



## Board of Directors

### Annual Meeting Minutes

Date: January 16, 2018 (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), Mr. Michael Baker, Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Dr. Rebecca Kantor, Ms. Amber Münck*

*Members on conference call: Ms. Judy Ham*

*Members not in attendance: Dr. Rosemarie Allen, Ms. Janice Sinden Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson Guests: Ms. Kara Penn, Mr. Andrew Sullivan*

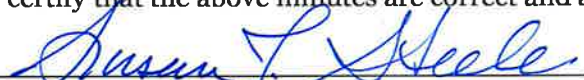
Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		This meeting serves as the annual meeting of the Denver Preschool Program.
Executive Session (Personnel)		Mr. Yankovich motioned to exit the meeting into Executive Session; Ms. Watney seconded; All approved.
Consent Agenda		<i>(For Approval)</i> <ul style="list-style-type: none"><li>December 12, 2017, Board Minutes</li><li>October 2017 Financial Statements</li><li>November 2017, Statement of Financial Position</li></ul>

		Ms. Steele motioned to approve the consent agenda; Mr. Hochstadt seconded; All approved.
<b>Recognition of Mike Yankovich and Judy Ham</b>	<p><b><u>Recognition of Mike Yankovich and Judy Ham</u></b></p> <p>Ms. Ham's third, three-year term on the Board ended December 2017. Ms. Ham was first appointed to the Denver Preschool Program's Board of Advisors, then was appointed to the Board of Directors in 2015 when the Board of Advisors was disbanded and the Board of Directors expanded from seven members to between 11 and 15. Ms. Ham is a champion for Denver's lowest-income and most under-served families, as well as for children with special needs. She frequently brought their voice and needs to Board decisions. Ms. Ham recently served on DPP's Tuition Credit Task Force that made significant modifications to the underlying principles of the tuition credit scale. Mr. Yankovich, Ms. Haynes and Ms. Steele shared positive notes regarding Ms. Ham.</p> <p>Mr. Yankovich's three-year term as Board Chair ended December 2017, but he will remain on the Board through December 2018. Mr. Yankovich was first appointed to the DPP Board of Advisors, and then the Board of Directors where he sat on the Reauthorization Committee in 2014. He later participated on DPP's Strategic Planning Committee that led the Board in the creation of the organization's 2017-2021 strategic plan. We are grateful for Mr. Yankovich's contributions to the Board and for giving the organization one year more than the standard two-years in the role of Chair. Mr. Hochstadt, Ms. Steele, Ms. Münck, Ms. Haynes shared positive notes regarding Mr. Yankovich.</p>	
<b>Election of Officers (For Discussion and Approval)</b>	<p><b><u>Election of Officers (For Discussion and Approval)</u></b></p> <p>2018 Slate of Officers</p> <ul style="list-style-type: none"> <li>▪ Chris Watney, Chair</li> <li>▪ Zach Hochstadt, Vice Chair</li> <li>▪ Susan Steele, Secretary/Treasurer</li> </ul>	Ms. Haynes motioned to approve the Election of Officers; Mr. Baker seconded; All approved.



<b>Adjourn</b>		Mr. Hochstadt motioned to adjourn; Ms. Steele seconded; All approved.
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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: March 13, 2018 (1:00 to 3:00 p.m.)

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

*Members in attendance: Ms. Chris Watney (Chair), Mr. Zach Hochstadt (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Mr. Michael Baker, Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Ms. Penny May, Ms. Amber Münck, Ms. Janice Sinden,*

*Members not in attendance: Dr. Rosemarie Allen, Dr. Rebecca Kantor and Mr. Mike Yankovich,*

*Staff in attendance: Ms. Jennifer Landrum, Ms. Ellen Braun, Mr. Chris Miller, Ms. Angeles Ross*

*Staff on conference call: Ms. Tricia Nelson*


*Guests: Mr. Andrew Sullivan, Ms. Cheryl Caldwell, Ms. Diana Romero-Campbell, Ms. Gloria Higgins, Mr. Jeff Cohen*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none"> <li>January 16, 2018 Board Minutes</li> <li>December 2017, Financial Statements</li> <li>January 2018, Statement of Financial Position</li> </ul> <p>Ms. Steele motioned to approve the consent agenda; Ms. Sinden seconded; All approved.</p>
2017 Audit Presentation	<p><b><u>2017 Audit Presentation</u></b></p> <p>Mr. Cohen presented 2017 audit noting the following:</p> <ul style="list-style-type: none"> <li>The Denver Preschool Program Auditors at GC2 express an unqualified opinion on the financial statements.</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ The statement of financial position states that there were \$22 million in unrestricted assets and \$12 million in liabilities and net assets.</li> <li>▪ For the year ended December 2017, DPP used 3.27 percent of the distributions for administration expenses, which is 3.73 percent below the 7 percent maximum allowed within the contract. Unexpended administrative funds to 2018 total \$2,429,826.</li> <li>▪ The Board designated fund is unrestricted and includes \$340,000 in T.E.A.C.H.® and additional dollars for CDA™. The T.E.A.C.H.® dollars will be released to Qualistar as needed.</li> <li>▪ DPP's administrative reserve is \$2,429,826.</li> <li>▪ Future payments for long term contracts through 2020 amount to \$4,774,716.</li> </ul>	Ms. Sinden motioned to approve the 2017 audit; Mr. Baker seconded; All approved.
<b>Quality Improvement Expansion – Progress Update</b>	<p><b><u>Quality Improvement Expansion – Progress Update</u></b></p> <p>Mr. Miller presented a brief update of the progress of the QI expansion, noting the following:</p> <ul style="list-style-type: none"> <li>▪ DPP's QI contractors are positioned to ramp up QI expansion starting with the summer and continuing with a full launch beginning fall 2018.</li> <li>▪ Next steps include obtaining provider and contractor feedback for implementation, amend contracts and launch expansion.</li> </ul>	
<b>DPP Historical Panel</b>	<p><b><u>DPP Historical Panel</u></b></p> <p>Ms. Landrum invited past DPP Board members, Ms. Romero Campbell and Ms. Higgins to convey the rational and thoughts behind the decisions made by the founding Board. Topics discussed included how tuition reimbursement allocations were allotted to families, how the economic recession affected the program, the importance of school choice and how and why DPP protects the mixed-delivery system of child care delivery.</p>	

<b>Executive Session (For the Purpose of Discussing a Legal Issue)</b>		<p>Ms. Haynes motioned to go into Executive Session; Ms. May seconded; All approved.</p> <p>Following the Executive Session Ms. May motioned to amend DPP's Quality Assurance Program (QAP) to increase the number of schools reviewed each year and to ensure each new school receives a QAP at the end of their first year as a DPP provider. Mr. Hochstadt seconded; All approved.</p>
<b>Adjourn</b>		<p>Ms. Steele motioned to adjourn meeting; Mr. Hochstadt 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

Date: April 10, 2018 (1:00 to 3:00 p.m.)

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

*Members in attendance: Mr. Zach Hochstadt (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Ms. Penny May, Ms. Janice Sinden, Members in Conference Call: Dr. Rosemarie Allen, Ms. Amber Münck, Members not in attendance: Ms. Chris Watney (Chair), Mr. Michael Baker, Dr. Rebecca Kantor and Mr. Mike Yankovich, Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Mr. Chris Miller, Ms. Tricia Nelson, Ms. Angeles Ross, Guests: Mr. Andrew Sullivan, Ms. Cheryl Caldwell, Ms. Meg Franko, Ms. Sheridan Green, Ms. Marianne Reale, Ms. Ann Wacker*

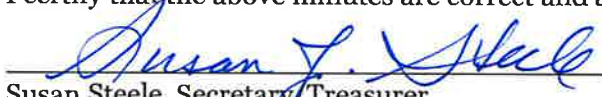
Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<i>(For Approval)</i> <ul style="list-style-type: none"><li>• March 13, 2018 Board Minutes</li><li>• January 2018, Financial Statements</li><li>• February 2018, Statement of Financial Position</li><li>• Office Lease Contract Approval</li></ul>



		<ul style="list-style-type: none"> <li>2018 Elementive Contract Amendment</li> </ul> <p>Ms. Haynes motioned to approve the consent agenda; Ms. May seconded; All approved.</p>
<b>Operations Evaluation</b>	<p><b>Operations Evaluation</b> Ms. Franko and Ms. Wacker from the Butler Institute for Families presented the results from the 2016-2017 Operations Evaluation. This study focuses on who receives DPP tuition credits, families' knowledge and perceptions of DPP, and the impact of QI efforts.</p> <p><b>Tuition Credits</b></p> <ul style="list-style-type: none"> <li>DPP served 4,718 students (58 percent of all 4-year-olds in Denver) and 245 preschools (community centers—59 percent, DPS—36 percent, and home care providers—5 percent).</li> <li>Highest tuition credit went to families who live in southwest Denver, have lower incomes, are Black or Hispanic/Latino, speak Spanish at home and/or attend community preschools.</li> <li>Eighty-nine percent of families accessed their first-choice preschool.</li> <li>Only 42 percent of DPS parents knew they received tuition credits as compared to 90 percent of community parents. Ms. Caldwell hypothesized this was because families apply to DPP through the DPS application and invoices do not print the tuition breakdown for DPS families.</li> </ul> <p><b>Quality Improvement</b></p> <ul style="list-style-type: none"> <li>Two-hundred and fifty individuals from DPP preschools participated in professional development.</li> <li>Participation in QI activities was associated with higher use of QI coaching and spending and quality ratings.</li> <li>Coaching, professional development and CLASS® assessments were the most used QI resources.</li> </ul>	

	<ul style="list-style-type: none"> <li>Providers indicated that the most valuable resources were professional development, materials/equipment, and curriculum/assessment costs.</li> </ul>	
<b>Child Outcomes Study</b>	<p><b><u>Child Outcomes Presentation</u></b></p> <p>Ms. Green and Ms. Reale, from Clayton Early Learning, reported on the Kindergarten Readiness data for Cohort 9 and longitudinal data for Cohorts 1-8.</p> <p>Kindergarten Readiness</p> <ul style="list-style-type: none"> <li>On average, DPP children make progress in vocabulary, literacy, and math across the school year while in DPP.</li> <li>Dual-Language Learners (DLLs) lag behind their peers on English assessments, but score high on Spanish assessments.</li> <li>In the spring before kindergarten, the majority of children are performing in acceptable ranges for vocabulary, literacy, and math. A small proportion of children (18-12 percent) fell below a normative range and potentially raise concern. This may be due to other factors or that these children truly are not ready to enter into kindergarten.</li> </ul> <p>Longitudinal</p> <ul style="list-style-type: none"> <li>Cohort 9 had a lower percentage of children meeting or exceeding expectations in kindergarten than the district as a whole. Ms. Sinden asked the evaluators to provide context to this data so that the Board can better understand what to glean from this result.</li> <li>Cohort 1 (now in seventh grade) showed a higher percentage of children meeting or exceeding expectations in areas of English and Math.</li> <li>Data for other Cohorts were not presented at the meeting.</li> </ul>	<p>DPP staff will send a follow-up to the Board after confirming with Clayton Early learning with details surrounding the longitudinal results, along with Tier-1 and Tier-2 statistics and how it compares to the Cohort 9 findings.</p>
<b>Adjourn</b>		<p>Ms. Sinden motioned to adjourn meeting; Ms. May 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: June 12, 2018 (1:00 to 3:00 p.m.)

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

*Members in attendance: Ms. Chris Watney (Chair), Mr. Zach Hochstadt (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Dr. Rosemarie Allen, Ms. Anna Jo Haynes, Ms. Penny May, Ms. Amber Münck and Mr. Mike Yankovich*

*Members on Conference Call: Ms. Janice Sinden*

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

*Staff in attendance: Ms. Ellen Braun, Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson, Ms. Angeles Ross*

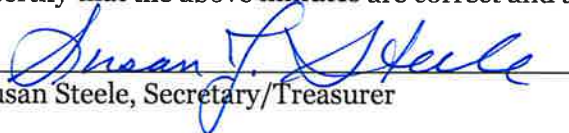
*Guests: Ms. Cheryl Caldwell, Ms. Meg Franko, Ms. Jen Schroeder, Mr. Ryan Tobin, Ms. Jinelle Uribe, Ms. Ann Wacker and Mr. Vincent Yu*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order	<p>The Denver Preschool Program Board of Directors honored Ms. Cheryl Caldwell for her hard work and dedication to Denver's children over the past 46 years. The Board wished her a happy retirement.</p> <p>The unveiling of the Anna Jo Garcia Haynes Early Learning Center will be held on June 30 to recognize Ms. Haynes for her legacy in civil rights and early childhood care and education.</p>	
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none"><li>▪ April 10, 2018 Board Minutes</li><li>▪ February 2018, Financial Statements</li><li>▪ March 2018, Financial Statements</li></ul>

		<ul style="list-style-type: none"> <li>▪ April 2018, Statement of Financial Position</li> </ul> <p>Mr. Hochstadt motioned to approve the consent agenda; Ms. Haynes seconded; All approved.</p>
<b>Operations Updates</b>	<p><b><u>Operations Updates</u></b></p> <p><b>President and CEO Leave of Absence</b> Ms. Braun reminded the Board that Ms. Landrum is on a leave of absence until July 9, 2018 and expressed the DPP staff has been well supported throughout the process by the Board and contractors.</p> <p><b>Budget Error Adjustment</b> A transposition of numbers was found in the revised budget proposal presented at the November Board and will be corrected to accurately reflect the Board-approved DPS cap of \$8.69 million.</p> <p><b><u>Office Renovation Budget</u></b> Ms. Braun distributed the Office Renovation packet and presented the Office Renovation budget. The following was noted:</p> <ul style="list-style-type: none"> <li>▪ The new space will be used as a revitalized office for the DPP staff and create meeting and training rooms for the early childhood education community.</li> <li>▪ Ms. Steele suggested the budget be lowered to a guaranteed maximum of \$500,000. Denver Housing Authority supported the reduction in budget.</li> <li>▪ The Board will receive a separate budget proposal for the cost of furniture, fixtures and equipment.</li> </ul>	<p>Ms. Steele motioned to approve the Budget Error Adjustment; Ms. May seconded; All approved.</p> <p>Mr. Yankovich motioned to approve to allocate \$500,000 in administrative reserves to fund the construction of the office renovation, this amount is a guaranteed maximum price; Ms. Steele second; All approved.</p> <p>Ms. Braun will keep the Board apprised of the new location for Board meetings taking place during the renovation.</p>
<b>Quality Improvement</b>	<p><b><u>2018-2019 Quality Improvement Framework and Fidelity Review</u></b> Mr. Miller and Ms. Schroeder presented the 2018-2019 Quality Improvement (QI) Framework and fidelity review, noting the following:</p>	<p>DPP will share the full QI Process Map in the June Board Update.</p>

	<ul style="list-style-type: none"> <li>▪ In tandem with the evaluation partners, DPP has sought community input to review and revise the Quality Improvement Framework.</li> <li>▪ Mr. Miller outlined the recommendations made to the 2017-2018 QI Framework based on provider, contractor and committee feedback.</li> <li>▪ The Quality Improvement Process Map At-A-Glance is a snapshot of the academic year from July until August 2018. The process map has been used to identify key touchpoints throughout the year for coaches, QI navigators and providers.</li> <li>▪ The main theme found in the focus group feedback was fidelity. Ms. Schroeder explained that the sustainability of relationships is the predictor of fidelity between a provider and DPP. Ms. Franko added that part of the plan is to pilot fidelity tools to allow real-time feedback.</li> <li>▪ Mr. Miller outlined the proposed revisions to the QI framework for the 2018-2019 school year, which included expanding coaching sessions, adjusting and increasing funding for achievement awards, enhancing communication, better connections with mental health resources, new training series, 3-year-old classroom expansion and support for those new classrooms and exploring new leadership trainings.</li> <li>▪ Dr. Allen suggested additional efforts be made toward reducing suspensions and expulsions. Mr. Miller noted an update in the Provider Renewal, the responses to questions relating to suspensions and expulsions were made mandatory for the 2018-2019 program year.</li> <li>▪ The final budget for the QI Contractors for the 2018-2019 academic year will be brought to the Board in August.</li> </ul>	<p>Dr. Allen motioned to approve the proposed revisions to implement the 2018-2019 Quality Improvement Framework as outlined on page 49 in the June Board packet; Ms. May seconded; All approved.</p>
<b>Adjourn</b>		<p>Mr. Yankovich motioned to adjourn the meeting; Mr. Hochstadt 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: August 14, 2018 (1:00 to 3:00 p.m.)

Location: Thomas Bean Towers – 2350 Cleveland Place, Denver, CO 80205

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

*Members on Conference-Call: Ms. Amber Münck*

*Members not in attendance: Dr. Rosemarie Allen, Ms. Penny May and Mr. Mike Yankovich*

*Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Angeles Ross*

*Guests: Ms. Cheryl Caldwell, Mr. Martin Flahive and Mr. Vincent Yu*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order	The Denver Preschool Program Board of Directors welcomed Ms. Landrum back from her leave of absence.	
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none"><li>▪ June 12, 2018 Board Minutes</li><li>▪ April 2018, Financial Statements</li><li>▪ May 2018, Financial Statements</li><li>▪ June 2018, Statement of Financial Position</li></ul> <p>Mr. Hochstadt motioned to approve the consent agenda; Ms. Haynes seconded; All approved.</p>


<p><b>DPP Financial Model</b></p>	<p><b><u>DPP Financial Model</u></b></p> <p>Ms. Landrum presented the 2019 DPP Financial Model. DPP's financial model has not significantly changed since the inception of the program. Ms. Landrum proposed a change in policy to the 2019 Financial Model so that the budget is determined on the full revenue amount from the City with no budgeted number allocated to reserves.</p> <p>Ms. Steele noted the importance of going back to the original financial model in the event of a recession.</p> <p>Following the financial model discussion, Ms. Landrum proposed a change to Board Designated Reserves Allocation. In 2018, the Board allocated significant reserves dollars to fund new initiatives such as the Quality Improvement expansion. The allocations do not clearly identify how the funding would continue within subsequent years. Ms. Landrum feels it is important to create a pathway to identify how future years funding for new initiatives would be allocated, whether the funds continue to come from reserves, are a part of the program budget or a combination of both. Ms. Landrum asked the Board to allow DPP to encumber funds to support the quality improvement expansion for a total of three program years.</p>	<p>The Board gave a nod to the 2019 Financial Model and the commitment to expanding quality improvement to younger preschool classrooms through the 2020-2021 program year.</p>
<p><b>2018-2019 Quality Improvement Contracts</b></p>	<p><b><u>Quality Improvement Contracts</u></b></p> <p><b>2018-2019 Quality Improvement Contractor Scope of Work and Budgets</b></p> <p>Mr. Miller presented the executive summary for the 2018-2019 Quality Improvement Contractor Scope of Work and Budgets. The following was noted:</p> <ul style="list-style-type: none"> <li>• The not-to-exceed contracts amounts for Clayton Early Learning, Denver's Early Childhood Council and Qualistar Colorado total \$2,618,756. Final contract amounts will be determined during contract negotiation.</li> <li>• The Mile High Early Learning contract totals \$49,557, this allocation will be funded by unspent funds from the 2017-2018 program year. The contract will launch the second year of CDA™ Scholarships.</li> </ul>	<p><i>(For Review and Approval)</i></p> <p>Ms. Steele motioned to approve the 2018-2019 Quality Improvement Not-To-Exceed Contracts; Ms. Sinden seconded; All approved.</p>

	<ul style="list-style-type: none"> <li>The increases seen from the 2017-2018 Not-to-Exceed Budget to the 2018-2019 Not-to-Exceed Budget are a direct result of the Quality Improvement expansion to support younger preschool classrooms.</li> </ul> <p>As the Board discussed, the following was noted:</p> <ul style="list-style-type: none"> <li>DPP staff informed the Board that one QI contractor may cease as a functioning organization before the close of 2018. Because of the instability it will be important for staff to be mindful of contract changes in the coming months.</li> </ul>	
<b>Office Furniture Budget</b>	<p><b><u>Office Furniture Budget</u></b></p> <p>Ms. Braun presented the office furniture budget to outfit the newly renovated space. After meeting with three different companies, DPP has decided to proceed with OfficeScapes based on a compilation of what was most preferred, but with a cost saving. DPP requested a Board approval to allocate \$99,500 in administrative reserves to fund the furniture and office equipment.</p>	<p><i>(For Review and Approval)</i></p> <p>Mr. Hochstadt motioned to approve the Office Furniture Budget; Ms. Sinden seconded; All approved.</p>
<b>Gap Scholarship</b>	<p><b><u>Gap Scholarship</u></b></p> <p>Mr. Yu, DPP's summer fellow, and Ms. Howard, an early childhood education consultant, presented a Gap Scholarship progress report to the Board.</p> <p>The research done for a Gap Scholarship touched on two topics: to explore additional tuition assistance and to help DPP approximate the amount of families that could be helped. After Mr. Yu and Ms. Howard presented, the following was noted:</p> <ul style="list-style-type: none"> <li>Ms. Sinden questioned why it is that Colorado is the second least affordable state for early childhood education and expressed the need to work with other organizations on increasing the economy in these families, along with lowering the cost systematically. Ms. Howard clarified that it this rank is based on the cost of child care as a percentage of the state median income for married-couple families.</li> <li>Ms. Landrum discussed how this scholarship would provide aid to children who have not yet been identified by DPP, such as children</li> </ul>	



	<p>who are homeless, in foster care, and in immigrant families. By offering this added support, enrollment could substantially grow.</p> <ul style="list-style-type: none"> <li>• During Mr. Yu's summer fellowship at DPP, he was able to standardize a data set from DPP's enrollment team and the Butler Institute, thus providing a rich data set for future use.</li> <li>• Ms. Howard will proceed with the research following the Board meeting. Additional things to consider include how DPP reaches hard to reach families, the implementation the administrative side of scholarships, the application process, and the awards cycle.</li> </ul>	<p>A Gap Scholarship Task Force will launch to continue this work. The task force will include Councilwoman Gilmore, Ms. Sinden, Ms. Haynes and Ms. May.</p>
<b>Adjourn</b>	<p>The September DPP Board meeting has been cancelled. Starting in October, DPP Board meetings will be held on every second Friday of the month from 11:30 a.m. to 1:00 p.m.</p>	<p>Mr. Hochstadt motioned to adjourn the meeting; Dr. Kantor 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

October 12, 2018 (11:30 to 1:00 p.m.)

Location: Thomas Bean Towers – 2350 Cleveland Place, Denver, CO 80205

*Members in attendance: Ms. Chris Watney (Chair), Ms. Susan Steele (Secretary/Treasurer), Mr. Michael Baker, Ms. Anna Jo Haynes, Dr. Rebecca Kantor, Ms. Penny May, and Ms. Amber Münck*

*Members on Conference-Call: Councilwoman Stacie Gilmore*

*Members not in attendance: Mr. Zach Hochstadt (Vice-Chair), Dr. Rosemarie Allen, Ms. Janice Sinden, Mr. Mike Yankovich*

*Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson, Ms. Angeles Ross*

*Guests: Mr. Charles Dukes, Ms. Lisa Roy*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<i>(For Approval)</i> <ul style="list-style-type: none"><li>▪ August 14, 2018 Board Minutes</li><li>▪ June 2018 Financial Statements</li><li>▪ July 2018 Financial Statements</li><li>▪ August 2018 Financial Statements</li><li>▪ Butler Institute for Families 2016-2019 Budget Amendment</li><li>▪ National Opinion Research</li></ul>

		<p>Center (NORC) 2016-2019 Budget Amendment</p> <p>Ms. Haynes motioned to approve the consent agenda; Ms. May seconded; All approved.</p>
<p><b>DPP Budget Presentation</b></p>	<p><b><u>DPP Budget Presentation</u></b></p> <p>Ms. Braun presented the overview of the 2019 budget, highlighting the following:</p> <ul style="list-style-type: none"> <li>• The 2019 financial model was designed with the intention to add no money to reserves and includes proposed expansions to all program areas.</li> <li>• Within the last four years, DPP has seen a 23.3 percent increase in revenue from the City. The 2019 projected revenue is \$23.4 million, an 8.75 percent increase from 2018 to 2019.</li> <li>• The draft proposal projects total expenses at \$22.9 million, which represents 97.6 percent of total anticipated City revenue, with \$586 thousand to net reserves.</li> <li>• The City forecasts a 2018 reconciliation of \$700,000 payable to DPP in June 2019. Due to past reconciliation fluctuations between forecast and actual, DPP has chosen to not include this figure in the proposed budget.</li> </ul> <p><b>Tuition Credits</b></p> <ul style="list-style-type: none"> <li>• The tuition credits line item is updated based on the approval of the 2019-2020 Tuition Credit Scale.</li> <li>• The total calendar year tuition credits are budgeted to \$15 million.</li> <li>• Beginning with the 2018-2019 program year, the tuition credit scale was developed within a three-year cycle that includes annual increases tied to CPI.</li> <li>• The proposed expansion project for tuition credits totals \$357,900, this expansion would launch the 2019-2020 tuition credit scale in January 2019.</li> </ul>	

**Quality Improvement**

Mr. Miller presented the budget for Quality Improvement (QI), noting the following:

- The QI budget has increased from \$2.1 million in 2018 to \$3.08 million in 2019; the increase is driven by the quality improvement expansion to younger preschool classrooms. Other increases are due to expanding core activities, such as: more coaching, flexible/choice resources, increasing Pre-K CLASS® observations and incentives, achievement award structure, curriculum, and child assessment resources.
- All contract periods for Clayton Early Learning, Denver's Early Childhood Council and Qualistar Colorado will end August 31, 2020. Contract budgets are set annually.
- Proposed project expansion in quality improvement total \$287,610. This allotment will deepen DPP's impact with schools on multiple levels and include enhanced achievement awards, expansion of training, credits and curriculum, and administrative overhead.

During the budget presentation, the value of exploring mental health supports for providers to handle child behaviors that may lead to suspensions and expulsions was discussed.

**Enrollment and Customer Service**

Ms. Mendoza presented the budget for Enrollment and Customer Service, noting the following:

- The 2019 Enrollment and Customer Service budget is 3.4 percent of the total revenue. The majority of the budget is allocated to the MetrixIQ contract.
- The remaining portion of the budget is for a partnership with Mile High United Way for an Enrollment Specialist.

**Evaluation**

Ms. Mendoza presented the budget for Evaluation, noting the following:

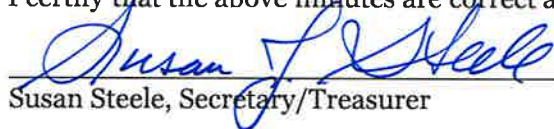
- The total evaluation budget is \$1.20 million, which is 5.1 percent of revenue. This is divided between four contracts: The Flahive Group, LLC, Clayton Early Learning, National Opinion Research Center,

The Board consented to commencing the increase of Achievement Award increase beginning in September 2018 to coincide with the start of the program year.

	<p>and Butler Institute at University of Denver and the Implementation Group.</p> <ul style="list-style-type: none"> <li>• All contract periods for Clayton Early Learning, NORC and the Butler Institute will end August 31, 2019. The optional extended term could begin in September 2019.</li> <li>• The contract with the Flahive Group, LLC began September 1, 2018, and includes an expansion from 10 quality assurance reviews to 24.</li> <li>• The proposed expanded projects for the evaluation budget total \$178,190, which will serve to expand the child outcome and longitudinal evaluation projects.</li> </ul> <p><b>Communications</b>  Ms. Nelson presented the budget for Communications, noting the following:</p> <ul style="list-style-type: none"> <li>• Community Outreach is budgeted at \$1.75 million, which is 7.5 percent of revenue.</li> <li>• The 2019 communications contracts are going through an RFP process. They include a strategist, a copywriter, an outreach events manager, a design firm and a web team.</li> <li>• The six proposed project expansions total \$817,850. They include an enrollment incentives increase, enrolled family touchpoints sent out quarterly, a media buy increase, Preschool Showcase enhancements, provider and teacher appreciation gifts, and classroom collateral.</li> </ul> <p><b>Other Expenses</b>  Ms. Braun presented the budget for the Other Expenses, highlighting the following:</p> <ul style="list-style-type: none"> <li>• The Other Expenses budget was 0.2 percent of the revenue, totaling \$44 thousand, paying for the Auditor and Outside Contract Services.</li> </ul> <p><b>Administrative Expenses</b>  Ms. Braun presented the budget for the Administrative Expenses, highlighting the following:</p>	
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	<ul style="list-style-type: none"> <li>Administration is budgeted at \$1.02 million, which is 4.3 percent of revenue.</li> <li>Facilities expenses have increased by 120 percent due to DPP taking over the entire office space.</li> <li>Payroll expenses are 62 percent of the total proposed administrative budget and reflect no anticipated staffing additions.</li> </ul> <p><b>Reserves Target</b></p> <ul style="list-style-type: none"> <li>The Reserves Target is approximately the sum of a 20 percent loss of revenues each year over three years. The reserves target for 2019 is calculated at \$14.07 million.</li> </ul>	The Board chose to leave the net to reserves of \$587 thousand as is for use in for projects approved by the Board at a later date.
<b>Annual Tuition Credit Scale Process</b>	<b>Annual Tuition Credit Scale Process</b> Ms. Braun presented the 2019-2020 Tuition Credit Scale Process, detailing the coming month's schedule.	
<b>Executive Session</b>		Mr. Haynes motioned to go into executive session to discuss a personnel matter; Ms. May seconded; All approved.
<b>Adjourn</b>		Ms. Haynes motioned to adjourn; Ms. Watney seconded; All approved.

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: November 9, 2018 (11:30 to 1:00 p.m.)

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

*Members in attendance: Ms. Chris Watney (Chair), Mr. Michael Baker, Dr. Rebecca Kantor,*

*Members on Conference-Call: Ms. Amber Münck*

*Members not in attendance: Mr. Zach Hochstadt (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Dr. Rosemarie Allen, Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Ms. Penny May, Ms. Janice Sinden and Mr. Mike Yankovich*

*Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson, Ms. Angeles Ross*

*Guests: Mr. Robert McDaniel, Dr. Lisa Roy*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order	A quorum was absent.	
Consent Agenda	<i>(For Approval)</i> <ul style="list-style-type: none"><li>▪ October 12, 2018 Board Minutes</li><li>▪ August 2018, Financial Statements</li><li>▪ September 30, 2018 Statement of Financial Position</li><li>▪ 2019 Mile High United Way – Enrollment Specialist Contract</li></ul> 2018-2019 Clayton Early Learning CLASS® Contract Agreement	
2019-2020 Tuition Credit Scale Presentation	<b>2019-2020 Tuition Credit Scale Presentation</b> Due to the lack of a quorum, Mr. McDaniel quickly reviewed the tuition credit scale process that was developed within a three-year cycle that includes annual increases tied to the Consumer Price Index for the Denver-Boulder-Greeley area.	An email vote with the Board of Directors will be requested for approval of the consent agenda items and the tuition credit scale increase tied to the Consumer Price Index.

<b>Open Discussion</b>	<p><b>Open Discussion</b>  <b>DPS Relationship with Charter Schools</b>  Dr. Roy, Executive Director Early Childhood Education, discussed the relationship between DPS and Denver charter schools and how their relationship may effect the future partnership between DPS and DPP.</p> <p><b>Open House</b>  Ms. Nelson informed those present of the coming DPP Open House at the DPP offices on January 16, 2019, from 4:00 p.m. to 7:00 p.m.</p> <p><b>New Election</b>  Ms. Landrum discussed the possible implications of the Governor elect, his potential initiatives and how that might affect DPP in the coming years.</p> <p><b>P-3 National Summit</b>  Dr. Kantor highlighted the events of the P-3 National Summit held in Beaver Creek. A coalition from Denver attended to further develop plans for The Zone at Z-Place and included Dr. Kantor and Ms. Landrum.</p>	
<b>Adjourn</b>		

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

  
Susan Steele, Secretary/Treasurer





## Board of Directors

### Meeting Minutes

December 14, 2018 (11:30 to 1:00 p.m.)

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

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

*Members on Conference Call: Ms. Penny May*

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

*Staff in attendance: Ms. Ellen Braun, Ms. Jennifer Landrum, Dr. Marina M. Mendoza, Mr. Chris Miller and Ms. Tricia Nelson*

*Guests: Mr. Charles Dukes*

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none"><li>▪ November 9, 2018, Board Minutes</li><li>▪ August 2018 Financial Statements</li><li>▪ September 2018 Financial Statements</li><li>▪ October 31, 2018, Statement of Financial Position</li><li>▪ 2019 Financeologist, Inc. Contract</li></ul> <p>Mr. Yankovich motioned to approve the consent agenda; Ms. Haynes seconded; All approved.</p>

<p><b>2019 Budget Presentation</b></p>	<p><b><u>2019 Budget Presentation</u></b></p> <p>Ms. Braun presented the 2019 budget for Board approval. Only updates from the full budget presentation provided in October, 2018 were noted:</p> <ul style="list-style-type: none"> <li>• The budget corrections are highlighted in red and updates to the budget are highlighted in green.</li> <li>• Overview – \$23.3 million in expenses was originally presented in October at \$22.9 million. This update generates \$193,000 to net reserves.</li> <li>• Tuition credits – the variance from the initial budget proposal is due to an error in budgeting for calendar years versus program years. With the support of our enrollment contractor, the amount was reconciled. Total calendar year tuition credits are budgeted to be \$15.32 million.</li> <li>• Expanded projects – Based on the initial approval of the CPI increase to the 2019-2020 scale in November, the tuition credits expansion was updated to increase by 3.5 percent and launch January 2019.</li> <li>• Evaluation – There was a miscommunication regarding the contract scope of work; once remedied the total evaluation budget for 2019 is presented at \$1.6 million. Proposed expansions shifted slightly as well, from \$178,000 to \$180,000 and from \$76,000 to \$78,000.</li> <li>• Community Outreach – Following the results of an RFP process, the awarded contracts shifted the budget from \$1.75 to \$1.87 million with an increase towards contract hourly.</li> </ul>	<p>Ms. Steele motioned to approve the 2019 budget, Ms. Sinden seconded; All approved.</p>
<p><b>2019-2020 Tuition Credit Scale</b></p>	<p><b><u>2019-2020 Tuition Credit Scale</u></b></p> <p>Mr. McDaniel presented the recommended 2019-2020 tuition credit scale for Board approval. A standard CPI adjustment, approved at the November Board meeting, presented a 3.5 percent increase for the 2019-2020 school year.</p> <p>As part of the expansion projects, the scale will be implemented in January 2019, rather than September 2019.</p> <p>The updated enrollment forecast helped to guide the final scale. Community enrollment has been flat and trending toward higher quality. DPS enrollment has been delayed due to their new online application and families who opt out of providing income have increased significantly.</p>	

	<p>Community Sites</p> <ul style="list-style-type: none"> <li>• 2018-2019 was budgeted for 1,505 beneficiaries at \$6.01 million</li> <li>• 2019-2020 was budgeted for 1,495 beneficiaries at \$6.45 million</li> </ul> <p>DPS</p> <ul style="list-style-type: none"> <li>• 2018-2019 was budgeted at \$8.69 million</li> <li>• The recommended DPS cap for 2019-2020 aligns with the overall scale increase of 3.5 percent increase, budgeted at \$8.994 million</li> </ul> <p>For the 2019-2020 school year, \$715 will be the base tuition credit with an estimated \$15.5 million will be spent in tuition credits.</p>	<p>Ms. Münck motioned to approve the 2019-2020 tuition credit scale as presented on page 48 of the Board packet; Ms. Sinden seconded; All approved.</p> <p>Mr. Baker motioned to approved the 2019-2020 DPS cap of \$8.994 million; Ms. Steele seconded; All approved.</p>
<p><b>2019 Communications Contracts</b></p>	<p><b><u>2019 Communications Contracts</u></b></p> <p>Ms. Nelson presented the 2019 communications contracts for Board approval, noting the following:</p> <ul style="list-style-type: none"> <li>• Elementive was awarded the website development contract. The terms of the contract will be Jan. 1, 2019 through Dec. 31, 2021, with a not-to-exceed of \$120,000 for 2019.</li> <li>• The Gomez Howard Group was awarded the contract to oversee community outreach. The contract terms will be Jan. 1, 2019 through Dec. 31, 2021, with a not-to-exceed of \$145,000 annually.</li> <li>• GroundFloor Media, subcontracting with Rassman Design, was awarded the contract to oversee strategy, public relations, copy writing and design. The term of the contract will be Jan. 1, 2019 through Dec. 31, 2020, with an annual not-to-exceed of \$261,500.</li> </ul>	<p>Ms. Hochstadt motioned to approve; Ms. Yankovich seconded; All approved.</p>
<p><b>T.E.A.C.H.® Scholarship Transition</b></p>	<p><b><u>T.E.A.C.H.® Scholarship Transition</u></b></p> <p>Mr. Miller updated the Board on the transition of the T.E.A.C.H.® Scholarship program from Qualistar Colorado to the Early Childhood Council Leadership Alliance (ECCLA). Jeff Cohen, of GC2 Professional Services, conducted an accountants report on applied procedures. The initial findings do not preclude DPP to move forward with the planned shift.</p> <p>Mr. Miller request outlined a complete transfer of T.E.A.C.H.® Scholarships from Qualistar to ECCLA, with a new contract with ECCLA as</p>	<p>Ms. Steele motioned to approve; Ms. Sinden seconded; All approved.</p>

	of 2019 at \$319,053. Ms. Steele suggested prepaying ECCLA to cover initial tuition costs, with an MOU in place to get the funds back if need be. Mr. Cohen, DPP's auditor, will circle back with ECCLA in six months.	
<b>Executive Session – Contracts and Personnel</b>		Mr. Hochstadt motioned to go into executive session to discuss contracts and personnel matters; Mr. Yankovich seconded; All approved.
<b>DPS 2017-2018 School Year Reconciliation</b>		Mr. Hochstadt motioned to approve the 2017-2018 DPS reconciliation of \$1,521,816.15; Mr. Yankovich seconded; All approved.
<b>Adjourn</b>		Mr. Hochstadt motioned to adjourn; Mr. Yankovich seconded; All approved.

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

  
 Susan Steele, Secretary/Treasurer