

# Board of Directors

Meeting Minutes

Date: May 4, 2016 (12:00 p.m. - 2:00 p.m.)

Location: DPP Office



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

*Members not in attendance: Mr. Mike Yankovich (Chair)*

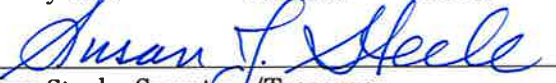
*Staff: Ms. Jennifer Landrum, Ms. Ellen Baskerville, Mr. David Collins, Mr. Chris Miller and Ms. Amanda Roy-Bangoy*

*Guests: Ms. Kara Penn, Mission Spark; Ms. Cheryl Caldwell, Denver Public Schools*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call To Order and Welcome		
Consent Agenda	<ul style="list-style-type: none"> <li>March 2, 2016, Board of Directors Minutes</li> <li>March 2016 Statement of Financial Position and February 2016 Budget vs. Actuals</li> <li>APA Contract Extension</li> <li>Barnhart Communications Contract Amendment</li> </ul>	Ms. Haynes moved to approve; Seconded by Ms. Steele; All in favor.
Election of New Secretary/Treasurer	Dr. Arthur Gonzalez resigned from the Board of Directors effective March 31, 2016, leaving the position of Secretary/Treasurer open. Ms. Steele was nominated to the position by the Finance and Governance Committee. No other nominations or volunteers were presented.	Ms. Watney moved to approve Ms. Steele as Secretary/Treasurer; Seconded by Ms. Ham; All in favor.
Revised Procurement Policy	Mr. Collins presented DPP's revised procurement policy on behalf of the Finance and Governance committee for discussion and approval. Changes were made to the policy to align with the new Board committee structure and current procurement practice. Language was added to give DPP staff more flexibility in addressing not to exceed amounts for existing contracts and set guidelines with regard to when and how DPP will manage contract retainers.	Ms. Haynes moved to approve the revised procurement policy; Seconded by Ms. Steele; All in favor.
Dashboard Review	<p>DPP program staff presented a high level overview of Communications, Quality Improvement and Customer Service/Enrollment dashboards for review and comment.</p> <p>Board members provided suggestions for data to be included and/or how to be represented, as well as observations regarding gaps and</p>	

	<p>opportunities for staff to consider. Highlights follow.</p> <ul style="list-style-type: none"> <li>• <i>Communications dashboard suggestions:</i> add in actual number of events as well as percentages; reflect types of media outreach more clearly with regard to diversity and targeted/non-targeted; add specifics to partner outreach.</li> <li>• <i>Quality Improvement dashboard suggestions:</i> add dollar amounts to activities; <i>Programmatic observations:</i> map EQIT to current professional development offerings to determine any gaps in training.</li> <li>• <i>Enrollment and Customer Service dashboard suggestions:</i> change the descriptor paragraph to better describe this program area. <i>Programmatic observations:</i> there appears to be an opportunity to improve community site enrollment.</li> </ul>	
<b>Launch Strategic Planning</b>	<p>Kara Penn with Mission Spark joined the Board meeting and launched the 2016 strategic planning process. Over the summer, Board meetings will be used primarily for strategic planning with the exception of the July meeting which will be cancelled in order for Board members to participate in a longer Board retreat dedicated to the process.</p> <p>Initial feedback related to the process are as follows:</p> <ul style="list-style-type: none"> <li>• Since the process is occurring over the summer months when many people take extended vacations, staff was encouraged to create multiple opportunities for parent, provider and stakeholder comment.</li> <li>• It was suggested that major milestones in the process be identified early and scheduled on calendars to assure feedback is given and received in a timely manner</li> </ul>	
<b>Adjourn</b>		Mr. Hochstadt moved to adjourn; Seconded by Dr. Kantor; All in favor.

I certify that the above minutes are correct and approved by the Board of Directors.

  
 Susan Steele, Secretary/Treasurer

# Board of Directors

Meeting Minutes

Date: June 1, 2016 (12:00 p.m. - 2:00 p.m.)

Location: DPP Offices



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

*Members on conference call: Ms. Amber Münck (Vice-chair), Ms. Judy Ham and Ms. Janice Sinden*

*Staff: Ms. Jennifer Landrum, Ms. Alana Romans, Mrs. Ellen Braun, Mr. Chris Miller and Mr. David Collins*

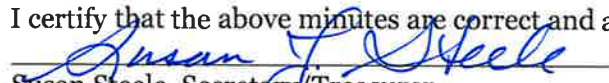
*Guests: Ms. Kara Penn, Mr. Antonio Pares, Ms. Cheryl Caldwell*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<ul style="list-style-type: none"><li>• May 4, 2016, Board Minutes</li><li>• April 2016 Statement of Financial Position</li><li>• March 2016 year-to-Date Budget vs. Actuals</li><li>• Mission Spark Contract</li></ul> <p>Ms. Haynes moved to approve consent agenda; Seconded by Ms. Steele; All in favor.</p>
<b>DPP T.E.A.C.H Early Childhood® Scholarship Program</b>	Mr. Miller presented the T.E.A.C.H Early Childhood® Scholarship Program as an amendment to the current contract with Qualistar Colorado on behalf of the DPP Program Committee. As requested by the Board at its meeting on March 2, 2016, the Program Committee increased the allocation from \$100,000 to \$200,400 and made additional modifications to the selection criteria and work requirement.	Ms. Watney moved to approve the amendment to the Qualistar Colorado Contract; Seconded by Mr. Hochstadt; All were in favor.

<p><b>Strategic Planning Session</b></p> <ul style="list-style-type: none"> <li>▪ Summary of Insights from Survey and Implications for Planning</li> <li>▪ Stakeholder Engagement Process and Plan</li> <li>▪ DPP Values Discussion</li> <li>▪ Planning Milestones/Retreat Date</li> <li>▪ Next Steps</li> </ul>	<p><u>Summary of Survey Insights</u></p> <p>Kara Penn with Mission Spark presented insights from the recent survey the Board completed and made efforts to expand the stakeholder engagement strategy. Today's discussion focused on exploring DPP's core values and determining the big questions to answer through the strategic planning process:</p> <ul style="list-style-type: none"> <li>▪ What are gaps, barriers, and community needs?</li> <li>▪ What will Denver look like five years out?</li> <li>▪ What can we learn and apply from evidence-based best practice?</li> <li>▪ How do stakeholders perceive DPP and what do they need and are looking for from the organization?</li> <li>▪ What is DPP's role within the exiting Denver early childhood landscape?</li> <li>▪ How can we spend additional revenue to make the greatest impact?</li> <li>▪ What is our sustainable funding strategy?</li> <li>▪ How do we execute?</li> </ul> <p>Board members commented that critical to the success of the project would be to clarify what a properly resourced and staffed organization would look like. Another desired outcome would be to define parameters on how much risk the organization is comfortable in taking.</p> <p><u>Stakeholder Engagement Process</u></p> <p>Mission Spark reached out to close to 30 community stakeholders through one-on-one interview and many others including providers through electronic surveys to determine how well DPP is doing and what future success looks like for the organization.</p> <p>The Board agreed that decisions need to be made based on evidence and stakeholder input and at the same time address the gaps and needs within the organization.</p> <p><u>DPP Values Discussion.</u></p> <ul style="list-style-type: none"> <li>▪ Quality is essential, and when DPP is successful, we guide other programs success as well.</li> <li>▪ Create an environment of continuous learning and improvement.</li> <li>▪ DPP is a true and trusted partner, and potentially an advocate.</li> <li>▪ Choice as a core value.</li> <li>▪ Ensure accessibility for everyone.</li> <li>▪ DPP must remain data informed and outcomes driven.</li> <li>▪ Remain both inclusive and diverse.</li> <li>▪ Affordability.</li> </ul>	<p>Ms. Penn will revise the list of values based on the Board discussion. Mr. Hochstadt agreed to review this list upon completion.</p>
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	<p>Reactions:</p> <ul style="list-style-type: none"> <li>▪ Ms. Watney explained that we have nine years of research proving that we have not closed the diversity gap. Where do we push to help change this?</li> <li>▪ Ms. Sinden asked the group if there was alignment to ensure we are meeting our state obligations? This could potentially lead to a great opportunity to aid other cities and/or counties.</li> <li>▪ Ms. Ham asked how are we ensuring inclusion? For example, we are seeing increased mental health concerns with children.</li> <li>▪ Ms. Steele warned that we need to remain cautious and avoid taking on new tasks just because we can. It is vital to stay on course and make sure we are remaining constant with our goals.</li> </ul> <p><u>Planning Milestone</u> The Board Retreat will be on July 13, 2016, from 10 a.m. to 3 p.m. at the Children's Museum of Denver at the Marsico Campus</p>	
<b>Adjourn</b>		Ms. Haynes moved to adjourn the meeting; Seconded by Mr. Baker; All in favor.

I certify that the above minutes are correct and approved by the Board of Directors.

  
Susan Steele, Secretary/Treasurer

# Board of Directors

Meeting Minutes

Date: August 3, 2016 (12:00 p.m. - 2:00 p.m.)

Location: DPP Offices



*Members in attendance: Mr. Mike Yankovich (Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Judy Ham, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor and Ms. Chris Watney*

*Members not in attendance: Dr. Rosemarie Allen, Mr. Michael Baker, Councilwoman Gilmore and Ms. Janice Sinden*

*Members on conference call: Ms. Amber Münck (Vice-Chair)*

*Staff: Mrs. Ellen Braun, Mr. David Collins, Ms. Jennifer Landrum, Mr. Chris Miller and Ms. Tricia Nelson*

*Guests: Ms. Cheryl Caldwell, Ms. Kara Penn (on conference call), Ms. Melissa Sotelo*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda	As Secretary/Treasurer, Ms. Steele noted she would work with DPP staff to review and make adjustments to the financial documents. The balance sheets need to be included with the fiscal statements so that the financial statements can be looked at together.	<ul style="list-style-type: none"><li>▪ June 1, 2016 Board Minutes</li><li>▪ May 2016 Financial Position/April 2016 Budget vs. Actuals</li><li>▪ June 2016 Financial Position/May 2016 Budget vs. Actuals</li></ul> <p>Ms. Haynes moved to approve the Consent Agenda; Ms. Ham seconded; All approved</p>
Conflict of Interest Policy and Questionnaire	<u><b>Conflict of Interest Policy</b></u> Mr. Collins handed out DPP's current Conflict of Interest Policy and Questionnaire. Every Board member and DPP staff member need to read and sign the policy annually. Should any staff or Board member disclose a conflict of interest to the Board, the Board or the Board Finance and	Ms. Landrum will follow up with DPP's attorney regarding revisions to the Bylaws and the Conflict of

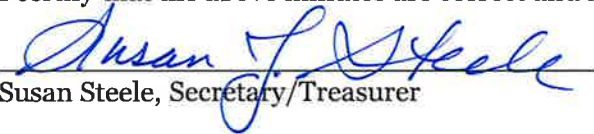
	<p>Governance committee will consider the conflict and determine if there is in fact a conflict that would preclude the Board member from voting on an issue. It was agreed that the current Conflict of Interest would be revised along with DPP's Bylaws to conform to the organization's new ordinance passed in 2014.</p> <p><b><u>Conflict of Interest Questionnaire</u></b></p> <p>Ms. Haynes disclosed she is the President Emeritus of Mile High Montessori which receives dollars from DPP. She pointed out that she does not handle the contracts or negotiations. She also disclosed that she is on the Clayton Early Learning Program Committee. A CLASS® contract with Clayton may come up, but its approval is done solely by their Board of Trustees. Ms. Watney is on the Board of Gary Community Investments (GCI). She disclosed to GCI that she is on DPP's board and would recuse herself from any decisions regarding DPP by the GCI Board.</p> <p>Any conflicts of interest disclosed by any Board members who were not present at the meeting will be taken up at the next Finance and Governance committee meeting.</p>	<p>Interest Policy.</p> <p>The Board decided there is no conflict of interest related to either Ms. Haynes' or Ms. Watney's disclosures.</p>
<b>Evaluation Contract Awards (For Approval)</b>	<p>Mr. Collins presented three evaluation contracts to the Board for approval. The total budget for all three proposals is \$1,995,000. Year 1 is a 13-month budget; each year will expire on August 31. The new evaluators are Clayton Early Learning for Project I – Kindergarten Readiness with a total budget of \$1,074,000; NORC/CU-Denver for Project II – Longitudinal Analysis with a total budget of \$80,000; and The Butler Institute at DU/ The Implementation Group for Project III – Program Operations with a total budget of \$521,000. The RFP committee that evaluated and awarded the new contracts for DPP evaluation requested the Board to award an additional \$59,000 to The Butler Institute for work not requested in the RFP but recommended in The Butler Institute's proposal, to address research questions not originally proposed by DPP. Should this request be approved, DPP's total budget will be \$2,055,000 over three years.</p>	<p>Ms. Steele moved to accept the full proposal, including The Butler Institute addendum as seen on page 16 in the Evaluation Contractor Awards Executive Summary Presentation; Mr. Hochstadt seconded; All approved.</p> <p>Dr. Kantor recused herself from the discussion and decision due to her organization being a recipient of funds through</p>

		Project II.												
<b>Strategic Planning (For Discussion and Approval)</b>	Ms. Watney facilitated a discussion of the Board and staff to revise the organization’s vision, mission and values. Following a robust discussion the Board agreed to the following statements:	Ms. Haynes moved to approve the updated Mission and Vision following a community review; Ms. Steele seconded; All approved												
	Vision: <i>Every child in Denver enters kindergarten ready to reach their full potential.</i>													
	Mission: <i>Our mission is to help Denver fulfill its commitment to its youngest learners. We champion, fund and increase access to quality preschool across our community.</i>													
	<b><u>Values:</u></b> At Denver Preschool Program, we value:													
	<table><tr><td>Value</td><td>Statement</td></tr><tr><td>Access for All</td><td>Where every Denver 4-year-old has access to the benefits of quality preschool.</td></tr><tr><td>Informed Choice</td><td>Where parents and caregivers are well-informed about early childhood education options and can make the best choice for their child.</td></tr><tr><td>Leadership in Action</td><td>Where DPP champions early childhood education, ensuring the community realizes its investment in young children.</td></tr><tr><td>Intentional Inclusivity</td><td>Where DPP overcomes barriers to ensure equal opportunity for all children to participate in early childhood education.</td></tr><tr><td>High Quality</td><td>Where pursuing high quality in all aspects of DPP’s work increases positive outcomes for Denver’s children.</td></tr></table>		Value	Statement	Access for All	Where every Denver 4-year-old has access to the benefits of quality preschool.	Informed Choice	Where parents and caregivers are well-informed about early childhood education options and can make the best choice for their child.	Leadership in Action	Where DPP champions early childhood education, ensuring the community realizes its investment in young children.	Intentional Inclusivity	Where DPP overcomes barriers to ensure equal opportunity for all children to participate in early childhood education.	High Quality	Where pursuing high quality in all aspects of DPP’s work increases positive outcomes for Denver’s children.
	Value		Statement											
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Intentional Inclusivity	Where DPP overcomes barriers to ensure equal opportunity for all children to participate in early childhood education.													
High Quality	Where pursuing high quality in all aspects of DPP’s work increases positive outcomes for Denver’s children.													
		Mr. Hochstadt moved to approve the proposed Value Statements; Ms. Watney seconded; All approved												
	The Board ran out of time and was unable to discuss the Strategic													



	Orientation and Priorities.	
<b>Adjourn</b>		Mr. Yankovich moved to adjourn the meeting, Ms. Watney seconded. All in favor.

I certify that the above minutes are correct and approved by the Board of Directors.

  
 Susan Steele, Secretary/Treasurer

# **Board of Directors**

## **Meeting Minutes**

**Date:** September 7, 2016 (12:00 p.m. - 2:00 p.m.)

**Location:** DPP Offices

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

*Members on conference call: Ms. Amber Münck (Vice Chair), Ms. Janice Sinden*

*Members not in attendance: Dr. Rosemarie Allen, Mr. Michael Baker, Dr. Rebecca Kantor, Councilwoman Gilmore*

*Staff: Ms. Ellen Braun, Mr. David Collins, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson*

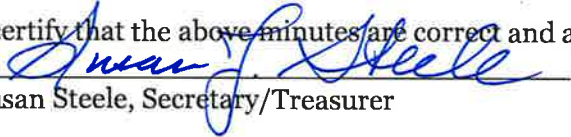
*Guests: Ms. Cheryl Caldwell, Ms. Magen Elenz (on conference call), Mr. Antonio Parés, Ms. Kara Penn*

<b>Agenda Topic</b>	<b>Discussion</b>	<b>Action/Follow-Up/Decision</b>
<b>Call to Order</b>		
<b>Consent Agenda</b>		<ul style="list-style-type: none"> <li>▪ August 3, 2016 Board Minutes</li> <li>▪ July 2016 Statement of Financial Position</li> <li>▪ The Flahive Group, LLC Contract Renewal</li> </ul> <p>Ms. Watney motioned to approve the Consent Agenda; Ms. Steele and Ms. Haynes seconded; All in favor</p>

<b>June 2016 Year-to-Date Financial Statements</b>	<p><b><u>June 2016 Year-to-Date Financial Statements</u></b></p> <p>The Finance and Governance Committee requested a change in the way the financial documents are presented. DPP will now prepare a Financial Statement for the same month as the Budget vs. Actuals Statement.</p> <p><b>June statement of Financial Position</b></p> <ul style="list-style-type: none"> <li>▪ Every January, DPP works with the Auditor to adjust the tuition accrual amount. In January 2015 they adjusted it downward \$461,000. DPP will not know until October if this was an accurate adjustment, when the complete attendance for the 2015-2016 program year has been entered.</li> </ul> <p><b>Budget vs. Actual Narrative</b></p> <ul style="list-style-type: none"> <li>▪ DPP budgeted for a reconciliation payment from the City in the amount of \$280,000, based on the City's revenue forecast. Actual revenue resulted in a payment to the City in the amount of \$192,315. This reconciliation resulted in the 2015 realized revenue to be \$447,000 under original projections.</li> <li>▪ The grant from Mile High United Way ended, the last payment that had been forecasted will not take place. Mr. Collins will make this adjustment.</li> </ul>	<p>Ms. Steele motioned to approve the Financial Statements; Ms. Haynes seconded; All in favor</p>
<b>Strategic Planning Session</b>	<p><b><u>Mission, Vision and Values</u></b></p> <p>It was noted that Ms. Landrum changed the mission statement to read "Denver Preschool Program's mission is" rather than "Our mission is". DPP is sending out surveys to get feedback on the new mission, vision and values from partners, parents and providers. Ms. Penn is checking in with stakeholders and commissions, with summaries being turned in by early October.</p> <p><b><u>Reserves Policy</u></b></p> <p>Ms. Landrum and Mr. Collins are meeting with Mr. Rob McDaniels to create a reserves policy and will take into consideration the guidance received during the Board Retreat.</p> <p><b><u>Strategic Orientation</u></b></p> <p>Ms. Penn presented the latest version of the strategic orientation: DPP's strategic orientation for the next five years is to maintain our gains in providing quality preschool to Denver's 4-year-olds while achieving measurable improvements in our strategic priorities through focused investment, best practice and partnership.</p> <ul style="list-style-type: none"> <li>▪ Be more specific about what "improvements" means and what these improvements are</li> </ul>	<p>DPP will present the reserves policy draft to the Finance and Governance Committee in September and it will be voted on at the December Board meeting as part of the budget.</p>

	<ul style="list-style-type: none"> <li>▪ Change 'maintain our gains' to 'build upon successes'</li> <li>▪ Make the second half more aspirational</li> <li>▪ Ensure the orientation statement captures the priorities</li> </ul> <p><b><u>Strategic Priorities</u></b></p> <ol style="list-style-type: none"> <li>1. Increase number of Denver 4-year-olds participating in preschool.</li> <li>2. Improve the quality of available preschool programs in Denver. <ul style="list-style-type: none"> <li>▪ Change to 'quality and availability'</li> </ul> </li> <li>3. Reach and engage the 4-year-old children who are not attending formal preschool and work to improve their school readiness. <ul style="list-style-type: none"> <li>▪ Rank this as lower in priority</li> <li>▪ Add 'in partnership'</li> <li>▪ Use this to look at other ways DPP could get children ready for school</li> </ul> </li> <li>4. Support great ECE teachers to ensure positive teacher-child interactions. <ul style="list-style-type: none"> <li>▪ Change to say "Support well-qualified and effective ECE professionals" or "Increase the professionalism and work depth of ECE teachers", or make it a sub goal instead</li> </ul> </li> <li>5. Strengthen and enhance DPP's internal operations to improve delivery of services, increase ECE leadership and partnership, and sustain operational needs. <ul style="list-style-type: none"> <li>▪ 'Leadership and partnership' will become a separate priority</li> </ul> </li> </ol> <p>It was suggested that DPP revisit certain policy questions, such as whether they should require children to attend a longer school day. Ms. Penn reminded everyone to think of both the intended and unintended consequences of policy changes, and to possibly get feedback from appropriate stakeholders regarding what these potential consequences may be.</p>	<p>Ms. Penn will bring the updated Strategic Orientation and Priorities to the next Strategic Planning Committee Meeting for review.</p> <p>A survey will be sent out to the Board early next week, asking "What would success look like if this priority were achieved?"</p>
<b>Adjourn</b>		Mr. Hochstadt motioned to Adjourn; Ms. Haynes seconded; All in favor.

I certify that the above minutes are correct and approved by the Board of Directors.

  
Susan Steele, Secretary/Treasurer

# **Board of Directors**

## **Meeting Minutes**

**Date:** October 5, 2016 (12:00 p.m. to 2:00 p.m.)

**Location:** DPP Offices

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

*Members on conference call: Councilwoman Gilmore*

*Members not in attendance: Ms. Judy Ham, Ms. Chris Watney*

*Staff: Ms. Ellen Braun, Mr. David Collins, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson*

*Guests: Ms. Kara Penn, Ms. Sharon Otto*

<b>Agenda Topic</b>	<b>Discussion</b>	<b>Action/Follow-Up/Decision</b>
<b>Call to Order</b>		
<b>Consent Agenda</b>		<ul style="list-style-type: none"> <li>September 7, 2016 Board Minutes</li> <li>July Year-to-date Financial Statements</li> <li>D+i Contract Amendment</li> </ul> <p>Ms. Haynes motioned to approve the Consent Agenda; Ms. Ham seconded; All approved.</p>
<b>Budget Overview</b>	<p><u><b>Budget Overview</b></u></p> <p>Mr. Collins presented the 2017 budget for review and comment which included two versions. The variance in the two budgets presented is a difference in revenue of \$4 million per year. Budget (A) reflects revenue at 0.12 percent of City sales tax and Budget</p>	

(B) at 0.15 percent. Staff lead by presenting Budget (B) first, as this reflects the current revenue for the organization.

- **Tuition Credits-** In Budget (B), tuition credits would comprise 61 percent of the budget and the tuition scale would increase by 10 percent for the 2017-2018 school year. In Budget (A) tuition credits would comprise 71 percent of the budget and the tuition scale would remain the same for the 2017-2018 school year.
- **Reserves-** In Budget (B), DPP would net \$2.26 million in reserves in the next calendar year. In Budget (A), DPP would draw down \$400,000 from reserves.
- **Quality Improvements-** In Budget (B), DPP could make a larger investment in coaching and could increase professional development training offerings. Additionally, it would leave room to make changes to the QI framework, which would be decided upon by the strategic plan.
- **Evaluation-** The difference in Budget (A) and (B) for this section would be in Budget (B), The Butler Institute's addendum totaling \$60,000 would be included.
- **Community Outreach-** Both budgets will allow DPP to focus on continued public awareness campaigns targeting preschool enrollment, continue working with current contractors, host a 10<sup>th</sup> anniversary celebration and enhance the provider relations model. Budget (B) would include an additional \$72,000 for paid advertising, \$5,140 increase for collateral and \$14,000 more to host the 10<sup>th</sup> anniversary celebration.
- **Other Expenses-** Other contract services include line items for the auditors, website and other contract services. Budget (B) would provide additional dollars for strategic planning, program expansion cost modeling, planning and infrastructure development
- **Administrative Expenses-** The administration budget is comprised of payroll (76.8 percent), general operations and facilities. In Budget (B) administrative expenses make up 4.2 percent of revenue and 5.1 percent in Budget (A).

#### **Reserves Policy**

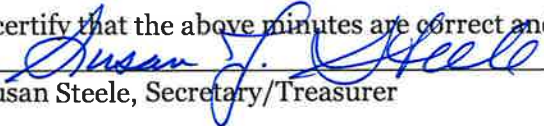
**Target-** The options decided upon prevent DPP from needing to reduce tuition payments or shorten the school year, and allow adequate money to maintain high quality programming. The \$1 million in legacy funding could be grown or added to over time.

- Option 1- \$2.5 million plus \$1 million in legacy funding, calculated based off of the three worst recession years.
- Option 2- \$594,000 plus \$1 million in legacy funding, calculated based off of the average amount of the five years DPP made reconciliation payments to the City.

	<ul style="list-style-type: none"> <li>▪ Option 3- \$833,000 plus \$1 million in legacy funding, calculated based off of the average of the worst three years DPP made reconciliation payments to the City.</li> </ul> <p><b>Floor-</b> The floor is the same in each option, and was calculated as follows:</p> <ul style="list-style-type: none"> <li>▪ Model 1- Average of the last three years (two years at 0.12 percent rate and one at 0.15 percent rate), equal to \$6.6 million</li> <li>▪ Model 2- 12 months of 2015 used to arrive at the monthly average of 2015 (at 0.15 percent rate), equal to \$7.5 million</li> <li>▪ Model 3- First and second six months of 2015 and the first six months of 2016 (at 0.15 percent rate), equal to \$7.9 million</li> </ul> <p><b>Ceiling-</b> The ceiling is 10 percent of the sum of other two reserves, with excess dollars being used for new programmatic initiatives or one-time funding.</p> <p>Ms. Sinden brought up the question as to whether DPP may be not serving as many children as they could by having such a high reserve. She suggested that as DPP build their reserves over the next 10 years. Ms. Steele added that the models are based off of a zero income scenario, which DPP is not at risk of until 2026.</p> <p>Ms. Landrum pointed out that reserves build up slowly so it would be more prudent to decide on a floor to build upon, which she requested a special task force be created to take on.</p>	<p>The reserves will be capped at \$12.5 million until a specific reserves policy is decided upon. Ms. Haynes volunteered herself to join the task force.</p>
<b>Strategic Planning</b>	<p><b>Strategic Planning</b> The role of staff is to keep the implementation principles and values in mind, think about how DPP would operationalize the plan and flag what the Board needs to be involved in. At the October 31 Board meeting, the draft narrative plan and updated spreadsheet will be presented. At the December Board meeting, the strategic plan will be presented for approval.</p> <p><b>Stakeholder Insights</b> Based on stakeholder feedback, the Strategic Planning Committee made no changes to mission and vision, and kept the first three values the same. In the value statement of Intentional Inclusivity, “equal opportunity” was changed to “equitable opportunity”. In the value statement of High Quality, “pursuing high quality” was changed to “pursuing early excellence”.</p> <p><b>Board Survey</b></p>	<p>Ms. Penn will change all language to be person first.</p> <p>The mission and vision will be changed to specify <i>high</i> quality and the Program Committee will attempt to define quality. A</p>

	<p>Ms. Penn will keep the Board survey open for another week. Thus far, the suggested changes were:</p> <ul style="list-style-type: none"> <li>▪ Screening our priorities and actions against the requirements of our guiding ordinance <u>and values</u>.</li> <li>▪ <u>Evaluating</u> the return on our investments in terms of social and financial impact. -Ms. Münck added that she would like to see clarification that it is a return on investing in QI initiatives, not on giving money to families.</li> </ul>	<p>glossary of terms will be created for DPP internal use.</p> <p>Ms. Münck motioned to approve the updated mission, vision and values; Ms. Hayes seconded; All approved.</p>
<b>Adjourn</b>	It was agreed the next Board meeting will be held 12:30-3 p.m. on Monday, October 31.	<p>Mr. Hochstadt motioned to adjourn; Mr. Baker seconded; All approved.</p>

I certify that the above minutes are correct and approved by the Board of Directors.

  
Susan Steele, Secretary/Treasurer



## Board of Directors

### Meeting Minutes

Date: October 31, 2016 (12:30 p.m. to 3:00 p.m.)

Location: DPP Offices – 305 Park Avenue West

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

*Members on conference call: Ms. Judy Ham*

*Members not in attendance: Dr. Rosemarie Allen, Ms. Janice Sinden, Ms. Chris Watney*

*Staff: Ms. Ellen Braun, Mr. David Collins, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson*

*Guests: Ms. Cheryl Caldwell, Mr. Antonio Parés, Ms. Kara Penn,*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Strategic Planning Session	<p><b><u>Strategic Priorities &amp; Accompanying Visions of Success</u></b> Ms. Penn walked through the visions of success.</p> <p><b>1.) Increasing the number of 4-year-olds participating in preschool.</b> To achieve this goal, DPP has to consider how to reach kids who have yet to be reached and who are not already attending preschool. This could be done in part with increased leadership and partnership.</p> <p>Suggested changes included breaking the priority's vision of success into two parts, one being Denver's goal of having 80 percent of 4-year-olds in preschool settings and the other being DPP's goal of adding 500 new children, of which half should be new participants.</p> <p><b>2.) Improve the quality of early childhood education programs in Denver.</b> The Board considered two separate measures of success, one of which could be an</p>	DPP will include their sources and methodology in the footnotes.

	<p>increase in the number of programs who receive 3, 4 and 5 level ratings, and the other being an increase in the number of students served by 3, 4 and 5 level schools. Suggested changes included adding “identifying <i>and implementing</i> what drives quality in programs” to the vision of success.</p> <p><b>3.) Champion, advocate and partner to further early childhood education policies and strategies, and respond to community needs that help our youngest learners succeed.</b> Suggested changes to the vision of success included replacing “vetted partnerships” with “mutually beneficial partnerships”, replacing “define effective ECE teachers and professionals” with “<i>refine</i> effective ECE teachers and professionals” and rewording the vision of success to mention outcomes in the introduction and outputs at the end.</p> <p><b>4.) Support early childhood education professionals to ensure they are well-qualified, effective and valued in supporting and teaching our youngest learners.</b> Mr. Miller noted that this priority’s vision of success can be measured using credential levels, workforce qualification levels, CLASS® scores, environment rating scale tools, school readiness measures of third graders, lower levels of stress and staying in the workforce longer, among others.</p> <p><b>5.) Through innovation and partnership, reach and engage families of young children to improve school readiness.</b> There was discussion that DPP should consider how to measure school readiness in the vision of success, and then work with their partners to come up with a percentage increase in readiness that they would like to see. Dr. Kantor mentioned that what families can do for their own children can also have significant impact on school readiness.</p> <p><b>6.) Strengthen and enhance DPP’s internal operations and governance to improve delivery of services and sustain operational needs.</b> The Board felt the vision of success for this priority aligned well.</p>	<p>DPP will create talking points to share with the Board.</p> <p>Ms. Penn will use Ms. Steele and Dr. Kantor’s expertise to update the vision of success.</p> <p>Ms. Penn will use Ms. Caldwell, Ms. Haynes and Dr. Kantor’s expertise to update the vision of success.</p> <p>Ms. Penn will use Mr. Yankovich’s expertise to update the vision of success.</p>
<b>Consent Agenda</b>		<ul style="list-style-type: none"> <li>▪ October 5, 2016 Board Minutes</li> <li>▪ August Financial</li> </ul>

		<p>Statements</p> <ul style="list-style-type: none"> <li>September Statement of Financial Position</li> </ul> <p>Ms. Haynes motioned to approve the Consent Agenda; Ms. Münck seconded; All approved.</p>
<p><b>Tuition Credit Scale Context and Assumptions</b></p>	<p><b><u>Tuition Credit Scale Context and Assumptions</u></b></p> <p>Mr. Collins presented the 2016-2017 school year tuition credit scale context and assumptions to the Board for review and comment, noting the following:</p> <p><b>Enrollment and Provider Type Trends</b></p> <p>In the 2015-2016 school year, DPS sites had 700 more children than were forecasted, while community sites declined by 70 children. DPP is forecasting a flat line increase for the 2016-2017 school year.</p> <p><b>Income Tier Trends</b></p> <p>While the number of families in tier five has continued to increase, DPS and community sites have seen a significant decline in tier one families since 2012-2013. Currently, about 40 percent of children enrolled in DPP fall into income tier one.</p> <p><b>Participation Trends</b></p> <p>Participation trends were very consistent during the last four years so DPP is not projecting any major changes.</p> <p><b>Provider Quality Trends</b></p> <p>In the 2015-2016 school year, 87 percent of DPP children were in a level three, four or five school. DPP is predicting a continued upwards ratings of school in the 2016-2017 school year, with similar ratings levels being predicted for 2017-2018.</p>	
<p><b>Adjourn</b></p>	<p>The Wednesday, Dec. 7 Board meeting will be rescheduled for Wednesday, Dec. 14 from 12 to 2:30 p.m.</p>	<p>Mr. Hochstadt moved to adjourn; Ms. Haynes seconded; All approved.</p>

I certify that the above minutes are correct and approved by the Board of Directors.

  
 Susan Steele, Secretary/Treasurer

## Board of Directors

### Meeting Minutes

Date: December 14, 2016 (12:00 p.m. to 2:30 p.m.)

Location: DPP Offices – 305 Park Avenue West

*Members in attendance: Mr. Mike Yankovich (Chair), Mr. Michael Baker, Ms. Judy Ham, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Ms. Janice Sinden, Ms. Chris Watney*

*Members on conference call: Ms. Amber Münck (Vice Chair), Dr. Rosemarie Allen, Councilwoman Gilmore*

*Members not in attendance: Ms. Susan Steele (Secretary/Treasurer), Dr. Rebecca Kantor*

*Staff: Ms. Ellen Braun, Mr. David Collins, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson*

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

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<ul style="list-style-type: none"> <li>▪ October 31, 2016, Board Minutes</li> <li>▪ September 31, 2016, Financial Statements</li> <li>▪ October 31, 2016, Statement of Financial Position</li> <li>▪ The Financeologist Contract Renewal – DPP's Business Manager</li> </ul> <p>Ms. Haynes moved to approve the Consent Agenda; Mr.</p>

		Hochstadt seconded; All in favor.
<b>2017-2018 Strategic Plan</b>	<p><b><u>2017-2018 Strategic Plan</u></b>  Ms. Penn, Ms. Watney and Ms. Haynes introduced the strategic plan, noting that the previous suggestions were taken into consideration in creating the revised version.</p> <p>Ms. Penn went through the narrative, noting changes.  The Board gave their thanks to Ms. Penn, the Strategic Planning Committee and the DPP staff for their hard work in creating the plan. A few minor edits were suggested: 1) Ms. Sinden asked the bell on the strategic plan visual be updated, 2) Mr. Hochstadt noted that there were six beneficiaries, and that “ECE policy and strategy” did not align with the others. He asked that it be reviewed.</p>	<p>Ms. Braun will work with Ms. Penn and Mr. Hochstadt on the best title to replace “ECE Policy and Strategy” in the strategic plan visual.</p> <p>Ms. Sinden motioned to approve the 2017-2018 Strategic Plan, Ms. Haynes seconded; All approved.</p>
<b>2017-2018 Tuition Credit Scale</b>	<p><b><u>2017-2018 Tuition Credit Scale</u></b>  Mr. Collins presented the tuition credit scale assumptions and working documents. Demographic changes and the Colorado self-sufficiency study informed the scale.</p> <p>DPP’s goal is to spend \$14 million in tuition credits (70 percent) in each program year. Staff outlined that the 2017-2018 school year should mirror the 2016-2017 scale. Staff also outlined the difference between the fiscal calendar and program calendar.</p> <p>The following scenarios were presented:  <b>Scenario A:</b></p> <ul style="list-style-type: none"> <li>▪ A 10 percent increase in the overall tuition credit scale, which reflects a \$500,000 increase for DPS to \$8.2 million.</li> <li>▪ The assumptions estimate 1,771 children (40 percent) in tier 1, followed by tier 2 at 23 percent, tier 5 at 17 percent, tier 4 at 7 percent and tier 3 at 5 percent.</li> <li>▪ The program year budget would be \$13.76 million</li> <li>▪ Pros: Families get higher tuition credits and there is greater equity for DPS.</li> </ul>	<p>\$12.823 million is the number that will be put into the budget for tuition credits.</p> <p>On page five in Scenario C, 963 is incorrect and will be changed to 1028. The corresponding 23 percent will be changed to 20 percent.</p>

- Cons: This would likely lead to no additional children in DPS enrolled with DPP and there is no remedy for the shifting nature of middle-income families.

#### **Scenario B**

- Includes everything in Scenario A and broadens the income tier ranges
  - Tier three would expand to 185-285 percent FPL (\$44,864-\$69,113); tier four would expand to 285-350 percent FPL (\$69,114-\$84,875); and tier five would expand to >350 percent FPL (>\$84,875)
- Scenario B would expand the FPL range from 185-225 percent to 185-285 percent for tier 3 (\$44,864-\$69,113), from 225-300 percent to 285-350 percent for tier 4 (\$69,114-\$84,875), and tier 5 is >350 (>\$84,875).
- Pros: Acknowledges the growing cost of living and allows families to come closer to self-sufficiency standard
- Cons: Expanding the income ranges without additional allocations may make these increases negligible for families in tiers four and five.
- Ms. Landrum noted that DPP could use gap funding to further support this scenario as well.

#### **Scenario C**

- Includes everything in Scenario B and increases the allocation percentages for tier four from 60 to 70 percent for tier five from 16 to 20 percent
- This would be \$300,000 more per year in tuition credits
- Pros: The increase in allocation enables families a greater level of support
- Cons: This moves DPP closer to spending 70 percent on tuition credits, which could limit their ability to make future tuition rate increases.

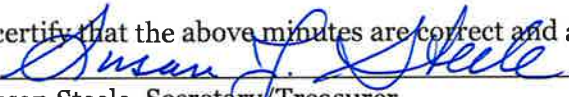
Scenario C is the recommendation as it strikes a good balance between increasing the help for families while still being able to think about additional options such as gap funding.

Ms. Ham brought up the idea of providing DPP teachers with scholarships for their preschool-aged child. The Board agreed to discuss this further at a future meeting.

Mr. Hochstadt moved to approve Scenario C of the 2017-2018 Tuition Credit Scale, Ms. Haynes seconded; All approved.

<b>2017 Budget</b>	<b><u>2017 Budget</u></b> <ul style="list-style-type: none"> <li>▪ The reserves policy was removed from the narrative for the Board to address in 2017; agreement during the discussion on October 5 was to keep the reserves at the 2016 level of \$12.1 million until a new policy is decided on.</li> <li>▪ The tuition credit budget number on page 67 will be updated to reflect the decision made by the Board of \$12.823 million.</li> </ul>	Ms. Watney moved to approve the 2017 Budget, Ms. Haynes seconded; All approved.
<b>Executive Session</b>		Mr. Hochstadt moved to adjourn from the Executive Session for the purpose of discussing a contract issue; Ms. Haynes seconded; All approved.
<b>DPS Reconciliation</b>		Ms. Haynes moved to approve the DPS 2015-2016 school year reconciliation recommendation given by the DPP staff of \$770,000; Mr. Hochstadt seconded; All approved.
<b>Adjourn</b>	The next Board meeting will be the annual meeting held on February 14, 2016 from 1:00-3:00 p.m.	Ms. Haynes motioned to adjourn; Mr. Hochstadt seconded; All approved.

I certify that the above minutes are correct and approved by the Board of Directors.

  
 Susan Steele, Secretary/Treasurer