



Board of Directors

Meeting Minutes

Date: February 14, 2017 (1:00 p.m. to 3:00

p.m.) Location: DPP Offices – 305 Park Avenue

West

Members in attendance: Mr. Mike Yankovich (Chair), Ms. Chris Watney (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Dr. Rosemarie Allen, Mr. Michael Baker, Councilwoman Gilmore, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Ms. Amber Münck, Ms. Janice Sinden

Members on conference call: Dr. Rebecca Kantor, Ms. Judy Ham

Staff in attendance: Ms. Ellen Braun, Mr. Chris Miller, Ms. Tricia Nelson

Staff not in attendance: Ms. Jennifer Landrum

Guests: Ms. Cheryl Caldwell

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
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| Call to Order | | |
| Consent Agenda | | <ul style="list-style-type: none"> ▪ December 14, 2016, Board Minutes ▪ October and November Financial Statements/December Statement of Financial Position ▪ The Flahive Group LLC Operations Assistance Contract <p>Ms. Haynes motioned to approve the Consent Agenda; Councilwoman Gilmore seconded; All in favor.</p> |
| Amended Bylaws | <p><u>Amended Bylaws</u> Ms. Braun presented the updated bylaws, amended by Ms. Landrum and DPP's legal team. The following changes were made:</p> | <p>Ms. Braun will send an email to the Board following up as to how City Council is notified of these changes.</p> |

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| | <ul style="list-style-type: none"> ▪ The Board of Advisors was eliminated throughout the document ▪ The levels of signing required for contracts and CEO signing authority were updated, but the specifics were moved to the procurement policy ▪ The registered agent was changed to Spensery, Inc., a corporation that Spencer Fane, LLC created to keep separation from the law firm. | <p>Ms. Münck motioned to approve the amended bylaws; Ms. Watney seconded; All approved.</p> |
| <p>2017 Board Officers</p> | <p><u>2017 Board Officers</u></p> <ul style="list-style-type: none"> ▪ Mike Yankovich, Chair ▪ Chris Watney, Vice Chair ▪ Susan Steele, Secretary/Treasurer <p>Ms. Steele wondered if there was a process in place for the Chair to move out of their position. Ms. Münck explained that Mr. Yankovich will step down at the end of the year and will remain on as an advisor for the following year. Ms. Braun added that the succession plan is for the Vice Chair to move into the Chair position.</p> <p>Ms. Steele asked if there is a maximum allowable number of terms as an Officer, and Ms. Braun responded that in the bylaws it states that there is a maximum of three one-year terms.</p> <p>After further staff review, it was concluded that Mr. Yankovich has been a Board member since March 2014 and Chair since June 2015, Ms. Steele has been a member since March 2015 and Secretary/Treasurer since June 2016 and Ms. Watney has been a member since June 2016 and Vice Chair since February 2017.</p> | <p>Mr. Hochstadt motioned to approve the 2017 Board Officers; Ms. Haynes seconded; All approved with Ms. Watney, Mr. Yankovich and Ms. Steele abstaining.</p> |
| <p>Immigration Statement</p> | <p><u>Immigration Statement</u></p> <p>Ms. Braun informed the Board that DPP is working with the City to construct a statement on immigration for approval at the March Board meeting.</p> <p>Councilwoman Gilmore suggested contacting Kristin Bronson, the new appointee of Mayor Hancock in the City Attorney’s office, to look at both intended and unintended consequences.</p> | <p>If the Board has any further questions, they will send them to Ms. Braun.</p> |

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| Executive Session | | Ms. Sinden motioned to adjourn into Executive Session; Dr. Allen seconded; All approved. |
| Adjourn | | Mr. Hochstadt motioned to adjourn; Ms. Haynes seconded; All approved. |



Board of Directors

Meeting Minutes

Date: March 14, 2017 (1:00 p.m. to 3:00 p.m.)

Location: DPP Offices – 305 Park Avenue West

Members in attendance: Mr. Mike Yankovich (Chair), Ms. Chris Watney (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Mr. Michael Baker, Ms. Judy Ham, Ms. Anna Jo Haynes, Ms. Amber Münck, Ms. Janice Sinden

Members not in attendance: Dr. Rebecca Kantor

Members on conference call: Dr. Rosemarie Allen, Councilwoman Gilmore, Mr. Zach Hochstadt

Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson

Guests: Ms. Cheryl Caldwell, Mr. Jeff Cohen, Mr. Paul Smith

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
|-----------------------|------------|---|
| Call to Order | | |
| Consent Agenda | | <ul style="list-style-type: none"> ▪ February 14, 2017, Board Minutes ▪ December 2016 Financial Statements/January 2017 Statement of Financial Position <p>Ms. Haynes motioned to approve the Consent Agenda; All in favor.</p> |

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| <p>2016 Audit Presentation</p> | <p><u>2016 Audit Presentation</u> Mr. Cohen presented the 2016 Audit, making note of the following:</p> <ul style="list-style-type: none"> • GC2 Professional Services PC is presenting an unqualified, or clean audit for the Denver Preschool Program. • Accrued Expenses: \$11,285,009, this includes the tuition credit obligation as well as the quality improvement obligation that includes professional development and materials. • Revenue: \$19,979,287 from the City, \$7,760 in investment income and \$7,542 in public support. • Program Expenses: \$16,595,071 • Cash flow: \$2,720,000 change in net assets • Statement of Functional Expenses: \$12,285,000 in tuition expenses, this encompasses a portion of two program years. • DPP can maintain a large balance of cash under the Public Deposit Act. • DPP is allowed to amend and adjust their contracts if their income changes. | <p>Ms. Steele motioned to approve; Ms. Haynes seconded; All in favor.</p> |
| <p>Amended Articles of Incorporation</p> | <p><u>Amended Articles of Incorporation</u> Ms. Landrum summarizes the amendments to the Articles of Incorporation, making note of the following:</p> <ul style="list-style-type: none"> ▪ The registered address and agent reflects a change to align with the bylaws. ▪ The organization address was updated in Articles III and IV. ▪ All mentions of the Board of Advisors were removed throughout the document. ▪ A clarification was made that the Board is composed of 11 and not more than 15 members, which includes one member of the City Council. ▪ The Board's terms of office will be staggered three-year terms. Members may serve up to three terms, each of which expire in December. <p>When presenting the Annual Report to City Council, the City will be informed that the Bylaws and Articles of Incorporation were updated to reflect DPP's contract with the City.</p> | <p>Ms. Ham motioned to approve; Ms. Münck seconded; All in favor.</p> |
| <p>FAQ Regarding DPP Family Data Collection</p> | <p><u>FAQ Regarding DPP Family Data Collection</u> DPP presented a FAQ document that will help families applying to DPP better understand what the organization collects and retains. This document reminds families that they will not ask for any information about social security numbers or citizenship status. The FAQ will also explicitly state that any information collected will not be shared with third parties without the parent's consent. Ms. Münck suggested that DPP clarify by removing "without the parent's consent" to say that information will never be shared with third parties.</p> | <p>"In the event we become aware of immigration status, we do not record, maintain or share it" will be added to the FAQ.</p> |

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| | <p>Mr. Baker and Ms. Steele presented minor grammatical edits. In the second to the last question, Ms. Ham thought 'religion' should be included.</p> <p>The FAQ is currently being reviewed by both the Office of Children's Affairs and the City Attorney. Once approved, it would be supplied to the Eligibility and Enrollment team and be posted under the FAQ on DPP's website. Ms. Sinden suggested that all of City Council receive it as well.</p> | <p>Pending all edits by the Board and City Attorney, Ms. Sinden motioned to Approve; Ms. Haynes seconded; All in favor.</p> |
| <p>Strategic Plan Update – Tuition Credit Scale</p> | <p><u>Strategic Plan Update – Tuition Credit Scale</u> Ms. Penn will submit a 2017 contract for coaching Ms. Landrum and Ms. Braun, and will also work with Board and staff on operationalizing the Strategic Plan.</p> <p>DPP would like to start a deeper process for looking at the tuition credit scale by creating a committee made up of Board and staff that would work between now and September to discuss the tuition credit scale, similar to how the Strategic Planning Committee worked. Ms. Braun added that Mr. McDaniel of MetrixIQ and DPP staff would do the majority of the behind-the-scenes work.</p> | <p>Mr. Baker volunteered to be on the committee. Jennifer will call other Board members to see who is interested.</p> |
| <p>Adjourn</p> | <p>As part of the Board Update email staff will include information about policy issues so that the Board can stay informed.</p> | <p>Ms. Haynes motioned to adjourn; Ms. Sinden seconded; All approved.</p> |



Board of Directors

Meeting Minutes

Date: May 9, 2017 (1:00 to 3:00 p.m.)

Location: DPP Offices – 305 Park Avenue West

Members in attendance: Mr. Mike Yankovich (Chair), Ms. Susan Steele (Secretary/Treasurer), Mr. Michael Baker, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Ms. Amber Münck,

Members not in attendance: Ms. Chris Watney (Vice Chair), Dr. Rosemarie Allen, Councilwoman Stacie Gilmore, Dr. Rebecca Kantor, Ms. Janice Sinden

Members on conference call: Ms. Judy Ham

Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson

Guests: Ms. Cheryl Caldwell, Ms. Sheridan Green, Ms. Marianne Reale

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
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| Call to Order | | |
| Consent Agenda | | <ul style="list-style-type: none"> ▪ March 14, 2017, Board Minutes ▪ January and February 2017 Financial Statements ▪ March 2017 Statement of Financial Position <p>Mr. Hochstadt motioned to approve the Consent Agenda;</p> |

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| | | Ms. Haynes seconded; All approved. |
| Kindergarten Readiness Brief | <p><u>Kindergarten Readiness Brief</u> Ms. Sheridan Green, from Clayton Early Learning, presenting the findings from the DPP Student Outcomes Study. The child outcomes evaluation sought to answer the questions of whether children make progress in their development while in DPP, to what extent and in what areas are DPP children ready for kindergarten and whether children from different subgroups and with different primary languages make similar progress while in DPP. The longitudinal study posed the questions of whether children who received DPP credits compare favorable to the district as a whole on assessments and if attendance at higher-rated preschools was associated with greater kindergarten readiness and long-term academic success.</p> <p>The summary of the child outcomes results showed that DPP children tend to attend very high quality preschools, make progress during their DPP year above and beyond what would be expected simply by growing older and that children of lower-income tiers and whose primary language is not English fared poorly on English assessments, but do well in Spanish. The summary of the longitudinal results showed that children’s readiness at the end of their preschool year is strongly linked to their later performance in elementary school.</p> | <p>Per Ms. Haynes request, the evaluation team will clarify the use of standardized tests in all materials.</p> <p>Ms. Steele acknowledged the great partnership between DPP and DPS. Without this partnership the depth of the evaluation would not be possible.</p> |
| <u>T.E.A.C.H.® Scholarship Request</u> | <p><u>T.E.A.C.H.® Scholarship Request</u> Mr. Miller presented a request for T.E.A.C.H.® Scholarship funding for the 2017-2018 program year. The request reallocates \$90,000 remaining from the 2015-2016 quality improvement contracts plus an additional \$250,000. This allows DPP to continue funding current scholarship recipients, fund new recipients and pilot the CDA™ Scholarship</p> <p>Updates from last year include teachers selecting a specific number of credits ahead of time, intentional outreach to teachers at Level 2 schools and increasing the number of assistant teachers receiving scholarships.</p> | Ms. Steele motioned to approve the scholarship request; Ms. Haynes seconded; All approved. |
| RFP Calendar and Communications | <p><u>RFP Calendar and Communications Contract Extensions</u> Ms. Braun put forth the recommendation to the Board to allow all communications contracts to be amended to include two, one-year extensions.</p> | Ms. Münck motioned to approve the contract |

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| Contract Extensions | | extensions; Ms. Haynes seconded; All approved. |
| Adjourn | | Ms. Haynes motioned to adjourn; Ms. Steele seconded; All approved. |



Board of Directors

Meeting Minutes

Date: July 11, 2017 (1:00 to 3:00 p.m.)

Location: DPP Offices – 305 Park Avenue West

Members in attendance: Ms. Chris Watney (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Dr. Rosemarie Allen, Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Ms. Amber Münck, Ms. Janice Sinden

Members not in attendance: Ms. Judy Ham

Members on conference call: Mr. Mike Yankovich (Chair), Mr. Michael Baker, Dr. Rebecca Kantor

Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson

Guests: Ms. Cheryl Caldwell, Ms. Meg Franko, Ms. Jennifer Schroeder

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
|-----------------------|------------|---|
| Call to Order | | |
| Consent Agenda | | <ul style="list-style-type: none"> ▪ May 9, 2017, Board Minutes ▪ March and April 2017 Financial Statements ▪ April and May Statement of Financial Position <p>Ms. Sinden motioned to approve the Consent Agenda; Ms. Haynes seconded; All approved.</p> |

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| <p>DPP Evaluation – Program Operations</p> | <p><u>DPP Evaluation – Program Operations</u> Ms. Meg Franko, Director of Research and Evaluation at the University of Denver Butler Institute for Families, and Ms. Jennifer Schroeder, President of The Implementation Group, presented their evaluation findings. The evaluation work they presented focused on two major research questions: 1) To what extent DPP services give families better access to quality providers, 2) How to make changes that are useful moving forward.</p> <p>Ms. Landrum added that DPP hoped to find what specific interventions lead to higher quality and what aspects of higher quality lead to better student outcomes. She noted that if DPP can learn what makes the difference they may be able to change the landscape and close the achievement gap.</p> | <p>Ms. Franko will look into whether the providers were referring to Colorado Shines or CLASS® when mentioning the quality rating.</p> <p>The team will study the relationship between data points and conduct a subgroup analysis, to present to the Board in the spring.</p> |
| <p>Quality Improvement Framework Overview</p> | <p><u>Quality Improvement Framework Overview</u> Mr. Miller presented the overview of the Quality Improvement Framework to the Board. With the support of the Butler Institute, DPP has begun a year-long process to evaluate the current Quality Improvement Framework. While the in-depth research will guide updates for 2018-2019 there are several minor changes planned for 2017-2018. The proposed revisions for 2017-2018 include increased coaching frequency and offering differentiated coaching models, incentivizing classroom materials funding, expending resources more consistently through the school year, increase job-embedded professional development, focus on increasing Instructional Support scores in CLASS® and including more detailed Service Level Agreements in contracts to meet goals. Additional ideas for consideration include supporting quality improvement resources for all 3- and 4-year-old classrooms, supporting program-wide continuity of care and pilot annual and semi-annual CLASS® observations with paired coaching to determine the best model.</p> | <p>Ms. Steele would like staff to think about using reserves to expand quality improvement initiatives.</p> |
| <p>Tuition Credit Task Force Update</p> | <p><u>Tuition Credit Task Force Update</u> Ms. Landrum gave an update on the progress of the Tuition Credit Task Force. Task Force members include Michael Baker and Judy Ham (DPP Board members), Pamela Harris (first COO of DPP and current CEO of Mile High Early Learning) Penny May (Deputy Chief of Staff and former Executive Director of Denver Human Services), Steffanie Clothier (Investment Officer at Piton Foundation and Gary Community Investments) and Jennifer Landrum, Ellen Braun and Philip Perrin of DPP.</p> | |

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| | <p>The goal of the Task Force is to develop and explore options for the 2018-2019 tuition credit system and providing recommendations for long-term tuition credit system initiatives. Discoveries thus far include updating the tuition credit scale, the potential for gap funding, the need to better serve middle-income families and vulnerable populations and piloting ways to serve younger students or children heading into kindergarten who did not have the benefit of preschool.</p> <p>Timeline for Tuition Credit Task Force Board Presentations:</p> <ul style="list-style-type: none"> ▪ August: Priorities will be recommended by the Task Force ▪ September: Scenarios for the tuition credit system will be presented ▪ November: Final assumption model presented ▪ December: Final tuition credit scale model and budget approval | |
| <p>Board Update Email Feedback</p> | <p><u>Board Update Email Feedback</u></p> <p>The following changes were suggested by Board members to improve upon the Board Update:</p> <ul style="list-style-type: none"> ▪ Active hyperlinks ▪ Regular updates on core information (ex: how many students were served, how much money went out the door) ▪ Headlines with active verbs and language ▪ Put what is discussed in the subject line ▪ Less verbose (ex: three things to know each month) ▪ Send links to articles as they come through ▪ Create a section showing DPP in the news ▪ Create a DPP Board Facebook group that all can add to | <p>DPP staff will incorporate the suggestions and revisit later in the year.</p> |
| <p>Adjourn</p> | <p>Dr. Rosemarie Allen informed the Board that the vote to name the Edna Oliver Child Development Center at 2851 Tremont Place after Anna Jo Haynes will occur at the City Council meeting on Monday, July 17 at 5:00 p.m. at the City and County Building.</p> | <p>Mr. Hochstadt motioned to adjourn; Ms. Haynes seconded; All approved.</p> |



Board of Directors

Meeting Minutes

Date: August 8, 2017 (1:00 to 3:00 p.m.)

Location: Denver Center for Performing Arts – 1101 13th St., Denver, CO 80205

Members in attendance: Mr. Mike Yankovich (Chair), Ms. Susan Steele (Secretary/Treasurer), Dr. Rosemarie Allen, Mr. Michael Baker, Ms. Anna Jo Haynes, Dr. Rebecca Kantor, Ms. Amber Münck, Ms. Janice Sinden

Members not in attendance: Ms. Judy Ham, Mr. Zach Hochstadt

Members on conference call: Ms. Chris Watney (Vice Chair), Councilwoman Stacie Gilmore

Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson, Mr. Philip Perrin

Guests: Ms. Cheryl Caldwell, Ms. Kara Penn

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
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| Call to Order | | |
| Consent Agenda | | <p><i>(For Approval)</i></p> <ul style="list-style-type: none"> ▪ July 11, 2017, Board Minutes ▪ May 2017 Financial Statements ▪ June 2017 Statement of Financial Position ▪ Flahive Group 2017-2018 Contract <p>Ms. Münck motioned to approve the Consent Agenda; Ms. Haynes</p> |

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| | | and Dr. Kantor seconded; All approved. |
| <p>Tuition Credit Task Force Presentation</p> | <p><u>Tuition Credit Task Force Presentation</u> Ms. Landrum presented the Tuition Support System and Tuition Support System Priorities.</p> <p>Strengths of the current model include:</p> <ul style="list-style-type: none"> ▪ Provides universal support on sliding scale ▪ One size fits all ▪ Maintains commitment to providers and parents ▪ Majority of funds go to children in lowest income tiers ▪ Aligns with DPP ordinance and contract ▪ Supports both quality and access ▪ Fairly straightforward to operationalize ▪ People know what to expect ▪ Scale promotes equity between DPS and community sites <p>Challenges of the current model include:</p> <ul style="list-style-type: none"> ▪ Scale is not nimble or flexible ▪ DPS must be capped to preserve equity between DPS and community sites ▪ Challenging circumstances for families are not addressed ▪ Program expansion to younger children cannot look the same as the current model that supports all 4-year-olds (we would need to get to \$26 million annually) ▪ We suspect the threshold for serving children annually through this model has been met ▪ Small increases to the tuition credit model have not aligned with increased cost of living in Denver <p>Ms. Landrum informed the Board that the Task Force’s recommendation was to create a Tuition Support System that includes the current scale model as well as supplemental supports that could be implemented in a more dynamic way. The task force recommends setting the scale based on a dollar amount, rather than a percentage, and commit to the scale for a three-year period. She noted that they would like to arrive at a number that is hitting the highest threshold while knowing DPP may need to pull from reserves if the economy takes an unexpected downward turn. The supplemental supports will add flexible dollars to the overall system to solve challenges related to access, choice and quality.</p> | <p>A safety clause will be considered in case of an economic downturn.</p> <p>Mr. Baker motioned to approve the Tuition Support System concept and the request to move forward with next steps of the Tuition Credit process; Ms. Haynes seconded; All approved.</p> |

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| | <p>Priorities of the Tuition Credit System that the Task Force identified include:</p> <ul style="list-style-type: none"> ▪ Support “Cliff Effect” families ▪ Increase preschool access in Denver’s child care deserts ▪ Narrow the opportunity gap for students at risk ▪ Address the affordability of the preschool ▪ Respond to the unique needs of specific types of providers ▪ Address the needs of Denver’s most vulnerable 3-year-olds ▪ Provide additional supports to high need children ▪ Reevaluate the part-day component of the Tuition Credit Scale ▪ Align the Tuition Credit Scale to better reflect the cost of quality <p>Next steps include:</p> <ul style="list-style-type: none"> ▪ Looking at scenarios for the tuition credit scale ▪ Adding in priorities that belong in the scale and deciding what supplemental priorities would look like and what the cost would be | |
| <p>2017-2018 Quality Improvement Budget</p> | <p><u>2017-2018 Quality Improvement Budget</u> Mr. Miller presented the 2017-2018 Quality Improvement budget for approval. The following was requested for the final year of each QI contract:</p> <ul style="list-style-type: none"> ▪ Clayton would increase from \$515,000 to \$637,000 in the 2017-2018 school year, allowing for a significant increase in coaching ▪ The Denver Early Childhood Council would increase from \$1,129,000 to \$1,277,000 for the 2017-2018 school year, their expansion is due to increase of customized coaching, including specialized business management supports and overseeing the achievement award process ▪ Qualistar would increase from \$128,000 to \$129,000 for the 2017-2018 school year to allow for cost of living increases | <p>Ms. Sinden motioned to approve the 2017-2018 QI budget; Dr. Allen seconded; All approved.</p> |
| <p>Design and Image Contracts</p> | <p><u>Design and Image Contracts</u> Ms. Braun presented a 2017 amendment and 2018 contract for Design + Image for approval. The amendment is due to unforeseen additional work such as the website launch being more design focused than anticipated, a shifted focus to direct marketing and digital pieces requiring more design work and collaborations with partners. The request included moving \$26,950 from non-contract hourly for a total of \$90,750 for 2017. The 2018 contract request included a not-to-exceed of \$92,000 at a blended hourly rate of \$115/hour.</p> | <p>Ms. Sinden motioned to approve the 2017 amendment and 2018 contract; Ms. Haynes seconded; All approved.</p> |

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| Adjourn | | Ms. Haynes motioned to adjourn; Mr. Baker seconded; All approved. |



Board of Directors

Meeting Minutes

Date: September 12, 2017 (1:00 to 3:00 p.m.)

Location: Denver Preschool Program – 305 Park Ave West, Suite B, Denver, CO 80205

Members in attendance: Mr. Mike Yankovich (Chair), Ms. Chris Watney (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Mr. Michael Baker, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor, Ms. Amber Münck, Ms. Janice Sinden

Members not in attendance: Dr. Rosemarie Allen, Councilwoman Stacie Gilmore

Members on conference call: Ms. Judy Ham

Staff in attendance: Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson, Mr. Philip Perrin

Guests: Ms. Cheryl Caldwell, Mr. Rob McDaniel, Ms. Kara Penn

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
|-----------------------|------------|--|
| Call to Order | | |
| Consent Agenda | | <p><i>(For Approval)</i></p> <ul style="list-style-type: none"> ▪ August 8, 2017, Board Minutes ▪ June 2017 Financial Statements ▪ July 2017 Statement of Financial Position ▪ Darienzo Consulting Contract 2018 ▪ 303 Software Amendment 2017 ▪ Mile High Early Learning CDA Contract 2017-2018 <p>Ms. Watney motioned to approve the consent agenda; Ms. Münck seconded; Ms. Haynes abstained; All other members approved.</p> |

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| <p>Executive Session</p> | | <p>Mr. Yankovich motioned to go into executive session to discuss a legal matter; Mr. Hochstadt seconded; All approved.</p> |
| <p>Contracts</p> | <p><u>MetrixIQ 2017 – 2020</u> MetrixIQ is contracted to do DPP’s enrollment and eligibility, customer service call center and the development of the tuition scale and provides support with finances. In February 2016 they were approved for an initial contract term of three years with a not-to-exceed of \$3.8 million, with the option to renew for two additional years. The first extension has a not-to-exceed of \$717,860 with an added scope of work related to the strategic plan at a not-to-exceed of \$592,000. The second extension has a not-to-exceed of \$738,000, with an added scope of work at a not-to-exceed of \$550,000.</p> <p><u>Gomez Howard Group 2017 Amendment and 2018 Contract</u> DPP requested to move \$15,000 from non-hourly communications to the Gomez Howard Group contracted budget to provide coverage for Ellen Braun while on maternity leave and to cover the reorganization of communications.</p> | <p>Ms. Sinden motioned to approved the 2017-2020 MetrixIQ contract; Ms. Steele seconded; All approved.</p> <p>Ms. Haynes motioned to approve the Gomez Howard Group 2017 Amendment and 2018 Contract; Ms. Sinden seconded; All approved.</p> |
| <p>Tuition Credit Task Force Presentation</p> | <p><u>Tuition Credit Task Force Presentation</u> Mr. McDaniel presented the work done by the Tuition Credit Task Force, which honors the principles of not decreasing the scale, spending excess reserves and supporting DPP’s values of access, quality and choice. The presentation provided an analysis of four potential revenue scenarios coupled with three tuition credit scale options to support the Board in determining a new tuition credit budget figure that is both feasible over the next three years and inclusive of improvements to the scale and supplemental supports for vulnerable families.</p> <p>He noted that a 4 percent growth in Denver over the next five years was the best case scenario, no growth from 2017-2018 and recession-era numbers for 2019-2021 was the worst case scenario and a 3 percent growth over the next five years is what is predicted. In the worst case scenario, DPP would exceed the 70 percent of the budget reserved for tuition credits but could still support the tuition dollars through funding from reserves. A base of \$13.5 would provide a risk-free scenario.</p> | |

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| | <p>Mr. McDaniel presented three options to the scale and supplemental supports:</p> <ol style="list-style-type: none"> 1.) A \$14 million base which over the next five years could generate \$1.6 million in excess reserve in the worst case scenario and \$4 million in the best case scenario. 2.) A \$15 million base which over the next five years could generate \$800,000 in excess reserve in the worst case scenario and \$3.2 million in the best case scenario. 3.) A \$14 million base+ which over the next five years could generate \$875,000 in excess reserve in the worst case scenario and \$3.3 million in the best case scenario. <p>The Board discussed the pros and cons of each option through the lens of DPP's values and current goals to expand tuition support to better support Denver's most vulnerable population and increase the number of children who have access to preschool.</p> | <p>Mr. Hochstadt motioned to approve the tuition credit scale at \$14 million base+ with an amendment that the growth of the scale will never go below zero; Ms. Haynes seconded; All approved.</p> |
| <p>Adjourn</p> | | <p>Ms. Steele motioned to adjourn; Mr. Hochstadt seconded; All approved.</p> |



Board of Directors

Meeting Minutes

Date: November 14, 2017 (1:00 to 3:00 p.m.)

Location: Denver Center for Performing Arts – 1101 13th St., Denver, CO 80205

Members in attendance: Mr. Mike Yankovich (Chair), Ms. Chris Watney (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Councilwoman Stacie Gilmore, Ms. Judy Ham, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor, Ms. Amber Münck

Members not in attendance: Ms. Janice Sinden

Members on conference call: Dr. Rosemarie Allen, Mr. Michael Baker

Staff in attendance: Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Sharon Otto, Ms. Tricia Nelson, Mr. Philip Perrin

Guests: Ms. Cheryl Caldwell, Ms. Melanie Darienzo, Mr. Rob McDaniel, Ms. Kara Penn, Mr. Andrew Sullivan

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
|-----------------------|-------------------|--|
| Call to Order | | |
| Consent Agenda | | <p><i>(For Approval)</i></p> <ul style="list-style-type: none"> ▪ September 12, 2017, Board Minutes ▪ July and August 2017 Financial Statements ▪ September 2017 Statement of Financial Position ▪ Darienzo Consulting Contract 2018 |

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| | | <p>Ms. Watney motioned to approve the consent agenda with the corrected spelling of Ms. Haynes' name; Ms. Haynes seconded; All approved.</p> |
| <p>2018 Summary Budget</p> | <p><u>2018 Summary Budget</u> DPP was forecasted to receive \$21,555,953 from the City in 2018, with a 2017 reconciliation payment of \$285,306 due to DPP in June 2018. The target reserve is currently at \$12,933,572, equal to 20 percent of revenue over three years. DPP staff members presented the 2018 budget to the Board for review and comment.</p> <p>Tuition Credits Mr. Perrin presented the Tuition Credits budget summary, noting the following:</p> <ul style="list-style-type: none"> ▪ The tuition credit amount within the budget was approved by the Board in December 2016 for the 2017-2018 school year ▪ There will be \$13.671 million spent January to September 2018, which is 63 percent of revenue and includes the DPS cap set at \$8.2 million. The amount for September through December 2018 will be approved during the December 2017 Board meeting. <p>Quality Improvement Mr. Miller presented the Quality Improvement budget summary, noting the following:</p> <ul style="list-style-type: none"> ▪ The budget for Clayton will be larger due to an additional 800 coaching hours being added as Race to the Top funding has ended; the number of coaching hours overall will almost double ▪ A Child Development Associate™ (CDA™) scholarship program was added <p>Enrollment and Customer Service Mr. Perrin presented the Enrollment and Customer Service budget summary, noting that the 2018 budget includes a \$105,000 one-time system upgrade fee.</p> <p>Evaluation Mr. Perrin presented the Evaluation budget summary, noting the following:</p> | |

- Clayton Early Learning, who conducts the Kindergarten Readiness study, and The National Opinion Research Center (NORC), who evaluates longitudinal student outcomes, handle evaluation work at the child-level. The Butler Institute evaluates ongoing operations and services.
- There will be a slight increase in costs as work continues to ramp up in the second year of their contracts

Community Outreach

Ms. Nelson presented the budget for Community Outreach, noting the following:

- The total budget is \$813,000, \$128,000 less than 2017 mainly due to a one-time gift to DPP classrooms for DPP’s 10th Birthday, as well as a decrease in Preschool Showcases costs
- Contractors make up for 45 percent of costs while targeted projects such as marketing and events make up for 55 percent
- All but one communications contracts were renewed, with many being expanded

Other Expenses

Ms. Landrum presented the Other Expenses budget summary, noting the following:

- There will be a five percent increase for the auditor
- Includes DPP’s website and technology services, as well as outside contract services such as Mission Spark

Mr. Hochstadt suggested the website live in Community Outreach, as it includes digital strategy and a landing place for DPP’s outreach efforts.

Administration

Ms. Landrum presented the Administrative Expenses budget summary, noting the following:

- Administrative costs are currently under 4 percent of the budget, but can go up to 7 percent
- Facilities and equipment costs are unknown as DPP’s shared space partner will be moving in March 2018. DPP could absorb the entire space at an additional \$53,000 per year and still stay under their 7 percent cap. The options are to bring in another partner or reconfigure the space and create an on-site training center for providers.

Reserves

The website line item will be moved to the Community Outreach budget for 2018.

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| | <p>Ms. Landrum presented the Reserves budget summary, noting the following:</p> <ul style="list-style-type: none"> ▪ Administrative reserves increased by \$700,000. ▪ Program reserves would reach \$25 million, with \$8.5 million unallocated. ▪ Ms. Landrum noted that the increased spending for the tuition credit scale will address the net amount going to reserves in 2018. ▪ Board members acknowledged and expressed concern about how over-reserved the organization is, and committed to finding strategic ways to put more money into the community and lower the reserve amount. ▪ Board members agreed to work toward a revised reserve policy in 2018. <p>Potential New Initiatives</p> <p>Ms. Landrum presented potential new initiatives that were not included in the budget. These include:</p> <ul style="list-style-type: none"> ▪ Tuition scholarship gap funding ▪ Alternative preschool delivery methods such as mobile preschool classrooms ▪ Program expansion to three-year-olds – DPP does not have the money to sustain funding because by the end of next year tuition credits will be around 70 percent. Quality Improvement funding in every preschool classroom would be the best place to start. ▪ CLASS® pilot program – Conduct the assessment every year or do pre- and post-assessments in a single year ▪ Mental Health Consultation ▪ DPP Office Expansion <p>DPP will discuss first with the Finance and Governance Committee and then with the Board as to how to spend the accumulated reserves.</p> | |
| <p>2018-2019 Tuition Scale Assumptions</p> | <p><u>2018-2019 Tuition Scale Assumptions</u></p> <p>New scenarios were developed that kept in mind the cost of quality, a meaningful difference in credit support between Levels 2 and 3, incentive Level 5 and considered the impact of lower reimbursement rates of Levels 1 and 2 to access.</p> <p>Mr. Perrin presented three possible options to the committee.</p> <ul style="list-style-type: none"> ▪ Option A: Incentivizes Level 5 at 105 percent; creates a break between Levels 1-2 and Levels 3-5 | |

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| | <ul style="list-style-type: none"> ▪ Option B: Creates a 25-30 percent spread in operational costs between Level 1 and Level 5 ▪ Option C: Incentivizes Level 5 at 105 percent; no change between Levels 1 and 2 <p>Ms. Landrum preferred the percentages in Option A for Level 1 and 2, then using the percentages in Option B for Level 3, 4 and 5. Ms. Münck suggested going with Option A since it is close to B and incentivizes Level 5. Ms. Landrum agreed and suggested raising Level 2 from 75 percent to 78 percent. Mr. McDaniel noted that the base credit as part of the approved budget was \$654 and with Option A will go up to \$715 for a total of \$14.6 million.</p> <p>Review income Tier Assumptions DPP created three options to help cliff effect families (using the definition of the CCCAP eligibility cutoff of 225 percent), who are not eligible for public funding.</p> <ul style="list-style-type: none"> ▪ Option A: A change to FPL cutoff points, making tier 3 185-350 FPL ▪ Option B: A change to credits by bumping up tier 3 from 80-85 percent of the credit ▪ Option C: A change to FPL cutoff points, expanding tier 3 to 185-300 percent FPL at 85 percent and tier 4 would be 300-400 percent at 70 percent <p>Option C was recommended as it would raise the tier 5 threshold to >400 percent and expand tiers three and four, at a cost of \$14.7 million.</p> <p>Consumer Price Index Credit Escalation DPP staff discussed three possible models for annual credit escalation. They include the following:</p> <ul style="list-style-type: none"> ▪ Consumer Price Index (CPI): Since 2010 has increased 3 percent each year and is very stable ▪ Sales and Use Tax (SUT): Since 2010 has increased 7 percent year-over-year; future growth is estimated at 4 percent ▪ Reconciliation Adjustments (RA): Applies the reconciliation amount to the following year's tuition credit scale, with a cap of 3 to 4 percent of the most current scale amount and would not reduce the scale in the event of a refund to the City; averages to 2 percent growth each year <p>Review DPS Cap scenarios The Tuition Credit Taskforce looked at four scenarios, each with the goal of protecting the mixed-delivery model.</p> | <p>Ms. Steele motioned to approve Option A, to include raising Level 2 from 75 to 78 percent; Ms. Haynes seconded; All approved.</p> <p>Ms. Münck motioned to approve Option C; Councilwoman Gilmore second; All approved.</p> <p>Mr. Hochstadt motioned to approve using the Consumer Price Index model; Ms. Münck and Ms. Watney seconded; All approved.</p> |
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| | <ul style="list-style-type: none"> ▪ Option A: No change in the cap amount; increases community site funding by 21 percent but provides no new money to DPS ▪ Option B: Increase of 3 percent to the cap to \$8.4 million, proportional to the increase in cost of living; increases community site funding by 16 percent ▪ Option C: Increase of 8 percent to both DPS and community sites; does not necessarily maintain equity and access ▪ Option D: Increase of 6 percent to \$8.69 million; would be a meaningful increase to both DPS and community sites, but reduces DPS' share of credits by 1.5 percent <p>Option D was recommended as it mitigates risk and preserves choice.</p> | <p>Ms. Ham motioned to approve Option D, Ms. Haynes seconded; All approved.</p> |
| <p>Adjourn</p> | | <p>Mr. Hochstadt motioned to adjourn; Ms. Watney seconded; All approved.</p> |



Board of Directors

Meeting Minutes

Date: December 12, 2017 (1:00 to 3:00 p.m.)

Location: DPP Offices – 305 Park Avenue West, Suite B, Denver, CO 80205

Members in attendance: Mr. Mike Yankovich (Chair), Ms. Chris Watney (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Anna Jo Haynes, Ms. Judy Ham, Mr. Zach Hochstadt, Ms. Amber Münck

Members not in attendance: Dr. Rosemarie Allen, Mr. Michael Baker, Dr. Rebecca Kantor, Ms. Janice Sinden

Members on conference call: Councilwoman Stacie Gilmore

Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson

Guests: Ms. Cheryl Caldwell, Ms. Melanie Darienzo, Ms. Peggy Gonder, Mr. Rob McDaniel, Ms. Kara Penn, Mr. Andrew Sullivan

| Agenda Topic | Discussion | Action/Follow-Up/Decision |
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| Call to Order | | |
| Consent Agenda | | <p><i>(For Approval)</i></p> <ul style="list-style-type: none"> ▪ November 14, 2017, Board Minutes ▪ September 2017 Financial Statements ▪ October 2017, Statement of Financial Position ▪ The Financeologist Contract ▪ 303 Software Contract <p>Ms. Haynes motioned to approve the consent agenda; Mr. Hochstadt seconded; All approved.</p> |

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| <p>2018-2019 Tuition Credit Scale</p> | <p><u>2018-2019 Tuition Credit Scale</u> Mr. McDaniel presented the 2018-2019 Tuition Credit Scale for review and approval, noting the following updates:</p> <ul style="list-style-type: none"> ▪ Base tuition credit will be \$691 per month – a Tier 1 family of four whose child attends a Level 4 school for a full day: this is an increase of \$74 or 10.7 percent per month. ▪ Increase Tier 3 support from 225 percent FPL in 2007 to 300 percent FPL at a 85 percent reimbursement rate for the 2018-2019 school year ▪ First adjustments to quality reimbursement since 2008 ▪ Higher reimbursement percentage across all levels with significant increases for Levels 3, 4 and 5 ▪ Largest credit will be \$877 <p>Mr. McDaniel suggested the Board adhere to the following timeline to streamline the process each year:</p> <ul style="list-style-type: none"> ▪ August: Review the prior year’s City reconciliation; review the year-over-year CPI; identify any business disrupters to determine how much to increase the tuition scale budget ▪ November: Present the student enrollment forecast for upcoming program year; approve CPI for tuition credit scale increase ▪ December: Present new tuition credit scale inclusive of CPI adjustment; Board approval of new scale | <p>Ms. Haynes motioned to approve the 2018-2019 Tuition Credit Scale; Ms. Steele seconded; All approved.</p> |
| <p>2018 Revised Budget</p> | <p><u>2018 Revised Budget</u> Ms. Braun presented the 2018 Revised Budget for review and approval, noting the following updates:</p> <ul style="list-style-type: none"> ▪ The calendar year tuition credit amount is \$14.989 million, which includes the last five months of the 2017-2018 school year, the three summer months and the first five months of the 2018-2019 school year. ▪ The website line item was moved to the community outreach budget, which is now at \$905,000 to include the \$96,000 website contract. | <p>DPP will leverage the Birth-8 Roadmap research on children not in formal care settings to support new initiatives.</p> <p>Mr. Hochstadt motioned to approve the 2018 Revised Budget; Ms. Münck seconded; All approved.</p> |

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| <p>Filters and Priorities for Potential New Initiatives</p> | <p><u>Filters and Priorities for Potential New Initiatives</u></p> <p>Ms. Penn opened up for discussion the basis upon how DPP should decide which potential new initiatives to choose. This discussion was a request from the September Board Meeting.</p> <ul style="list-style-type: none"> ▪ Mr. Hochstadt suggested focusing on market saturation or improving quality, DPP’s pillars of access and quality. Ms. Steele agreed and added that DPP should not focus solely on access if it means forsaking quality. ▪ Ms. Watney requested that DPP weigh both values of access and quality, for they may not need to be equally prioritized in certain situations. ▪ Ms. Landrum suggested looking at the value of leadership in action, where DPP could consider creating a pilot to see if a potential new initiative could work and evaluate the results. ▪ Mr. Hochstadt pointed out families migrating out of the city is a challenge for the organization and he wondered how DPP could continue to serve their mission within the context that the voters have approved. DPP could use their vision as a filter not just in providing tuition support, but also in helping to achieve a larger vision. ▪ Ms. Landrum would like to look to DPP’s evaluation studies to guide a solution to the achievement gap. For example, Tier 1 children tend to score low, especially in vocabulary, could DPP focus new initiatives on key areas such as tier 1 children and an expanded vocabulary support. ▪ Ms. Ham suggested a collaboration on mental health to move supports into the classroom. ▪ Mr. Miller spoke on gap funding through the lens of the value of access for all. ▪ Mr. Hochstadt suggested leveraging DPP’s partnerships to address known child care deserts. Mr. Sullivan informed the Board that the Birth-to-8 Roadmap is considering doing an in-depth study to find families not utilizing city services and/or not sending their children to licensed care to learn more about choice and community needs. ▪ A general consensus was discussed regarding sustainability of new initiatives and how DPP may need to collaborate with other organizations. ▪ Mr. Hochstadt felt DPP’s name is a barrier, as it sounds like a specific school rather than something to participate in and suggested Preschool Denver as a better fit. ▪ Ms. Ham suggested creating scholarships for DPP teaching staff for their | |
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| | <p>child to be in the program they work in. Ms. Landrum added that these scholarships could be for children of any age as a two-generational approach.</p> <ul style="list-style-type: none"> ▪ Ms. Haynes noted that there is currently a bill for substitute teachers where they would have to take special training, to qualify as substitutes. ▪ Ms. Ham also suggested funding expanding quality classes for teachers as a precursor to college credits. ▪ Councilwoman Gilmore wondered if DPP could be a partner convener of a large scale listening session or strategy day to include service providers, stakeholders, City Council and other varied voices to decide appropriate next steps for agencies and residents in Denver with families. Ms. Watney added that certain voices should be prioritized rather than casting a wide net. Councilwoman Gilmore offered DPP a table at the next Council planning meeting regarding land use planning for the next 10 to 20 years in regards to whether there may be more mobile pop up schools or brick and mortar schools added in the Far Northeast. | <p>The Board's thoughts will be brought back to the Task Force's last meeting and then a draft will be created, including identifying quick wins. Once the draft is complete, couple ideas will be run through the filter to see where there may be a need to modify.</p> |
| Executive Session | | <p>Mr. Hochstadt motioned to go into executive session to discuss a legal matter; Ms. Ham seconded; All approved.</p> |
| Adjourn | | <p>Ms. Haynes motioned to adjourn; Ms. Watney seconded; All approved.</p> |