increase in the budget to hire an additional two staff members in 2016.

Reserves: DPP's has budgeted a net to reserves of \$3.1 million dollars which is more than is currently necessary to maintain the reserve target. The DPP Board of Directors will engage in a robust strategic planning process in early 2016 to chart DPP's future and consider how best to expand the program whether it is through a more meaningful tuition credit or an expansion in the ages of children served.

Ms. Steele commented that she is uncomfortable with such a high reserve and supports the program in determining quickly how best to identify both how to use the current reserve and determine an appropriate level of reserves for the future. Mr. Yankovich suggested DPP Board and staff work to identifying projects that can be done soon to spend down the reserves as well as to identify a long-term plan for program expansion.

Ms. Sinden agrees it is time to embark on a robust strategic planning process and volunteered to serve on the committee that guides the effort.

<p>Executive Session Regarding Contracts</p>		<p>Ms. Haynes moved to adjourn into executive session; seconded by Ms. Steele; all in favor.</p> <p>Executive session regarding contracts was moved to approval by Dr. Gonzalez; Second Steele; All Approved</p>
<p>Denver Public Schools 2014-2015 Reconciliation Amount</p>	<p>The Board of Director's discussed the DPS 2014-2015 reconciliation amount in Executive Session.</p>	<p>Dr. Gonzalez moved to approve an additional allocation of \$364,387.30 to DPS for preschool provided above the 2014-2015 tuition cap of \$6,030,000; seconded by Ms. Haynes; all in favor.</p>
<p>Adjourn</p>		<p>Mr. Yankovich adjourned the meeting.</p>



Board of Directors

Meeting Minutes

Date: October 28, 2015 — 11:00 p.m. - 1:00 p.m.

Location: DPP Offices

Members in attendance: *Mr. Mike Yankovich (chair), Ms. Judy Ham, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor, Ms. Penny May, Ms. Susan Steele*

Members on conference call: *Ms. Amber Münck (vice-chair), Ms. Janice Sinden*

Members not in attendance: *Dr. Arthur Gonzalez*

Guests: *Ms. Melissa Sotelo for Councilwoman Stacie Gilmore; Andrea Ives, DPS; Stephanie Adams, City of Denver; Rob McDaniel, MetrixIQ*

Staff: *Ms. Jennifer Landrum, Ms. Ellen Baskerville, Mr. David Collins, Mr. Chris Miller and Ms. Amanda Roy-Bangoy*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call To Order		
Welcome and Introductions		
Consent Agenda		Consent Agenda for approval <ul style="list-style-type: none"> • September 23, 2015, Board of Directors Minutes • Year-to-Date Financials • Revised Metrix IQ Contract Amendment Mr. Yankovich moved to approve consent agenda; Seconded by Ms. Haynes; All in favor.
Revision to the December 17, 2014, Minutes	An error was found in the December 17, 2014, Board minutes. Staff asked the Board to approve to amend the minutes to reflect \$510,000 as the approved increase for the 2014-2015 tuition credit scale.	Ms. Ham moved to approve the revision to the Dec. 17, 2014 minutes; Seconded by Mr. Hochstadt; All in favor.
Final 2016 Budget	Mr. Collins presented the final 2016 budget. An extended presentation was made to the Finance and Governance committee on November 10. Staff is recommending a few changes to the initial presentation, those	Ms. Haynes moved to approve the Final 2016 Budget; Seconded by Ms. Steele; All in favor.

	<p>will be reflected below.</p> <p>Overview: The program and total expenses increased by \$191,000 from the September 2015 Budget. The reserves decreased \$191,000 in correspondence to the increase in total expenses.</p> <p>Tuition Credits: The total budget increased as a result of proper calculation incorporating the previously approved 2015-2016 Tuition Credit Scale and corresponding DPS 15-16 cap of \$7,700,000. The total increase equals \$196,000.</p> <p>Quality Improvement: Quality Improvement amounts with resources and support, ratings, and provider services slightly changed for each area but the overall budget remains the same.</p> <p>Enrollment and Customer Service: The budget for enrollment and customer service includes a contract extension for the 2015-16 program year and the improvements to our enrollment systems and processes for the 2014-15, 2015-16 program years.</p> <p>Reserves: The \$191,000 decrease to the budgeted and projected reserves results from the corresponding increase to the total projected expenses. Budgeted reserves went from \$3115,000 to \$2,924,000 and projected reserves went from \$4,805,000 to \$4,613,000.</p>	
<p>Tuition Credit Scale Assumptions</p>	<p>Mr. Collins began the conversation regarding the 2016-2017 Tuition Credit Scale. The following data is used for forecasting.</p> <p>Number of Beneficiaries: Previous year data is used from the enrollment and eligibility contractor, MetrixIQ to begin forecasting for the tuition credit scale. The trend in DPP enrollment is used to track changes from month-to-month. Initial projections for the 2015-2016 year indicate enrollment will be lower than estimated, but an overall increase in enrollment from the previous year. DPP projects that there will continue to be an increase in enrollment for the 2016-2017 school year.</p> <p>Income Tier: There has been a significant increase in our highest income families as well as a decrease in our lowest income tier.</p> <p>Length of Day: DPP is seeing a shift in participation, more children</p>	

	<p>are attending full day and part day participation is decreasing.</p> <p>Program Quality: The new state quality rating, Colorado Shines, likely will have an impact on the preschool ratings for 2016-2017. DPP is anticipating a decrease in the level of level 5 programs and an increase in level 2 and 3 programs. DPP is eliminating the Introduction to Quality level.</p>	
Strategic Planning Update	<p>DPP is in the process of creating an advisory committee to guide the strategic planning process. Three Board members have volunteered to be a part of the committee: Ms. Sinden, Mr. Yankovich, and Ms. Haynes.</p>	
DPP Communications and QI Updates	<p>Communications: DPP has issued an RFP for all communications contractors. The RFP seeks proposals for five projects. There has been strong interest by community organizations. The proposals are due November 6 and the review committee will convene on December 1.</p> <p>The annual Preschool Showcase will be held January 9, 2016, at two locations, Green Valley Ranch Recreation Center and The Studios at Overland Crossing. This update is a shift to reach a wider variety of audiences.</p> <p>Last spring DPP contracted with OMNI research to conduct focus groups. The results will be reviewed next week and a final report is expected before the end of 2015.</p> <p>Quality Improvement: The DPP Preschool Forum is being launched in 2016. It will be an annual training series for teachers. The first training will be held on January 23, 2016, at Artwork Network and feature Rosemarie Allen as the keynote speaker.</p>	
Adjourn	<p>Beginning in 2016 the monthly Board meeting date and time will change. Staff will alert the Board as soon as the time is confirmed.</p> <p>Next board meeting will be on December 16, 2015.</p>	<p>Mr. Yankovich moved to adjourn; Seconded by Ms. Haynes; All in favor.</p>

Board of Directors

Meeting Minutes

Date: December 16, 2015 (11:00 p.m. - 1:00 p.m.)

Location: DPP Offices



Members in attendance: *Mr. Mike Yankovich (chair), Ms. Amber Münck (vice-chair), Councilwoman Stacie Gilmore, Dr. Rebecca Kantor, Ms. Penny May, Ms. Susan Steele*

Members on conference call: *Ms. Judy Ham, Ms. Anna Jo Haynes, Dr. Arthur Gonzalez, Mr. Zach Hochstadt*

Members not in attendance: *Ms. Janice Sinden*

Guests: *Stephanie Adams, City of Denver*

Staff: *Ms. Jennifer Landrum, Ms. Ellen Baskerville, Mr. David Collins, Mr. Chris Miller and Ms. Amanda Roy-Bangoy*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call To Order		
Welcome and Introductions		
Consent Agenda		Consent Agenda for approval <ul style="list-style-type: none">October 28, 2015, Board of Directors Minutes Ms. Steele moved to approve consent agenda; Seconded by Ms. Münck; All in favor.
Review and Approve November Year-to-Date Financials	Mr. Collins reviewed the November year-to-date financials during the board meeting because the Finance and Governance Committee were unable to review them during the last meeting. Budget vs Actuals: The Board approved a reconciliation payment to DPS at its September 23, 2015, meeting; that payment will be distributed next week. DPP has spent \$16,000 for the RFP processes to date. The Board identified \$1.5 million in the 2015 budget for strategic investments. This will go unused; the Board will engage in a strategic planning process in 2016 to determine how best to expand the program.	Dr. Gonzalez moved to approve the November year-to-date financials; Seconded by Ms. Münck; All in favor.

Executive Session	Board members and DPP staff went into executive session for the tuition credit scale discussion.	Dr. Kantor moved to go into executive session; Seconded by Ms. Münck; All in favor.
Tuition Credit Scale Scenarios/ DPS Cap		Ms. Münck moved to approve tuition credit scenario B; Seconded by Dr. Gonzalez; the motion was approved with Ms. Steele opposed.
Communications Contracts	<p>DPP has undergone a full RFP process for the communications contracts, staff presented recommendations for its 2016 and 2017 contractors and seeks Board approval.</p> <p>Strategic Communications: two contractors were selected- Barnhart Communications with a budget of \$79,460 and Gomez- Howard Group with a not to exceed budget of \$25,000</p> <p>Communication Outreach: The Gomez- Howard Group was selected with a not to exceed budget of \$80,000</p> <p>Public Relations and Copy Writing: The Barnhart Communications was selected with a not to exceed budget of \$44,950</p> <p>Design, Production and Brand Management: D+i Creative Budget were selected with a not to exceed budget of \$63,800</p> <p>Councilwoman Gilmore asked how many campaigns DPP has on an annual basis. There is a great opportunity to get the word out to families all over.</p> <p>Ms. Steele asked staff to ensure that DPP communication efforts ensure that all families, including those who are hard to reach, are targeted.</p> <p>Staff confirmed with the Board numerous campaigns and a variety of outreach strategies have been utilized. With new a new communications team in place for 2016 and 2017 staff anticipates DPP awareness and reach will expand.</p>	Dr. Gonzalez moved to approve the communications contracts; Seconded by Anna Jo; All in favor.
Adjourn	Board members adjourned the public meeting and entered executive session regarding personnel.	Ms. Steele moved to adjourn the meeting; Seconded by Ms. Münck; All in favor.