



Board of Directors

Meeting Minutes

January 11, 2019 (11:30 a.m. to 1:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Vice-Chair), Mr. Michael Baker and Ms. Anna Jo Haynes

Members on Conference Call: Ms. Susan Steele (Secretary/Treasurer), Councilwoman Stacie Gilmore, Ms. Amber Münck and Ms. Janice Sinden

Members not in attendance: Ms. Chris Watney (Chair) Dr. Rebecca Kantor and Ms. Penny May

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

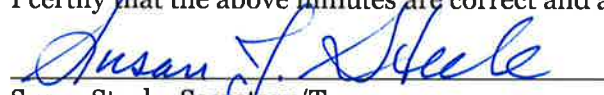
Guests: Ms. Cheryl Caldwell and Ms. Priscilla Hopkins

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order	The Board members thanked Ms. Landrum for her leadership as President and CEO through her tenure at DPP.	
Consent Agenda		<i>(For Approval)</i> <ul style="list-style-type: none">December 14, 2018 Board Minutes Mr. Baker motioned to approve the consent agenda; Councilwoman Gilmore seconded; All approved.

Election of Officers	<p><u>Election of Officers (For Discussion and Approval)</u></p> <p>2019 Slate of Officers</p> <ul style="list-style-type: none"> ▪ Zach Hochstadt, Chair ▪ Michael Baker, Vice Chair ▪ Susan Steele, Secretary/Treasurer 	Ms. Sinden motioned to approve the 2019 slate of officers as presented; Councilwoman Gilmore seconded; All approved.
Conflict of Interest Forms	<p><u>Conflict of Interest Forms</u></p> <p>The Conflict of Interest Form is for Board members to disclose any personal interests and activities which might contravene the DPP Conflict of Interest Policy.</p> <p>Ms. Sinden questioned if there was a need for the Board to sign confidentiality agreement. Ms. Landrum thought this would be an interesting idea, but might not be necessary due to DPP being subject to CORA.</p> <p>Ms. Landrum announced that Chris Daues, a CPA at Rubin Brown has submitted an application through the Mayor's office to join the DPP Board of Directors. Ms. Steele issued her support in adding Mr. Daues to the Board.</p>	<p>Ms. Ross will send the Conflict of Interest Forms to the Board members not present.</p> <p>Ms. Sinden will send the DCPA confidentiality form for reference.</p>
2019 Board Calendar	<p><u>2019 Board Calendar</u></p> <p>The 2019 Board calendar will include nine meetings in 2019. The months with no meetings are July, September, and November. Key topics include evaluation, communications and quality improvement framework in addition to the tuition credit scale process and presenting the option to shift our budget calendar to a program year.</p>	<p>Ms. Steele motioned to approve; Ms. Sinden seconded; All approved.</p> <p>Ms. Haynes motioned to go into executive session for the purposes of personnel; Mr. Baker seconded; All approved.</p>
Executive Session – Contracts and Personnel		

Executive Search	The Board of Directors will conduct an executive search for a new President and CEO. An RFP will be published to choose a search firm for the process, the budget for this firm will be \$35 thousand. The Finance and Governance Committee of the Board will select the appropriate search firm, create a search committee, and will work with the Board for approval of the next President and CEO.	
Adjourn		Mr. Baker motioned to adjourn; M. Haynes 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

February 8, 2019 (11:30 a.m. to 1:00 p.m.)

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

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

Members on Conference Call: Ms. Janice Sinden

Members not in attendance: Ms. Penny May and Ms. Chris Watney

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

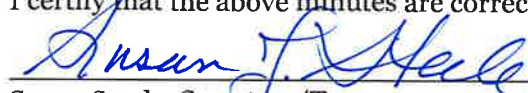
Guests: Ms. Cody Belzley, Ms. Amanda Brannum, Mr. Charles Dukes, Ms. Meg Franko, Ms. Kara Penn, Dr. Lisa Roy, Ms. Jennifer Schroeder, and Ms. Andrea Westinicky

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none">▪ January 11, 2019, Board Minutes▪ October 2018, Financial Statements▪ November 2018, Financial Statements▪ December 31, 2018, Statement of Financial Position <p>Ms. Münck motioned to approve the consent agenda; Mr. Baker seconded; All approved.</p>

Legislation Support	<p><u>Legislation Support</u> DPP presented House Bill 1052 for Board review. The bill will allow for the creation of special districts for the purpose of delivering early childhood development services.</p> <p>The Board requested that a legislation support protocol be established prior to discussing future legislation.</p>	Ms. Haynes motioned to support HB 1052; Ms. Münck seconded; Approved. Ms. Steele is recorded as abstaining.
2017-2018 Enrollment Data	<p><u>2017-2018 Enrollment Data</u> Ms. Mendoza presented the 2017-2018 Program Year Review, noting the following:</p> <ul style="list-style-type: none"> • DPP approved 5,013 applications, of which 93.8 percent of all applications received funding, or 4,702 tuition credit beneficiaries. The difference between approved students and benefit recipients historically hovers around 10 percent. • Over \$13.5 million in tuition credits was delivered to Denver families. This does not include the DPS reconciliation. • DPP's enrollment team will continue to work with the communications team to help increase enrollment to reach our strategic goal of 80 percent. • The majority of DPP beneficiaries are children of color. In the last three years, there has been a steady decrease in the percentage of Hispanic students. The Board discussed the possible reasons for this. • Page 43 of the Board packet outlined the tier and participation level distribution for the 2017-2018 school year. Fifty nine percent of DPP students are in Tier 1 and Tier 2, the next most common Tier is Tier 5. • Mr. Baker requested data to show the DPP provider breakdown from a decade ago. • \$2.07 million was delivered in quality improvement funds to over 250 preschools. 	
Gap Scholarship Task Force Update	<p><u>Gap Scholarship Task Force Update</u> Ms. Braun updated the Board of Directors on the status of the Gap Scholarship Task Force, describing to them the work that the Task Force accomplished and detailing the limitations that arose throughout the meetings.</p>	Ms. Münck motioned to create a workgroup of the Board to focus on the Gap Scholarship Model; Dr. Kantor seconded; All approved.

	<p>Staff requested a Gap Scholarship Workgroup to explore and finalize program model. The workgroup will deeply review the parameters and priorities put forth by the Task Force. The workgroup will include Mr. Baker, Councilwoman Gilmore, Ms. Haynes, Ms. May, Ms. Münck, and Ms. Sinden.</p> <p>The Board will review further exploration into innovative projects at a later date.</p>	
Operations Evaluation	<p><u>Operations Evaluation</u></p> <p>Due to the impending Denver Classroom Teachers Association Strike and limited time in the Board meeting, the Board of Directors chose to postpone the Operations Evaluation presentation.</p>	DPP staff will work with the Butler Institute to reschedule the Operations Evaluation presentation.
Denver Classroom Teachers Association Strike	<p><u>Denver Classroom Teachers Association Strike</u></p> <p>Due to the Denver Classroom Teachers Association Strike, all ECE classes will be canceled for the duration of the strike due to licensing and protections needed to educate and care for their youngest learners. Approximately 3,200 DPP children will be impacted. Dr. Roy, DPS's Executive Director of Early Education, detailed the nuanced of the strike.</p>	Ms. Steele motioned to create a \$50,000 not-to-exceed budget to be dispersed at DPP's staff discretion. These funds will be utilized to support community providers who may enroll DPS children impacted by the strike; any supplementary needs will be brought before the Finance and Governance Committee for approval; Ms. Haynes seconded; All approved.
Executive Session – Personnel		Mr. Baker motioned to adjourn into Executive Session for the purposes of discussing personnel; Ms. Steele seconded; All approved.
Adjourn		Ms. Haynes motioned to adjourn; Councilwoman Gilmore 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

March 19, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Chair), Mr. Michael Baker (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Mr. Chris Daues, Councilwoman Stacie Gilmore, and Ms. Anna Jo Haynes

Members on Conference Call: Ms. Penny May, Ms. Amber Münck, and Ms. Janice Sinden

Members not in attendance: Dr. Rebecca Kantor and Ms. Chris Watney

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

Guests: Mr. Jeff Cohen, Mr. Charles Dukes, Mr. Darrell Finke, Ms. Priscilla Hopkins, Ms. Kara Penn, Ms. Dionne Williams, and Mr. Drew Woodward

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Welcome and Introductions	The Board of Directors welcomed two new Board members, Ms. Brown and Mr. Daues. Ms. Brown is the Chief of Staff for the Office of Mayor Michael B. Hancock. Before her current role, Ms. Brown led the Office of Children's Affairs. Mr. Daues is a Manager at RubinBrown's Assurance Services Group and Transaction Services Group, with more than nine years of accounting experience.	
Consent Agenda		<i>(For Approval)</i> <ul style="list-style-type: none"> February 8, 2019, Board Minutes December 2018, Financial Statements Ms. Haynes motioned to approve the consent agenda; Ms. Steele seconded; All approved.

2018 Financial Audit Presentation	2018 Financial Audit Presentation Mr. Cohen presented 2018 audit noting the following: <ul style="list-style-type: none"> ▪ The Denver Preschool Program auditors express an unqualified opinion on the 2018 financial statements. ▪ The 2018 audit incorporates early adoption of three accounting rules as discussed in the footnotes. The organization chose to implement all these rules in 2018 to limit the impact across multiple audited financials. ▪ The statement of financial position total liabilities and net assets are \$25.5 million at the close of the calendar year 2018. ▪ The statement of activities outlines the \$22 million in support and revenue. DPP's administrative reserves is \$3.26 million at the close of the calendar year. For 2018, 5.62 percent of total revenue was allocated to administration expenses. ▪ Ms. Steele highlighted Board reserve target allotment on page 15 and noted the current policy allows for the organization to complete a school year in the event the funding ceases at the close of a calendar year. 	<p>On page 13, the Denver Mayor's Office for Education and Children will be changed to the Denver Mayor's Office of Children's affairs.</p> <p>Ms. Steele motioned to approve the 2018 Financial Audit; Ms. Brown seconded; All approved.</p>
Gap Scholarship Proposal <i>(For Approval)</i>	Gap Scholarship Proposal Ms. Braun presented the Gap Scholarship Pilot Proposal to the Board of Directors, highlighting the following: <ul style="list-style-type: none"> • Following a nearly 12-month process including support from a summer fellow, a task force and a Board work group, DPP seeks Board approval for a pilot gap scholarship program as outlined on page 46 of the Board packet. 	<p>Ms. Haynes motioned to approve a pilot for the Gap Scholarship with the following parameters noted on page 46 of the Board packet with updates reflected below:</p> <ul style="list-style-type: none"> • A not-to-exceed budget of \$3.85 million; • An annual approval of the pilot based; • Key informational updates to be given throughout the year; and • A child must be a DPP-approved student to be a Gap Scholarship recipient. <p>Councilwoman Gilmore seconded; All approved.</p>

Executive Session – Personnel		Mr. Baker motioned to adjourn into Executive Session for the purposes of discussing personnel; Ms. Steele seconded; All approved.
Adjourn		Ms. Steele motioned to adjourn; Ms. Brown 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

April 16, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Mr. Chris Daues, Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Dr. Rebecca Kantor, Ms. Amber Münck and Ms. Janice Sinden

Members on Conference Call: Ms. Penny May

Members not in attendance: Mr. Zach Hochstadt (Chair), Mr. Michael Baker (Vice-Chair), and Ms. Chris Watney

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

Guests: Ms. Amanda Brannum, Mr. Charles Dukes, Ms. Priscilla Hopkins, Ms. Gerri Gomez Howard, Mr. Bill Jaeger, Ms. Ramonna Robinson, Ms. Lisa Roy, Ms. Andrea Streff, and Ms. Dionne Williams

Guests on Conference Call: Mr. John Rassman and Ms. Christine Sakoulas

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p><i>(For Approval)</i></p> <ul style="list-style-type: none"> ▪ March 19, 2019, Board Minutes ▪ January 2019, Financial Statements ▪ February 2019, Statement of Financial Position <p>Ms. Sinden motioned to approve the consent agenda; Ms. Haynes seconded; All approved.</p>

Communications Presentation	<p><u>Communications Presentation</u></p> <p>Ms. Robinson from Ground Floor Media and Ms. Gomez Howard from the Gomez Howard Group presented to the Board of Directors on behalf of the DPP Communications Team, which is comprised of four separate contractors. They highlighted the integrated scope of work, the measurable objectives of the 2019 Communications Plan, and the team approach to communications campaigns.</p> <p>Throughout the presentation, the Board of Directors discussed the decrease in enrollment and how the communications team strategies work to enroll children in DPP.</p>	
City Audit Update	<p><u>City Audit Update</u></p> <p>Ms. Braun updated the Board on the City Audit status. The City Auditor is preparing to send DPP the approved scope. All initial interviews have been completed.</p>	
Kindergarten NOW Update	<p><u>Full-Day Kindergarten Legislation Update</u></p> <p>Mr. Jaeger presented to the Board of Directors the implications of the current full-day kindergarten legislation on the preschool community in Denver, highlighting the following:</p> <ul style="list-style-type: none"> • The proposal is not a mandate for school districts to offer full-day kindergarten nor a mandate for parents to enroll their children in full-day kindergarten. • The bill will allow districts that currently use ECARE slots for full-day kindergarten to instead retain the slots for full or half-day preschool within that district. • The set budget for the bill is \$185 million. 	
Executive Session – Contracts		Ms. Münck motioned to adjourn into Executive Session for the purposes of discussing contracts; Ms. Haynes seconded; All approved.
DPS Payment Adjustment	The Denver Preschool Program Board of Directors discussed options to reduce DPS' February tuition payment as a result of the February teachers strike and preschool closures.	Ms. Sinden motioned to reduce February DPS tuition reimbursement due to the

	The option to reduce tuition credit for each student who attended in February by 21.05 percent is in alignment with the action DPS took for families who pay tuition to DPS for ECE.	<p>Denver Public Schools teacher strike by 21.05 percent; Ms. Brown seconded; All approved.</p> <p>Mr. Hochstadt will contact Dr. Lisa Roy and a formal memo will be sent to the DPS operations offices.</p>
Adjourn		Ms. Brown motioned to adjourn; Ms. Haynes 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

May 21, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Chair), Mr. Michael Baker (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Mr. Chris Daues, Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Dr. Rebecca Kantor, Ms. Penny May, and Ms. Amber Münck

Members not in attendance: Ms. Janice Sinden and Ms. Chris Watney

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

Guests: Ms. Amanda Brannum, Dr. Sheridan Green, Ms. Priscilla Hopkins, Ms. Di Mangels, Dr. Lisa Roy, and Ms. Dionne Williams

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none"> ▪ April 16, 2019 Board Minutes ▪ February 2019, Financial Statements ▪ March 2019, Financial Statements ▪ April 2019, Financial Statements <p>Ms. Brown motioned to approve the consent agenda; Councilwoman Gilmore seconded; All approved.</p>
Child Outcomes Presentation	<p><u>Child Outcomes Presentation</u></p> <p>Dr. Green and Ms. Mangels from Clayton Early Learning presented to the Board of Directors on their finding of DPP's Child Outcomes Study. The data showed that DPP students are currently meeting DPP's vision that every child in Denver enters kindergarten ready to reach their full potential. DPP's definition of readiness has evolved to include a more comprehensive picture of children's development. This includes social</p>	

	<p>emotional development and concepts like executive function, which tells more about the brains processes developing.</p> <p>A request was made from the Board to consider studying physical development, classroom quality and environment, and family circumstances.</p>	
Quality Improvement Fidelity Review	<p><u>Quality Improvement Fidelity Review</u></p> <p>Due to a time restriction for the May Board of Directors meeting, a video of the Quality Improvement Fidelity work was included in the Board packet email. Mr. Miller provided a high-level overview of the presentation.</p> <ul style="list-style-type: none"> • The Implementation Group held focus groups and conducted surveys with providers and coaches. • Providers wanted more rapid response times to informally set goals and access resources. Providers working with multiple coaches request consistency and support to align coaching. • The Implementation Group found that there is a lack of streamlined communication between the coaches, directors of a program, and the teachers. 	The Board is open to receiving videos similar to the Quality Improvement Fidelity review, so long as they are no more than ten minutes long.
Executive Session – Personnel		Ms. Haynes motioned to adjourn into Executive Session for the purposes of discussing personnel; Ms. Münck seconded; All approved.
Executive Search Committee		Ms. Haynes motioned to approve the President and CEO candidate presented by the Executive Search Committee; Ms. Brown seconded. All approved.
Adjourn		Ms. Haynes motioned to adjourn; Ms. May 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

June 18, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Michael Baker (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Dr. Rebecca Kantor, Ms. Penny May and Ms. Amber Münck

Members on Conference Call: Mr. Chris Daues, Ms. Chris Watney

Members not in attendance: Mr. Zach Hochstadt (Chair), Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, and Ms. Janice Sinden

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

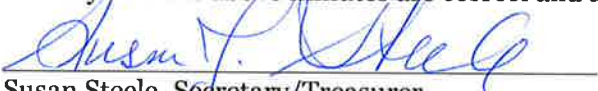
Guests: Ms. Elise Bishop, Mr. Charles Dukes and Ms. Lisa Roy

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none"> May 21, 2019, Board Minutes April 2019, Financial Statements May 2019, Statement of Financial Position <p>Ms. Steele motioned to approve the consent agenda; Ms. Münck seconded; All approved.</p>
Program Update	<p>Program Update</p> <p>Ms. Braun updated the Board on the current status of the President and CEO transition and the city audit, highlighting the following:</p> <ul style="list-style-type: none"> Ms. Holguin will begin at DPP on July 15, 2019. The DPP staff has been working on a transition plan outlining the first 60 – 90 days. 	

	<ul style="list-style-type: none"> • DPP and the Rose Community Foundation will host a joint event to celebrate the transition. Following a discussion around the value of co-hosting the event, the Board stressed the importance of DPP hosting the party. • The city auditors are currently in the fieldwork stage of the process. In addition to DPP staff, MetrixIQ and the Denver Early Childhood Council have had data requests and interviews. A formal scope has been received, focusing on the following: <ul style="list-style-type: none"> ○ Administrative and financial operation alignment with applicable legal requirements, including those established in the Denver Revised Municipal Code (D.R.M.C.) and contract terms; ○ Operations alignment with leading management practices for board governance and nonprofit oversight; and ○ Resource management and allocation practices effectively support the program's mission. 	
Quality Improvement Framework	<p><u>Quality Improvement Framework</u></p> <p>Mr. Miller presented the recommendations for the 2019-2020 Quality Improvement (QI) Framework, noting the following:</p> <ul style="list-style-type: none"> • Mr. Miller summarized the existing QI Framework and core values, also highlighting the DPP Colorado Shines Rating results in comparison to statewide licensed providers and the DPP Classroom Average Domain results for CLASS®. • Following a two-year quality improvement process mapping, the evaluation committee presented key recommendations as outlined on page 21 of the Board packet. • In addition to the evaluation recommendations, the Quality Initiatives Committee proposed adjustments and additions to the framework. • Mr. Miller outlined the proposed revisions to the QI framework for the 2019-2020 school year as outlined on pages 24 – 26 of the Board packet. Recommendations included substitute/staff release funding, explore and fund early childhood mental health consultation, reduce program achievement award amounts, enhance targeting of classroom materials to identified needs, 	<p>Ms. Münck recommended incorporating the national average for the CLASS® results to provide a comparative benchmark.</p>

	<p>ensure timely utilization of resources, expand teacher achievement award opportunities, and explore a teacher retention bonus.</p> <ul style="list-style-type: none"> The Board discussed several recommendations, including mental health supports for teachers and directors and retention bonus. Ms. Steele requested further exploration into the value and efficacy of retention bonuses. Ms. Münck also presented a lively discussion around what is and what is not DPP's role and lane. <p>The final budget for the QI Contractors for the 2019-2020 academic year will be presented to the Board in August.</p>	<p>Ms. Münck made the motion to approve the 2019-2020 QI Framework as outlined on pages 24 – 26 of the Board packet, with the revision to the last recommendation that DPP will explore mental health resources for teachers and directors; Ms. Brown seconded; All approved.</p>
Adjourn	<p>The July Board of Directors meeting is cancelled. The next Board meeting will be held on August 20.</p>	<p>Ms. Steele motioned to adjourn; Ms. Brown 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

August 20, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Dr. Rebecca Kantor, Mr. Chris Daues and Ms. Janice Sinden

Members on Conference Call: Mr. Michael Baker (Vice-Chair) and Ms. Amber Münck

Members not in attendance: Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Ms. Penny May and Ms. Chris Watney

Staff in attendance: Ms. Elsa Holguin, Ms. Ellen Braun, Dr. Marina M. Mendoza, Mr. Chris Miller, and Ms. Michelle Blubaugh

Guests: Ms. Priscilla Hopkins, Ms. Dionne Williams, Ms. Magen Elenz on behalf of Councilwoman Gilmore and Ms. Lisa Roy

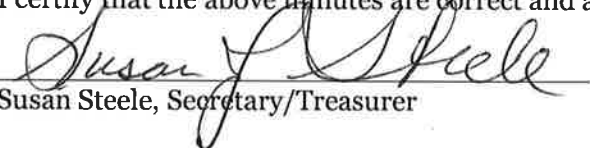
Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p><i>(For Approval)</i></p> <ul style="list-style-type: none">▪ June 18, 2019, Board Minutes▪ May 2019, Financial Statements▪ June 2019, Financial Statements▪ July 2019, Statement of Financial Position <p>Ms. Sinden motioned to approve the consent agenda; Ms. Brown seconded; All approved.</p>
Welcome	The Board of Directors welcomed two new staff members, Ms. Elsa Holguin as DPP's President and CEO and Ms. Michelle Blubaugh, Office Manager.	

<p>Quality Improvement Contracts (For Approval)</p>	<p><u>Quality Improvement Contracts</u></p> <p>Mr. Miller presented the 2019-2020 Quality Improvement Contracts:</p> <ul style="list-style-type: none"> • The Finance and Governance has reviewed and recommended the 2019-2020 Quality Improvement contract not-to-exceed budget amount of \$2,641,457, to the Board of Directors for approval. • Contracts with Clayton Early Learning and Denver's Early Childhood Council are approved through August, 2020, however the Board approves the budget amounts annually. • Clayton Early Learning proposed to increase coaching and repurpose funds towards coaching for the existing contract year, the contract total is \$998,255. • Denver's Early Childhood Council contract totals \$1,595,492. The proposed increase includes management of licensing, customized business management and support outreach to the Spanish-speaking community. • The existing contracts with Mile High Early Learning and ECCLA expire August 31, 2019, staff requests a new contract period for each organization through August 31, 2020. • Mile High Early Learning proposed increase is 3 percent, totaling \$47,710. • ECCLA proposed to extend their current contract for one year with no new additional dollars needed. <p>This is the final year for all contracts. A formal RFP process for Quality Improvement will launch in 2020.</p> <p>Ms. Steele applauded the existing quality improvement work, but stressed the importance to better support our early childhood workforce. The Board requested a task force to review workforce initiatives be launched.</p>	<p>Ms. Steele motioned to approve the not-to-exceed budget for Denver's Early Childhood Council as outlined on page 33 of the Board packet; Mr. Daues seconded; All approved.</p> <p>Ms. Steele motioned to approve the not-to-exceed budget for Clayton Early Learning as outlined on page 33 of the Board packet; Ms. Sinden seconded; All approved.</p> <p>Ms. Steele motioned to approve the not-to-exceed budget for Mile High Early Learning as outlined on page 33 of the Board packet; Ms. Sinden seconded; All approved.</p> <p>Ms. Sinden motioned to approve the contract extension for ECCLA as outlined on page 33 of the Board packet; Ms. Brown seconded; All approved.</p> <p>Staff will convene an early childhood workforce taskforce in the coming months.</p>
<p>Evaluation Contracts (For Approval)</p>	<p><u>Evaluation Contracts</u></p> <p>Ms. Mendoza presented the Evaluation contract executive summaries for review.</p> <p>The Butler Institute for Families: Butler oversees the operations evaluation for DPP. The proposed contract is an increase of 9.24 percent</p>	<p>Ms. Sinden motioned to approve the contract extension for Butler Institute for Families as outlined on page 41 of the Board packet; Ms. Brown seconded; All approved.</p>

	<p>from the previous year budget, totaling \$361,192 for September 1, 2019 – August 31, 2020.</p> <p>National Opinion Research Center (NORC): NORC oversees DPP’s longitudinal outcomes evaluation. The proposed contract is a 7.87 percent increase for cost of living and expanded work. The total proposed contract budget for 2019-2020 is \$192,016</p> <p>Clayton Early Learning: Clayton Early Learning oversees the child outcomes evaluation for DPP. The proposed contract is a 32.27 percent increase over the initial prior year budget. The current scope of work is missing work products. With limited evidence of increase work, staff proposes no increase to their budget for the 2019-2020 school year. The board had a detailed discussion regarding their concerns over Clayton’s low performance and was unprepared to approve a contract for Clayton Early Learning.</p>	<p>Ms. Sinden motioned to approve the contract extension for the National Opinion Research Center as outlined on page 43 of the Board packet; Ms. Steele seconded. Dr. Kantor recused herself from the Butler vote due to a Conflict of Interest. Approved.</p>
<p>2020-2021 Tuition Credit Scale Preparation</p>	<p><u>2020-2021 Tuition Credit Scale Preparation</u></p> <p>Mr. Braun presented the 2020-2021 tuition scale process. The process is the second year of the 3-year tuition credit planning cycle. Final approval of the scale will occur at the December 2019 Board meeting.</p> <p>DPP staff and advisors have identified several business disruptors, noting the following:</p> <ul style="list-style-type: none"> • Preschool Workforce and the need to create stability and professionalize the field. • State-funded kindergarten will launch September 2019, the impact to preschool funding streams is still unclear. • Donnell Kay Foundation is seeking a ballot initiative for after care support, and funding would be available in 2021. • Governor Polis’ campaign promise to launch state-funded preschool by the end of his first term. <p>Following a discussion on the business disruptors and the unknown impacts to DPP, staff presented two options to proceed with tuition credit scale planning based on the Finance and Governance Committee review.</p>	<p>Ms. Sinden motioned to approve the tuition credit planning option B, amending the last sentence to say “If new initiatives are not approved by September 1, 2020 the Board shall convene to discuss and evaluate next steps to expend the excess tuition credit dollars;” Dr. Kantor seconded; All approved.</p>

	The Board amended Option B to allow for a discretionary discussion to occur in the event new initiatives are not approved.	
City Audit Update	<p><u>City Audit Update</u></p> <p>Ms. Braun presented the audit fieldwork exit summary. The summary outlined initial findings from the City auditors. All Board members were provided a copy of the summary.</p> <p>The DPP team has launched work with Ground Floor Media to create a communications plan.</p> <p>We will have 15 days to respond once the mid-September audit draft is received. The September Board meeting will focus heavily on the audit.</p>	
How the Budget Works	<p><u>How the Budget Works</u></p> <p>Due to limited time, Mr. Hochstadt advised that the Board would push this discussion to another date.</p>	
Adjourn		Ms. Brown motioned to adjourn; Ms. Kantor seconded; All approved.

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


 Susan Steele, Secretary/Treasurer

Denver Preschool Program Full Board Meeting

Email Correspondence

Date: August 28, 2019

Members on email correspondence: Mr. Zach Hochstadt (Chair) and Mr. Michael Baker (Vice-Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Chris Watney, Councilwoman Stacie Gilmore, Ms. Anna Jo Haynes, Dr. Rebecca Kantor, Ms. Penny May, Ms. Amber Münck, Ms. Janice Sinden, Mr. Chris Daues and Ms. Erin Brown

Staff on email correspondence: Ms. Elsa Holguín, Ms. Ellen Braun, Dr. Marina Mendoza and Michelle Blubaugh

Agenda Topic	Discussion	Action/Follow-Up/Decision
Email to the Full Board, vote required	<p>Due to the Clayton evaluation contract not being approved for extension at the Board meeting on August 20, 2019 because of concerns of underperformance, the Board requested that DPP staff meet with Clayton to make a plan to get the contract into compliance and set a scope of work for the beginning of the 2019-2020 program year.</p> <p>Request for Approval: DPP staff requests an amount not-to-exceed \$141,600 for an extended contract term with Clayton Early Learning. Payments for these services will be billed to DPP based on work completed and will be invoiced at the end of the month (not-to-exceed \$35,400 per month), beginning September 1, 2019, and ending December 31, 2019.</p>	<p>Ms. Sinden moved to approved the budget request; Mr. Hochstadt seconded; Mr. Daues, Dr. Kantor, Mr. Baker, Ms. Watney, Ms. Brown, Councilwoman Gilmore, Ms. Münck, Ms. Steele, Ms. Anna Jo Haynes, Ms. Sinden and Ms. May approved. ; All approved.</p>





Board of Directors

Meeting Minutes

September 17, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Chair), Mr. Michael Baker (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Mr. Chris Daues, Ms. Anna Jo Haynes and Ms. Chris Watney

Members on Conference Call: Ms. Penny May

Members not in attendance: Ms. Erin Brown, Councilwoman Stacie Gilmore, Dr. Rebecca Kantor, Ms. Amber Münck and Ms. Janice Sinden

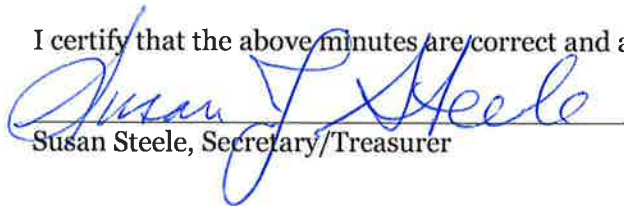
Staff in attendance: Ms. Elsa Holguín, Ms. Ellen Braun, Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Michelle Blubaugh

Guests: Mr. Charles Dukes, Ms. Clare Frey, Mr. H Michael Miller, Mr. Jeremy Story and Ms. Dionne Williams

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none">▪ August 20, 2019, Board Minutes▪ August 28, 2019, Board Minutes▪ July 2019, Financial Statements▪ August 2019, Statement of Financial Position <p>Ms. Haynes motioned to approve the consent agenda; Mr. Baker seconded; All approved.</p>

Executive Session - Contracts	<u>Executive Session - Contracts</u>	Mr. Daues motioned to move to executive session; Mr. Baker seconded; All approved.
Adjourn		Ms. Steele motioned to adjourn; Mr. Daues 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

September 25, 2019 (2:30 p.m. to 4:30 p.m.)

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

Members in attendance: Mr. Michael Baker (Vice Chair), Ms. Susan Steele (Secretary/Treasurer) and Ms. Anna Jo Haynes

Members on Zoom/Conference Call: Mr. Zach Hochstadt (Chair), Ms. Erin Brown, Ms. Amber Münck, Ms. Janice Sinden and Ms. Chris Watney

Members not in attendance: Mr. Chris Daues, Councilwoman Stacie Gilmore, Dr. Rebecca Kantor and Ms. Penny May

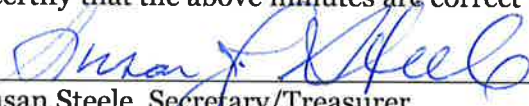
Staff in attendance: Ms. Elsa Holguín, Ms. Ellen Braun, Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Michelle Blubaugh

Guests: Ms. Clare Frey, Ms. Ramona Robinson, Mr. Jeremy Story and Ms. Dionne Williams

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none"> September 17, 2019 Board Minutes <p>Ms. Haynes motioned to approve the consent agenda; Mr. Baker seconded; All approved.</p>
Executive Session - Contracts	<u>Executive Session - Contracts</u>	Ms. Steele motioned to move to executive session; Ms. Haynes seconded; All approved.

Adjourn		Ms. Steele motioned to adjourn; Mr. Baker 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

October 15, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Mr. Chris Daues, Ms. Anna Jo Haynes, Ms. Penny May, Ms. Amber Münck and Ms. Chris Watney

Members on Conference Call: Mr. Michael Baker (Vice Chair)

Members not in attendance: Councilwoman Stacie Gilmore, Dr. Rebecca Kantor and Ms. Janice Sinden

Staff in attendance: Ms. Elsa Holguin, Ms. Ellen Braun, Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Michelle Blubaugh

Guests: Ms. Amanda Brannum, Mr. Charles Dukes, Ms. Priscilla Hopkins, Ms. Magen Elenz and Ms. Dionne Williams

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p>(For Approval)</p> <ul style="list-style-type: none">September 25, 2019 Board MinutesAugust 2019, Financial StatementsSeptember 2019, Statement of Financial Position <p>Ms. Watney motioned to approve the consent agenda; Ms. Brown seconded; All approved.</p>

<p>2020 Draft Budget Presentation</p>	<p><u>2020 Draft Budget Presentation</u></p> <p>Ms. Braun presented the initial 2020 Budget Overview draft. The final budget proposal will be presented to the Board in December for final approval.</p> <ul style="list-style-type: none"> • DPP is projected to receive \$23.9 million in sales tax revenue during 2020. • In recognition of our significant reserves, the board Financial Model allocates 100 percent of City revenue towards programming. • DPP projects total expenses of \$25.2 million. This represents 105.7 percent of total anticipated City revenue, utilizing earned interest and \$1.2 million net from reserves. <p>Tuition Credits</p> <ul style="list-style-type: none"> • The total calendar year tuition credits are budgeted to \$14.6 million. • 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. <p>Quality Initiatives</p> <ul style="list-style-type: none"> • Total quality improvement (QI) is budgeted at \$3.2 million (13.5 percent of revenue) for the calendar year 2020. • The 2020 budget includes funding for new activities such as early childhood mental health consultations and initiatives to support the early childhood workforce. <p>Enrollment and Customer Service</p> <ul style="list-style-type: none"> • Enrollment and customer service is budgeted at \$767 thousand (3.2 percent of revenue). • The budget is primarily drive by the MetrixIQ contract, which oversees DPP's application and tuition credit processing. <p>Evaluation</p>	<p>Ms. Münck expressed caution in creating the New Initiatives line item. Ms. Steele indicated this would provide DPP the opportunity to pilot and launch new projects and iterate as needed. Mr. Daues requested a three-year history to better outline the reserves.</p> <p>Mr. Hochstadt requested the title of the reserves balance be updated to say Year-End or Fund Balance on the reserves overview page.</p>
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	<ul style="list-style-type: none"> • Total evaluation is budgeted at \$1.0 million (4.3 percent of revenue). • Evaluation includes partners to manage the child outcomes, longitudinal child outcomes and operations evaluation. The Quality Assurance Program is also included in the evaluation budget. <p>Community Outreach</p> <ul style="list-style-type: none"> • Total community outreach is budgeted at \$1.14 million (4.8 percent of revenue). • Contractors include Ground Floor Media, Gomez Howard Group and Elementive Marketing. Contractors account for 50 percent of the budget. <p>Other Outside Contract Services</p> <ul style="list-style-type: none"> • Total Other Outside Contract Services are budgeted at \$68 thousand (0.3 percent of revenue). <p>New Program Initiatives</p> <ul style="list-style-type: none"> • This line item will be used for implementation of pilot projects and initiatives. • New Initiatives are budgeted at \$3.1 million (12.8 percent of revenue). <p>Administrative Expenses</p> <ul style="list-style-type: none"> • Administration is budgeted at \$1.4 million (5.8 percent of revenue). • Facilities expenses (rent and utilities) make up 15.1 percent of the total proposed administrative budget. • Payroll expenses are 61.4 percent of the total proposed administrative budget and reflects two new positions added mid-year to include a new executive level position and entry level position. <p>Reserves Target</p>	
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	<ul style="list-style-type: none"> The Reserves Target is approximately the sum of a 20 percent loss of revenues each year over three years. The reserves target for 2020 is calculated at \$14.34 million. 	
Workforce Task Force Announcement	<p><u>Workforce Task Force Announcement</u></p> <p>Mr. Miller announced the launch of the Workforce Taskforce. The taskforce will convene DPP staff and board as well as community members and content experts to develop recommendations to better support the early childhood workforce.</p>	
Executive Session - Contracts	<p><u>Executive Session – Contracts</u></p> <p>The Board discussed DPP contracts.</p>	Ms. May motioned to enter executive session; Ms. Münck seconded; All approved.
Adjourn		Ms. Steele motioned to adjourn the meeting; Ms. Haynes seconded; All approved.

Dusan J. Steele 11/19/19



Board of Directors

Meeting Minutes

November 19, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Chair), Mr. Michael Baker (Vice Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Mr. Chris Daues, Ms. Anna Jo Haynes, Dr. Rebecca Kantor and Ms. Chris Watney

Members on Conference Call: Ms. Janice Sinden

Members not in attendance: Councilwoman Stacie Gilmore, Ms. Penny May and Ms. Amber Münck

Staff in attendance: Ms. Elsa Holquin, Ms. Ellen Braun, Dr. Marina M. Mendoza, Mr. Chris Miller and Ms. Michelle Blubaugh

Guests: Ms. Amanda Brannum, Ms. Magen Elenz via conference (on behalf of Councilwoman Stacie Gilmore), Ms. Priscilla Hopkins, Mr. Rob McDaniel and Ms. Dionne Williams

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<p><i>(For Approval)</i></p> <ul style="list-style-type: none">▪ October 15, 2019 Board Minutes▪ September 2019, Financial Statements▪ October 2019, Statement of Financial Position <p>Ms. Haynes motioned to approve the consent agenda; Ms. Watney seconded; All approved.</p>

<p>2020 – 2021 Tuition Credit Scale Preparation</p>	<p><u>2020 – 2021 Tuition Credit Scale Preparation</u> Mr. McDaniel presented the 2020 – 2021 Tuition Credit Scale preparation highlighting the following:</p> <ul style="list-style-type: none"> • The tuition credit process was developed within a three-year cycle that includes annual increases tied to the Consumer Price Index (CPI) for the Denver-Boulder-Greely area. The 2020-2021 scale is the second year of the cycle. • As part of the planning cycle, MetrixIQ ran analysis on the Consumer Price Index for the west urban region (2.7 percent), 2019 Colorado Gross State Product (2.9 percent) and the 2020 US inflation rate (2.1 percent). • The recommended 2020-2021 tuition credit increase is 3 percent. The Board discussed the recommendation and how the proposed 3 percent was put forward. • Mirroring the CPI proposed increase, DPP recommends increasing the DPS cap for the 2020-2021 program year by 3 percent, totaling \$9.264 million. <p><u>2020-2021 Enrollment Forecast</u> Dr. Mendoza presented the enrollment forecast, highlighting the most significant change in our community income tier levels.</p> <ul style="list-style-type: none"> • Timing of enrollment for community participants is consistent over the last five years. DPS enrollment timing fluctuates from year-to-year. • Using the enrollment data through October 2019 the most significant changes are seen in income tiers, the trend indicates a decrease in our lowest income participants and an increase in our highest income participants. Both participation and quality trends track similar to the previous program year. 	<p>DPP staff will work with MetrixIQ to create an overview document that captures the intention behind the 3-year-cycle and how the proposed increase is formulated.</p> <p>Ms. Steele requested a complete process analysis be presented at the conclusion of the 3-year cycle.</p> <p>Ms. Steele motioned to approve the recommended 2020-2021 tuition credit scale budget increase of 3 percent; Ms. Brown seconded; All in favor, motion approved.</p> <p>Ms. Steele motioned to approve the 2020-2021 DPS tuition credit cap of \$9.264 million; Mr. Baker seconded; All in favor, motion approved.</p>
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Audit Implementation	<u>Audit Implementation</u> Ms. Holguin presented the audit implementation plan, advising the Board that they will discuss and implement changes in the February 2020 Board retreat.	
Business Disruptors	<u>Business Disruptors</u> Ms. Holguin presented the document outlining the business disruptors. Staff is tracking all disruptors outlined and will present recommendations to the Board as necessary.	
Executive Session - Contracts		Ms. Haynes motioned to enter executive session for the purposes of contracts; Dr. Kantor seconded; All approved.
DPS 2018-2019 School Year Reconciliation		Mr. Baker motioned to approve the 2018-2019 DPS reconciliation of \$444,690; Mr. Daues seconded; All approved.
Ground Floor Media 2019 Contract Amendment		Ms. Brown motioned to approve the Ground Floor Media 2019 Contract Amendment of \$34,060; Dr. Kantor seconded; All approved.
Clayton Early Learning 2019 Contract Amendment		Ms. Steele motioned to approve a budget increase for Clayton Early Learning's Evaluation Contract of \$11,573 to account for the personnel FTE increase for the remainder of the 2019 calendar year; Mr. Baker seconded; All approved.

Adjourn		Ms. Brown motioned to adjourn the meeting; Ms. Steele seconded; All approved.



Board of Directors

Meeting Minutes

December 17, 2019 (1:00 p.m. to 3:00 p.m.)

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

Members in attendance: Mr. Zach Hochstadt (Chair), Ms. Susan Steele (Secretary/Treasurer), Ms. Erin Brown, Ms. Anna Jo Haynes, Dr. Rebecca Kantor, Ms. Penny May, Ms. Amber Münck and Ms. Janice Sinden

Members on Conference Call: Mr. Michael Baker (Vice-Chair) and Mr. Chris Daues

Members not in attendance: Councilwoman Gilmore and Ms. Chris Watney

Staff in attendance: Ms. Elsa Holguín, Ms. Ellen Braun, Dr. Marina M. Mendoza, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Michelle Blubaugh

Guests: Ms. Amanda Braunum, Ms. Bridgitt Mitchel

Guests via Conference Call: Mr. Rob McDaniel

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order		
Consent Agenda		<i>(For Approval)</i> <ul style="list-style-type: none">▪ November 19, 2019; Board Minutes▪ October, 2019, Financial Statements▪ November, 2019, Statement of Financial Position▪ 2020 Financeologist, Inc. Contract▪ 202 Elementive Marketing Scope/Budget

		Ms. Brown motioned to approve the consent agenda; Ms. May seconded; All in favor, motion approved.
Rising 4-Year-Old Program	<p><u>Rising 4-Year-Old Presentation</u> Dr. Mendoza presented Rising 4s Presentation highlighting the following:</p> <ul style="list-style-type: none"> • DPP seeks to expand programing for younger students by providing tuition credits for students enrolled in preschool during the summer before their preschool year. This program would expand DPP services to serve a group of students for 15 months, from June 1, 2020 through August 31, 2021. • Implementation includes modifying existing enrollment database, develop policies and system structure, process applications and attendance. • The proposed budget estimates tuition credits at \$368,200 and operations costs of \$109,500, for a total budget request of \$543,700. • Both evaluation and communications costs would be in addition to the budget presented. 	Ms. Steele motioned to approve the Rising 4-year-old program as outlined on page 26 and 27 of the Board Packet; Ms. Brown seconded; All in favor, motion approved.
2020 Budget Presentation	<p><u>2020 Budget Presentation</u> Ms. Braun presented the latest 2020 Budget, highlighting any changes since the initial presentation in October:</p> <ul style="list-style-type: none"> • The Board was intentional in budgeting over 100 percent of revenue to support the drawdown of reserves. • The administrative expense is budgeted to the 7 percent cap set by the City contract with \$1.4 million for expenses and \$275 thousand to administrative reserves. This update was made to better reflect the City Audit recommendations. • Tuition Credits total \$16.6 million, the update reflects the 2020-2021 tuition credit scale as well as the new Rising 4-year-old program. • Enrollment and customer service is budgeted at \$936 thousand, the updates include the operations for the new Rising 4-year-old program and a slight update to the enrollment specialist partnership. 	Ms. Brown motioned to approve the 2020 DPP Budget as outlined in the Board packet; Ms. May seconded; All in favor, motion approved.

	<ul style="list-style-type: none"> • Evaluation, budgeted at \$1.2 million, was updated to reflect the new contractor for the Child Outcomes Evaluation. • Community Outreach updates account for the update to the Elementive contract budget and advertising updates. • The New Program Initiatives line was updated to \$739 thousand and will support pilot projects and new initiatives as a result of upcoming task force meetings. • The vote to approve the 2020 Budget was postponed until the conclusion of the 2020-2021 Tuition Credit Scale Presentation. 	
2020-2021 Tuition Credit Scale	<p><u>2020-2021 Tuition Credit Scale</u></p> <p>Ms. Braun presented the 2020-2021 Tuition Credit Scale highlighting the following:</p> <ul style="list-style-type: none"> • This is the second year of 3-year tuition credit budgeting approach, the presentation includes the 2020-2021 scale inclusive of Consumer Price Index (CPI) adjustment. • A brief overview of the income tier and quality rating breakdown was presented, the only updates reflect adjustment to the Federal Poverty Line. • The budget for the 2020-2021 scale and DPS Cap adjusted upwards by 3.0 percent to reflect CPI. • Community and DPS enrollment trends continue to reflect Denver's demographic shift. • The Board approval of \$3 million for the 2020-2021 program year, \$1 million for calendar year 2020 towards the tuition credit line is included in the scale due to significant changes in demographics. • Historically the overall budget increase has mirrored the individual credit increase. Due to the demographic shifts estimated for the 2020-2021 scale the historical alignment does not exist. • Individual credit increases are 10.2 percent over 2019-2020 tuition credit scale. • The 2020-2021 tuition credit scale budget is \$15.9 million. • Due to the demographic changes and the incremental increases, there is likely a need to review and potentially revise the tuition credit process and Cap for DPS. 	<p>Mr. Hochstadt spurred a deep discussion around DPP's value of access for all and the significant demographic shifts happening in the city. While the incremental tuition increase supports all families, he commented on the value of supporting our lowest income families to remain in Denver.</p>

	<p>At the request of Ms. Steele, the Board discussed the philosophy of the tuition credit scale increase amount. The 2020-2021 scale is the first time in the history of the organization where the overall budget increase (3 percent) did not align with the incremental scale increases (10.2 percent).</p> <p>Ms. Brown was not comfortable with a 10.2 percent increase for each tuition credit. Ms. Braun provided examples to the Board of the incremental changes, the typical child in 2019-2020 (tier 1, full day, quality 4) will receive \$715 a month, that same child in 2020-2021 would receive \$788. While the raw numbers are not as dramatic, Ms. Brown's trepidation remained.</p> <p>In reference to sustainability and future tuition credit scales, Ms. Münck suggested varying the tuition credit increase by tier. The Board chose to move forward with the existing 3-year process in their efforts to continue to draw down reserves.</p> <p>Mr. Hochstadt spurred a deep discussion around DPP's value of access for all and the significant demographic shifts happening in the city. While the incremental tuition increase supports all families, he commented on the value of supporting our lowest income families to remain in Denver.</p>	<p>Ms. Münck moved to approve the 2020-2021 Tuition Credit Scale as outlined on page 47 of the board packet with the acknowledgment that the overall 3% budget increase results in an incremental increase of 10.2% to each tuition credit amount.</p> <p>Mr. Hochstadt seconded; There were 8 votes in favor and 2 opposed, the motion was adopted.</p>
Child Outcomes Contract	<p><u>2020-2021 Child Outcomes Contract</u></p> <p>Dr. Mendoza presented the 2020-2021 Child Outcomes Contract highlighting the following:</p> <ul style="list-style-type: none"> • After a rigorous and competitive RFP process, NORC prevailed as the DPP Child Outcomes Evaluator. NORC also oversees the Longitudinal Outcomes Evaluation for DPP. The proposed contract will be separate from the existing contract. • DPP staff requests an amount, not to exceed \$672,671 for the term outlined. 	<p>Ms. Haynes motioned to approve the 2020-2021 Child Outcomes Contract with NORC; Ms. Sinden seconded; All in favor, motion approved.</p>
Business Disruptors	<p><u>Business Disruptors</u></p> <p>Ms. Holguín, presented the Business Disruptors highlighting the following:</p> <ul style="list-style-type: none"> • Since DPP first presented the list of identified business disruptors to the Board in August 2019 the landscape and needs continue to evolve. Staff is 	

	<p>seeking input from the Board to identify the top priority business disruptors to review and/or implement programs for 2020.</p> <ul style="list-style-type: none"> • The Board requested that minimum wage be added as a topic labeled high priority. • Ms. Sinden suggested adding a column to track desired outcome and ownership of the disruptor. 	
Year End Reflections	<p><u>Year End Reflections</u></p> <p>Ms. Holguín asked the Board for their Year End Reflections, to describe 2019 and looking forward to 2020. The themes for 2019 were change, reflection, crossroads, appreciation and partnership. The themes for 2020 were leadership, action, responsibility, vision and excitement.</p>	
Adjourn		Ms. Haynes motioned to adjourn; Ms. Brown seconded; All in favor, motion to adjourn approved.

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

Susan Steele, Secretary/Treasurer