

## Board of Directors

Meeting Minutes

Date: January 18, 2022 (12:00 p.m. to 2:00 p.m.)

Location: Online via Zoom

**Members in attendance (via Zoom):** Mr. Michael Baker (Chair), Dr. Lydia Prado (Vice-Chair), Mr. Chris Daues (Treasurer), Ms. Amber Münck (Secretary), Ms. Erin Brown, Mr. Zach Hochstadt, Ms. Samantha Jacobson, Ms. Anne Rowe, Councilwoman Amanda Sandoval and Ms. Janice Sinden

**Members not in attendance:** Ms. Susan Steele

**Staff in attendance (via Zoom):** Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Carley Noerr

**Guests (via Zoom):** Ms. Anna Jo Haynes (Board Emeritus) and Ms. Valerie Gonzales

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<u><b>Call to Order and Welcome</b></u> Mr. Baker welcomed everyone to the meeting and initiated a round of introductions.	
<b>Consent Agenda</b> (For Approval)	<u><b>Consent Agenda</b></u> Mr. Baker presented the following items on the Consent Agenda for approval: <ul style="list-style-type: none"> <li>December 13, 2020, Strategic Planning Committee Minutes</li> <li>December 14, 2020, Board Minutes</li> <li>November 2021, Financial Statements</li> <li>MetrixIQ Bridgecare Expanded Service</li> </ul>	Mr. Hochstadt motioned to approve the consent agenda; Ms. Jacobson seconded; All in favor, motion approved.
<b>Annual Meeting Document Review</b> (For Approval)	<u><b>Annual Meeting Document Review</b></u> Ms. Holguín presented the following documents for annual review: <ul style="list-style-type: none"> <li><b>Conflict of Interest Disclosure</b> This document was reviewed and sent out to all Board members for completion.</li> <li><b>Bylaws (For Approval)</b> Changes to the bylaws, including the addition of Section 17 Director Emeritus, were presented in edit tracking view to highlight updates from the previous year.</li> </ul>	Ms. Münck motioned to approve the Board Bylaws, Ms. Sinden seconded; All in favor; motion approved.

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• <b>Articles of Incorporation</b> <i>(For Approval)</i> The Articles of Incorporation were presented in edit tracking view form to highlight updates from the previous year.</li> <li>• <b>Board Self-Evaluation</b> To continue to incorporate self-evaluation as a best practice for DPP's Board of Directors, we would like to learn more about our Director's DPP Board experience, perspective, and ideas as you reflect on 2021. This effort to collect candid input from valued Board members is being facilitated by a third-party firm, Mission Spark.</li> </ul>	<p>Ms. Sinden motioned to approve the Articles of Incorporation, Ms. Brown seconded. All in favor; motion approved.</p>
<b>President's Update</b>	<p><b>President's Update</b> Ms. Holguín delivered the President's Update, highlighting the following:</p> <ul style="list-style-type: none"> <li>• DPP will begin the process to review the City contract and the fund balance stipulation defined in the contract. Currently DPP is the only component unit of its kind with the required fund balance. DPP and City partners support seeking an ordinance change to strike the language relating to the requirement to hold a fund balance and for DPP to obtain the currently held fund balance of \$600,000.</li> <li>• DPP launched a partnership with Caring for Denver and Prosperity Denver to be proactive if any ballot initiatives arise that could negatively impact DPP's funding and work. This will also help us lay the groundwork to begin our prep for reauthorization. This group will be funding by a grant from the Colorado Health Foundation.</li> </ul>	<p>Ms. Brown requested to review the original language used in DPP's contract with the city in regard to the fund balance.</p> <p>Ms. Braun provided the following: "Section 5(A) Maximum Obligation of the City: The City will maintain an unappropriated fund balance in the special revenue fund established for Denver Preschool Tax receipts, in the initial amount of \$600,000. The unappropriated fund balance, including interest earned thereon, will be available for distribution to DPP in future years should there be a shortfall in actual Denver Preschool Tax receipts."</p>
<b>Strategic Planning Committee Update</b> <i>(For Approval)</i>	<p><b>Strategic Planning Committee Update</b> Ms. Holguín presented an update on the Strategic Planning Committee of the DPP Board of Directors, highlighting the following:</p> <p><b>Universal Preschool Lead Consideration</b> <i>(For Approval)</i> In November 2020 a bipartisan majority of voters supported funding for high-quality, 4-year-old universal preschool (UPK) in a mixed delivery system with the passage of Proposition EE. This new voluntary preschool program will build upon</p>	



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	<p>Ms. Braun outlined the initial questions for consideration, requesting input and discussion relating to the concept of DPP announcing that the 2022-2023 scale would at least maintain the 2021-2022 tuition credit amounts.</p> <p>DPP Staff is requesting to maintain the 2021-2022 TCS as minimum, to provide a consistent baseline of support to families.</p>	<p>minimum amounts that match the 2021-2022 TCS carried forward into the 2022-2023 program year, Ms. Brown seconded. All in favor; motion approved.</p>
<p><b>Equity Statement</b> <i>(For Approval)</i></p>	<p><b><u>Equity Statement</u></b> <i>(For Approval)</i> Dr. Cisneros presented the DPP’s updated Equity Statement, highlighting the following:</p> <p>Every child deserves equitable access to quality early childhood education and the opportunity to benefit from its promise: a strong foundation for a successful future. Through our role in early childhood education, DenverPreschool Program commits to bold action to help dismantle generational poverty, systemic racism and discrimination.</p> <p>In support of our equity statement, and in service of the creation of a more equitable early childhood landscape and a more just world, we commit to awareness, access, advocacy and action:</p> <ol style="list-style-type: none"> <li>1) Grow our knowledge and awareness of inequities and their root cause</li> <li>2) Drive access, choice and quality in early childhood education</li> <li>3) Advocate for systems-level policy changes that address harm.</li> <li>4) Take bold action.</li> </ol> <p>Ms. Sinden requested clarification how the DPP Equity statement will move from aspiration to action.</p> <p>Dr. Cisneros responded, stating she would be answering this in greater detail in her Research Agenda which she will be submitting to the Evaluation Committee.</p> <p>Ms. Sinden requested more specificity going forward so that the board is able to communicate these actions with partner organizations.</p> <p>Ms. Brown requested that advocacy be incorporated into DPP’s equity work, stating the importance of lifting up parent voices outside of the organization.</p>	<p>Dr. Prado motioned to approve the Equity Statement, Ms. Jacobson seconded. All in favor; motion approved.</p>
<p><b>Community Updates</b></p>	<p><b><u>Community Updates</u></b> Mr. Baker opened the room to allow for Community Updates.</p> <p>Ms. Gonzales of the Office of Children’s Affairs (OCA) delivered the following update:</p>	

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	<ul style="list-style-type: none"> <li>OCA's current Deputy Director, Amber Giaque Callender, will be exiting soon. Melissa Janiszewski and Kat Jarvis are working closely together during Amber's departure.</li> </ul> <p>Ms. Braun highlighted the following:</p> <ul style="list-style-type: none"> <li>Over 2,000 Workforce Stipends are being distributed this week to employees of DPP centers and family child care homes.</li> </ul> <p>Ms. Holguín highlighted the following:</p> <ul style="list-style-type: none"> <li>COVID-19 continues to create workforce issues for providers, specifically for DPS.</li> </ul>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Ms. Jacobson motioned to adjourn the meeting, Ms. Brown seconded; All in favor, motion approved.

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

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Münck, Amber, Secretary

## DPP Board of Directors

Meeting Minutes

Date: February 15, 2022 (12:00 p.m. to 2:00 p.m.)

Location: Online via Zoom

**Members in attendance (via Zoom):** Mr. Michael Baker (Chair), Dr. Lydia Prado (Vice-Chair), Mr. Chris Daues (Treasurer), Ms. Amber Münck (Secretary), Ms. Erin Brown, Ms. Samantha Jacobson, Ms. Anne Rowe, Councilwoman Amanda Sandoval, Ms. Janice Sinden and Ms. Susan Steele

**Members not in attendance:** Mr. Zach Hochstadt

**Staff in attendance (via Zoom):** Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Carley Noerr

**Guests (via Zoom):** Ms. Valerie Gonzales, Ms. Priscilla Hopkins, Mr. Rob McDaniel and Ms. Kara Penn

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<b><u>Call to Order and Welcome</u></b>	
<b>Consent Agenda (For Approval)</b>	<b><u>Consent Agenda (For Approval)</u></b> Mr. Baker presented the Consent Agenda (for approval), highlighting the following: <ul style="list-style-type: none"> <li>January 10, 2022, Strategic Planning Committee Minutes</li> <li>January 18, 2022, Board Minutes</li> <li>December 2021, Financial Statements</li> <li>Quality Improvement – Mental Health Supports</li> </ul>	Ms. Sinden motioned to approve the consent agenda; Ms. Jacobson seconded. All in favor, motion approved.
<b>2022-2023 Tuition Credit System Annual Process</b>	<b><u>2022-2023 Tuition Credit System Annual Process</u></b> Mr. McDaniel presented the 2022-2023 Tuition Credit System Annual Process, highlighting the following:  <b>Tuition System Funding and Credit Scale Level Changes</b> Considerations include statewide Universal Pre-K (UPK) coming in 2023, inflation, the pandemic, and gentrification.  <b>DPS CAP Considerations</b> <ul style="list-style-type: none"> <li>DPS enrollment decreasing</li> <li>Flat DPS Cap will likely result in a per capita funding <i>increase</i></li> </ul> <b>2022-23 Tuition Credit Scale Considerations</b>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>UPK in the 2023-24 school year will offer opportunity to review totality of DPP tuition credit program</li> <li>Enrollment projections/actuals may provide opportunity for in-year adjustments to DPS and Community funding</li> <li>Stability in 4YO tuition credit scale provides opportunity to modify Preschool for 3s Pilot program for 2022-23</li> <li>In most conservative case, DPP investing <i>at least</i> 90% of program year SUT collections in tuition assistance programming</li> <li>Any CPI-based adjustment beyond 0% will result in reserves dropping <u>below</u> current reserves target of \$10.51M</li> </ul> <p><b>2022-23 Tuition Credit Scale Considerations F&amp;G Recommendations</b></p> <ul style="list-style-type: none"> <li>CPI-based increase: 6.5%</li> <li>If 2022/23 enrollment projections result in negative growth, add % decline to CPI increase (capped at 5.0%)</li> <li>DPS CAP: Maintain cap at \$9.26 million</li> </ul> <p>Mr. Baker reflected on the rich discussion that took place during the last Finance and Governance Committee meeting. That discussion regarding the proposed CPI increase resulted in suggestions to reduce the proposed CPI-based increase to align with the published CPI of 6.5% and if the 2022-2023 enrollment projections result in a negative growth the percent decline will be added to the total tuition credit increase.</p> <p>Ms. Steele asked about the increase of DPP investing <i>at least</i> 90% if PY SUT collections in tuition assistance programming including how this increase (from 70% to 90%) might affect the allotment for other essential programmatic areas such as Quality Improvement and Evaluation.</p> <p>Ms. Braun responded by explaining how the way that increase was calculated, which was the total allotment out the door is 90% of what DPP is estimating to be the appropriation for that period of time is inclusive of reserves funding. DPP is still expecting at least 30%, if not more, of our in-year funding to be focused on other programming and administrative expenses. This would be another year that our budget would exceed our revenue allocations so reserves will be back-filling. The Board will designate how much into the reserves target they are willing to go for these new projects.</p> <p>Mr. Daues and Ms. Steele addressed the need to closely watch the reserves target to not fall below six months' worth of revenue as it was previously voted on by the Board.</p>	<p>Ms. Sinden motioned to approve the proposed recommendation of the Finance and Governance Committee to increase the 2022-2023 Tuition Credit Scale by 6.5%, a defined CPI-based increase. Should the enrollment projections result in negative growth, the Board requests Staff to increase the CPI-based increase by that amount with a maximum increase of an additional 5%; Dr. Prado seconded; All in favor, motion approved.</p> <p>Ms. Jacobson motioned to approve the Finance and Governance Committee's recommendation to maintain the DPS cap of \$9.26 million for the 2022-2023 Tuition</p>

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	<p>Ms. Rowe requested additional data or scenarios for potential reserves replenishment next Program Year.</p>	<p>Credit Scale; Ms. Sinden seconded. All in favor, motion approved.</p>
<p><b>2020-2021 School Year Review Presentation</b></p>	<p><b><u>2020-2021 School Year Review Presentation</u></b>  Dr. Cisneros presented the 2020-2021 School Year Review, highlighting the following:</p> <p><b>Tuition Credit Overview</b>  Typical Monthly Tuition Credit = \$788  Typical Yearly Tuition Credit Payment = \$4,021</p> <p><b>Tier and Participation Level Distribution 2020-2021</b></p> <ul style="list-style-type: none"> <li>• The typical DPP student was a Tier 1 full-day student.</li> <li>• 53% of DPP students came from low income families.</li> </ul> <p><b>Strengthening Grants</b>  DPP distributed \$785,350 in Strengthening Grants during 2021-2021. Funds were distributed through an equity-lens by providing increased grant funding for DPP community providers.</p> <p>Dr. Prado inquired on DPP's ability to access data on the population's tuition assistance eligibility.</p> <p>Mr. Baker asked for additional information on home providers to be presented at a future Board meeting.</p>	
<p><b>President's Update</b></p>	<p><b><u>President's Update</u></b>  Ms. Holguín presented the President's Update, highlighting the following:</p> <p><b>Annual Audit</b>  DPP is currently in the middle of our Annual Financial Audit. Results from this audit should be available soon.</p> <p><b>2022 DPP Committees of the Board</b>  Part of DPP's annual audit includes assessing the Committees of the Board and their members. During the COVID-19 Pandemic the Committees of the Board were shifted significantly. DPP is working to strengthen these Committees:</p> <ul style="list-style-type: none"> <li>• Quality Improvement</li> <li>• Evaluation</li> <li>• Communication</li> <li>• F&amp;G</li> </ul>	



Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• Strategic Planning</li> </ul> <p><b>Legislation Support</b> <i>(For Approval)</i>  DPP will, on occasion, support and advocate for mission aligned legislation that is put forward at the local, state and federal levels in order to meet the policy mandate established by Denver’s voters. With this in mind, DPP is proposing support of the following mission-aligned Legislative Bills:</p> <ol style="list-style-type: none"> <li><b>ECE Districts Clean Up Bill - HB XXXX</b>  In 2019, a bi-partisan group of legislators passed HB19-1052, allowing for the creation of special districts for the purpose of delivering early childhood development services.   Statutes governing other types of special districts allow for the special district boundary to include all or part of an existing political subdivision. This will align the early childhood special district to its peer statutes, creating consistency across statute. The gifts, grants and donations provision clarify and strengthens the statute.</li> <li><b>EC Educator Tax Credit – HB21-1010</b>  An effective Early Childhood Educator Tax Credit encourages improvements in providers’ quality, improves compensation of the early childhood workforce, and increases access to child care providers for those facing the greatest barriers. Key features include: <ul style="list-style-type: none"> <li>○ Tiered credit tied to an educator’s credential level and adjusted annually for inflation</li> <li>○ Length of service in the classroom requirement during the tax year</li> <li>○ Refundable credit so it is available to all eligible members of the early childhood workforce</li> </ul> </li> <li><b>Non-Profit Child Care Center Property Tax Exemption – HB22-1006</b>  HB22-1006 will incentivize additional property owners to lease space to nonprofit child care centers and may result in some of those savings being passed on to the provider, which may also result in cost savings for parents and higher wages for early childhood educators.</li> </ol> <p><b>CO Department of Early Childhood</b>  The legislative process is currently underway and receiving bipartisan support. The position of Executive Director was just recently posted. The next Board update should include a fact sheet of updates on this process.</p> <p><b>Policy Review Committee Meeting</b></p>	<p>Ms. Sinden motioned to approve DPP’s support of the ECE Districts Clean Up Bill - HB XXXX; Ms. Brown seconded. Ms. Steele abstained. All others in favor, motion approved.</p> <p>Dr. Prado motioned to approve DPP’s support of the EC Educator Tax Credit – HB21-1010; Councilwoman Sandoval seconded. Ms. Steele abstained. All others in favor, motion approved.</p> <p>Ms. Rowe motioned to approve DPP’s support of the Non-Profit Child Care Center Property Tax Exemption – HB22-1006; Ms. Brown seconded. Ms. Steele abstained. All others in favor, motion approved.</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>DPP has begun the process to review the City contract and the fund balance stipulation defined in the contract. Currently DPP is the only component unit of its kind with the required fund balance. DPP and City partners support seeking an ordinance change to strike the language relating to the requirement to hold a fund balance and for DPP to obtain the currently held fund balance of \$600,000.</p>	
<p><b>Community Updates</b></p>	<p><b><u>Community Updates</u></b>  Mr. Baker opened the room for Community Updates:</p> <p>Ms. Gonzales, from the Mayor’s Office of Children’s Affairs, shared an update on the training process of additional Family Friend and Neighbor (FFN) providers in Denver. Specialized training will also take place to increase the availability of Special Needs FFN care.</p> <p>Mr. Baker congratulated Ms. Brown and Mr. Daues on their DPP Board reappointments.</p> <p>Mr. Baker congratulated Ms. Münck on her new position at the Jefferson County Attorney’s Office.</p> <p>Ms. Holguín congratulated Dr. Prado on her nomination for 9News Leader of the Year.</p> <p>Mr. Baker reminded the Board Members to complete the annual self-evaluation.</p>	
<p><b>Adjourn</b></p>	<p><b><u>Adjourn</u></b></p>	<p>Ms. Brown motioned to adjourn the meeting; Dr. Prado seconded; All in favor, motion approved.</p>

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

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Münck, Amber, Secretary

## Board of Directors

Meeting Minutes

Date: March 14, 2022 (12:00 p.m. to 2:00 p.m.)

Location: In person at the DPP office and online via Zoom

**Members in attendance (In Person):** Mr. Michael Baker (Chair), Ms. Erin Brown, Mr. Zach Hochstadt, Ms. Anne Rowe and Ms. Susan Steele

**Members in attendance (via Zoom):** Dr. Lydia Prado (Vice-Chair), Mr. Chris Daues (Treasurer), Ms. Amber Münck (Secretary), Ms. Samantha Jacobson and Councilwoman Amanda Sandoval

**Members not in attendance:** Ms. Janice Sinden

**Staff in attendance (In Person):** Ms. Nayely Avila, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller, Ms. Tricia Nelson and Ms. Carley Noerr

**Staff in attendance (via Zoom):** Ms. Ellen Braun

**Guests (In Person):** Mr. Jeffrey Cohen, Ms. Anna Jo Haynes, Ms. Priscilla Hopkins, Mr. Rob McDaniel, Ms. Valerie Gonzales and Mr. Paul Smith

**Guests (via Zoom):** Ms. Kara Penn

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<b><u>Call to Order and Welcome</u></b> Mr. Baker welcomed the Committee and called the meeting to order.	
<b>Consent Agenda (For Approval)</b>	<b><u>Consent Agenda</u></b> (For Approval) Mr. Baker presented the Consent Agenda for approval, highlighting the following: <ul style="list-style-type: none"> <li>February 14, 2022, Strategic Planning Committee Minutes</li> <li>February 15, 2022 Board Minutes</li> <li>January 2022, Financial Statements</li> </ul>	Ms. Rowe motioned to approve the consent agenda, Ms. Brown seconded; All in favor, motion approved.
<b>2021 Audit Presentation</b>	<b><u>2021 Audit Presentation</u></b> Mr. Cohen, of GC2 Professional Services, presented the 2021 Financial Audit Presentation, highlighting the following:  DPP shifted to a program year budget for its fiscal operations, to align with its program operations. This shift allows for more transparency for management, board and voters, reduces risk of error and creates a better tool to manage operations and program funds.	

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	<p>DPP continued its record of strong financial management despite the COVID-19 pandemic – including a clean 2021 audit – and closely monitored revenue projections and economic forecasts that impacted the city sales tax. This allowed the organization to adjust expenses and reallocate funding to new areas of need, maintaining financial stability while deepening impact for preschools and families.</p> <p><b>Financial Management</b>  The 2021 financials indicate the long-term reserves target at \$10.511 million when fully funded and \$8.43 million of reserves designated for pilot programming, bringing our overall Board designated reserves as of December 31, 2021, to \$18.94 million. Our net assets at \$16.78 million reflect a \$2.17 million gap for our long-term reserves. The Board of Directors are aware of this gap and are committed to supporting Denver preschool and families through the pandemic and beyond.</p> <p>Mr. Smith noted the potential risk of DPP’s small team size and institutional knowledge that relies on such a small number of staff.</p>	<p>Mr. Hochstadt motioned to approve the 2021 Financial Audit as presented, as well as the management letter; Ms. Steele seconded. All in favor; motion approved.</p>
<p><b>2022-2023 Tuition Credit System Annual Process</b></p>	<p><b><u>2022-2023 Tuition Credit System Annual Process</u></b>  Mr. McDaniel, of Metrix IQ, presented the 2022-2023 Tuition Credit System Annual Process, highlighting the following:</p> <p><b>Enrollment Forecasting</b>  Based on current workforce shortages in our community preschool providers, gentrification and lingering effects of the pandemic, DPP is predicting a 3% decrease to community enrollment. DPS enrollment remains flat.</p> <p>DPP continues to see a decline in our tier 1 and tier 2 children and an increase in tier 5 children.</p> <p>Families are now seeking care for longer hours, needing support for a full work day.</p> <p><b>2022-2023 Tuition Credit Scale (For Approval)</b>  Mr. McDaniel presented the 2022-2023 Tuition Credit Scale for approval.</p> <p>Dr. Cisneros spoke about the opt-out population, suggesting that an estimated 85% of these families sent their children to schools located within, what can be assumed to be, more affluent areas. The remaining percentage of families sent their children to schools within, what can be assumed to be, areas of lower income households and/or predominantly immigrant communities.</p>	<p>Ms. Brown motioned to approve the 2022-2023 Tuition Credit Scale as presented, which includes a 7.7% increase over the current Program Year scale, Ms. Rowe seconded; All in favor, motion approved.</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Mr. McDaniel reviewed the history of DPP's Tuition Credit Scale since its inception.</p> <p>Ms. Holguín confirmed that the dollars, as listed, were adjusted to the new federal poverty level.</p> <p><b>Preschool for 3s Parameters</b>  Ms. Braun noted that next month DPP Staff will ask the Board for formal approval on the parameters used to estimate budgets for the 2022-2023 Preschool for 3s budget, as well as approval to continue the DPP Scholarship program.</p> <p>Ms. Steele asked if DPP was able to supply this tuition credit to as many tier 1 and tier 2 families that wanted it for 3-year-olds?</p> <p>Ms. Holguín responded, noting that availability was capped due to the program budget. First come, first served. As the program was closed, there was no wait-list available.</p> <p>Ms. Steele hypothesized that if this program were to be granted additional dollars, it could be fairly assumed that there would be families that would fit the criteria in which to be served by this increase. She continued, asking how the program was received within the community and by providers.</p> <p>Ms. Holguín responded, stating the response was overwhelmingly positive.</p> <p><b>DPP Scholarship Parameters</b>  Mr. McDaniel stated that Metrix is working with DPP Staff in efforts to figure out how to best support the opt-out families; there may be an opportunity for targeting outreach for this population.</p> <p>The Scholarship currently fills the gap between the top DPP Tuition Credit and the published rate. DPP is shifting to a cost-of-care number, versus the published rate number.</p> <p>Ms. Braun initiated a discussion with the following prompt: "If we have \$2 million 'extra' are these two projects [Scenario 'C' in the handout] what the Board would want DPP to invest in, would the Board prefer to save it for a 'rainy day' or for another project? This feedback will help Staff craft the recommendation to be presented next month."</p> <p>Ms. Steele noted the provider benefits and potential room for expanding upon that support.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>2020-2021 Quality Assurance Annual Report</b>	<p><b><u>2020-2021 Quality Assurance Annual Report</u></b></p> <p>Ms. Braun presented the 2020-2021 Quality Assurance Annual Report, highlighting the following:</p> <p>The Quality Assurance Annual Report is essentially an internal audit of DPP's systems. It follows a Tuition Credit from the moment an application is submitted all the way to a particular month when DPP is paying out Tuition Credits. The Flahive Group LLC requested information to form their findings from schools, our contractors and the Council. They followed around 22 sites this year, randomly selecting up to 5 students per site.</p> <p>Major discrepancies were reported to providers' sign in/sign out records, as expected due to limited access for parents to enter the premises due to COVID safety protocols. These discrepancies lead to discrepancies in attendance records as attendance is based on when a child is signed in or out of school.</p> <p>Extended-day students are over-represented relative to the cohort because virtually all extended day students are in community-based schools. Conversely, DPS schools are underrepresented in the QAP sample, and DPS is by far the largest pool of full-day students. As a consequence, full-day students are a smaller proportion of the resulting sample.</p> <p>Duplicate Student Enrollments in the review of a DPS school for February 2021, DPS was unable to provide enrollment information for one of the selected students, stating that the student did not participate at that school at all in February. Upon consulting the Metrix pay file, two enrollments were found for that same student. Both DPS and the community-based school were paid full tuition credits for that enrollee. A scan of that pay file indicated that there were more than 50 duplicates – 44 involving one DPS school and one community-based school. A consultation with pay files for subsequent months found similar duplicates between DPS and community-based schools, but the frequency was far less than for February. DPS acknowledged that these were indeed erroneous. DPS also asserted that there were many more students served by DPS for February which were not reported to DPP. Other types of duplicates were understandable – e.g., a change in status or a change from one school to another. However, there were some other duplications not pertinent to DPS. Metrix has examined each such duplicate.</p>	
<b>President's Update</b>	<p><b><u>President's Update</u></b></p> <p>Ms. Holguín asked Ms. Rowe to present updates on the Strategic Planning Committee's recent Special Session. Ms. Rowe highlighted the following:</p> <ul style="list-style-type: none"> <li>• Mr. Bill Jaeger presented updates on Universal Preschool (UPK) to the Strategic Planning Committee during a Special Session of the Board.</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>DPP's role in UPK</li> </ul> <p>Ms. Penn noted the timeline for DPP's goals and vision for Strategic Planning and UPK.</p> <p>Ms. Holguín provided updates on the meeting with City Council and the upcoming meetings with the Mayor and the Policy Review Committee.</p> <p>Ms. Holguín led a discussion surrounding DPP's involvement with and support of HB22-1295 going forward, noting that DPP has helped with the strategic thinking and planning process thus far.</p>	<p>Ms. Brown motioned to support and endorse HB22-1295 for Colorado's new Department of Early Childhood implementation plan which includes Universal Preschool; Dr. Prado seconded. Ms. Steele abstained. All others in favor; motion approved.</p>
<b>Community Updates</b>	<p><b><u>Community Updates</u></b></p> <p>Ms. Hopkins updated the Board on the following:</p> <ul style="list-style-type: none"> <li>Ms. Ives, Budget Manager of DPS, will present a formal DPS 4YO process at the next DPP BOD meeting in April.</li> <li>DPS is navigating many changes within the organization under the new Superintendent.</li> </ul>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	<p>Ms. Steele motioned to adjourn the meeting, Ms. Brown seconded; All in favor, motion approved.</p>

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

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Münck, Amber, Secretary

## Board of Directors

Meeting Minutes

Date: April 19, 2022 (12:00 p.m. to 2:00 p.m.)

Location: In person at the DPP office and online via Zoom

**Members in attendance (In Person):** Mr. Michael Baker (Chair), Mr. Chris Daues (Treasurer), Ms. Anne Rowe and Ms. Susan Steele

**Members in attendance (via Zoom):** Ms. Amber Münck (Secretary), Councilwoman Amanda Sandoval and Ms. Janice Sinden

**Members not in attendance:** Dr. Lydia Prado (Vice-Chair), Ms. Erin Brown, Mr. Zach Hochstadt and Ms. Samantha Jacobson

**Staff in attendance (In Person):** Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller and Ms. Carley Noerr

**Staff in attendance (via Zoom):** n/a

**Staff not in attendance:** Ms. Nayely Avila

**Guests (In Person):** Ms. Anna Jo Haynes (Board Emeritus), Dr. Vi-Nhuan Le, Mr. Rob McDaniel, Ms. Kara Penn, Dr. Amy Roberts, Dr. Diana Schaack, Ms. Jen Schroeder and Dr. Ann Wacker

**Guests (via Zoom):** Ms. Valerie Gonzales, Ms. Andi Ives, Ms. Kat Jarvis and Dr. Lisa Piscopo

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<b><u>Call to Order and Welcome</u></b> Mr. Baker welcomed the Board, staff and guests.	
<b>Consent Agenda (For Approval)</b>	<b><u>Consent Agenda (For Approval)</u></b> Mr. Baker presented the Consent Agenda for approval, highlighting the following: <ul style="list-style-type: none"> <li>March 14, 2022, Strategic Planning Committee Minutes</li> <li>March 15, 2022, Board Minutes</li> <li>April 12, 2022, Strategic Planning Committee Email Minutes</li> <li>February 2022, Financial Statements</li> <li>Clayton Early Learning Contract Amendment</li> </ul>	Ms. Rowe motioned to approve the consent agenda; Ms. Sinden seconded. All in favor; motion approved.



Agenda Topic	Discussion	Action/Follow-Up/Decision
<p><b>DPP's Evaluation Presentation</b></p>	<p><b><u>DPP's Evaluation Presentation</u></b>  Dr. Cristal Cisneros led DPP partner organizations in presenting their Evaluation Presentations.</p> <p>Dr. Amy Roberts and Dr. Ann Wacker, of the Butler Institute for Families, presented their report on <b>DPP Support to Families and Preschools During COVID-19</b>, highlighting the following:</p> <p><u>Family Access</u></p> <ul style="list-style-type: none"> <li>• DPP tuition credits and scholarships support family access, especially for BIPOC families and those with limited/no access to economic resources.</li> <li>• DPP's support helps many families access early care and education for siblings, afford basic needs, and participate in the workforce.</li> </ul> <p><u>Supporting the Preschool Workforce</u></p> <ul style="list-style-type: none"> <li>• DPP's financial support helps preschools stay in business.</li> <li>• Virtual coaching allows educators to continue building their professional knowledge and skills.</li> <li>• Teacher-coach relationships support teacher well-being and use of developmentally appropriate practices.</li> </ul> <p><u>Recommendations</u></p> <ul style="list-style-type: none"> <li>• Family Access: <ul style="list-style-type: none"> <li>○ Explore collaborations with other organizations that serve children and families to facilitate access to basic needs and social-emotional supports families need to thrive in preschool.</li> <li>○ DPP's mixed-delivery system and innovative scholarship program that support equitable preschool access should be used as a model to inform statewide UPK in Colorado.</li> </ul> </li> <li>• Provider and Workforce support: <ul style="list-style-type: none"> <li>○ Continue to identify creative and responsive ways to support preschools and the workforce.</li> <li>○ Optimize virtual or hybrid coaching by removing potential barriers (e.g., provide substitutes, supply technical equipment) and allow sufficient time for relationship building.</li> </ul> </li> </ul> <p>Dr. Vi-Nhuan Le and Dr. Diana Schaack of NORC presented their report on <b>Effects of the Denver Preschool Program on Historically Disadvantaged Student Groups</b>, highlighting the following:</p> <p>This study is the first-known research to examine the effects of a preschool</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>tuition credit on the kindergarten outcomes of historically disadvantaged children.</p> <p>How do the kindergarten outcomes of DPP participants compare to non-participants? Specific areas of interest:</p> <ul style="list-style-type: none"> <li>• Reading performance (direct assessments)</li> <li>• Social-emotional and physical skills (teacher reports)</li> <li>• Chronic absence (district records)</li> <li>• Retention (district records)</li> </ul> <p>Among children who were eligible for free or reduced-price lunch, DPP children were significantly more likely to be English Language-Learners (ELL) or Hispanic.</p> <p><u>Next Steps</u></p> <ul style="list-style-type: none"> <li>• Conduct a cost-effectiveness analysis to understand the return on investment</li> <li>• Explore longer-term outcomes <ul style="list-style-type: none"> <li>○ National Student Clearinghouse: on-track for graduation, graduation rates, college enrollment, college persistence, transfers to 4-year colleges</li> <li>○ Collaboration with the Colorado Department of Education to obtain data from the Departments of Corrections, Labor and Employment, and Human Services</li> </ul> </li> </ul>	
<b>Strategic Planning Committee</b>	<p><b><u>Strategic Planning Committee</u></b></p> <p>Ms. Rowe presented updates on the <b>Strategic Planning Committee</b>, highlighting the following:</p> <p><u>Strategic Planning Retreat</u></p> <p>The Strategic Planning Retreat of the Board of Directors has been scheduled for Tuesday, July 12, 2022.</p> <p><b>Mission Spark Contract Amendment</b> <i>(For Approval)</i></p> <p>Ms. Braun presented the Mission Spark Contract Amendment for approval, at which time Ms. Penn of Mission Spark removed herself from the meeting. Ms. Braun highlighted the following:</p> <p><u>Contract Type:</u> Continuing Contract</p> <p><u>Original Term:</u> January 1, 2022 – August 31, 2022 (8 months)</p> <p><u>Proposed Term:</u> January 1, 2022 – March 30, 2023 (15 months)</p> <p><u>Original Budget:</u> \$24,875</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><u>Proposed Budget:</u> \$114,375</p> <p><u>Contract Overview</u> Beginning in 2016, Mission Spark has been the lead contractor to develop, track and implement DPP's strategic plan. The work has expanded to include board development, facilitation, project management and staff development.</p> <p>Mission Spark, in partnership with equity and strategy consultancy Accountability for Greatness, will help design and facilitate a thorough and inclusive planning process that will result in a strategic plan centered in equity for DPP. This plan will guide DPP for the next three years and include considerations and shifts associated with Universal Preschool at the state, and potentially national levels, as well as supporting DPP's potential re-authorization by voters.</p> <p><u>Request for Approval</u> Following recommendation from the Strategic Planning Committee, the Denver Preschool Program staff is presenting the 2022-2023 Mission Spark contract amendment for approval to the Board of Directors, as outlined above.</p>	<p>Mr. Baker motioned to approve the amendment to Mission Spark's contract through March 30, 2023 for the total of \$114,375; Mr. Daues seconded. All in favor; motion approved.</p>
<p><b>Board Evaluation</b></p>	<p><b><u>Board Evaluation</u></b> Ms. Penn rejoined the meeting and presented an overview of the annual Board Evaluation survey, highlighting the following:</p> <p>DPP is a high-functioning and well-organized Board with many strengths, yet opportunities still exist to strengthen its:</p> <ul style="list-style-type: none"> <li>• Diversity and inclusion</li> <li>• Onboarding process and skill development</li> <li>• Engagement in the mission through experiential opportunities</li> <li>• Strengthening of relationships that benefit DPP's mission</li> </ul> <p>Skill sets, perspectives and attributes that should be prioritized in new Board members to strengthen the DPP Board of Directors' impact:</p> <ul style="list-style-type: none"> <li>• Provider Representation, both classroom/teacher and administrator</li> <li>• Family Support/Human Services specialization to increase understanding and connection between DPP and wraparound services for families</li> <li>• Community Representation, specifically those from areas that DPP serves</li> </ul> <p>Recommendations</p> <ol style="list-style-type: none"> <li>1. Develop a Board Action Plan that connects into DPP's strategic planning process and is supported by Board leadership and DPP staff.</li> <li>2. Action Plan priorities:</li> </ol>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>a) Development of effective onboarding and support to new Board members</li> <li>b) Effective recruitment of new Board members that addresses missing perspectives, skill sets and increases diversity</li> <li>c) Experiential learning opportunities for Board members to connect to DPP's mission</li> <li>d) Engage Board members in increased relationship building and ambassadorship</li> <li>e) Continue to work on Board culture to increase inclusiveness of Board and value of all voices</li> </ul>	
<b>2022-2023 Tuition Credit System</b>	<p><b>2022-2023 Tuition Credit System</b>  Ms. Braun presented the 2022-2023 Tuition Credit System, highlighting the following:</p> <p>The 2022/2023 Tuition Credit System is inclusive of the 4-Year-Old Scale, DPP Scholarships and Preschool for 3s. The budgets for DPP Scholarships and Preschool for 3s are being presented for the Board's approval.</p> <p><b>Preschool for 3s</b>  DPP staff is proposing the following Preschool for 3s parameters and budget for the 2022-2023 program year:</p> <ul style="list-style-type: none"> <li>• 2022-2023 Preschool for 3s Capacity – 600 students</li> <li>• Total funding request: \$5,631,581 <ul style="list-style-type: none"> <li>○ \$5,500,000 in tuition credits</li> <li>○ \$131,581 in administration costs</li> </ul> </li> <li>• Pilot Eligibility <ul style="list-style-type: none"> <li>○ Attending a DPP community site, the Preschool for 3s Year 2 pilot will launch eligibility at non-Head Start preschool providers in order to prioritize families attending community sites who do not have access to Denver Great Kids Head Start funding with the hope this will also help Denver fully utilize available Head Start slots. (If any 2022-2023 Preschool for 3s slots remain available closer to the start of the 2022-2023 school year, DPP's Head Start community sites would be eligible for their Preschool for 3s-eligible families to apply/be approved at that time.)</li> <li>○ Living at or below 185 percent of the federal poverty line</li> <li>○ Maintain pilot eligibility focused on tier 1 and tier 2 students only</li> </ul> </li> <li>• Preschool for 3s tuition credits will align with the approved 4-year-old scale</li> <li>• The pilot will exceed enrollment capacity by 10% to manage attrition throughout the program year (approximately 60 kids beyond the capacity)</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>DPP acknowledges that this Pilot Program, capped at 600 tier 1 and tier 2 students, will not cover all students in need, but that this is a realistic next step in building upon the framework of serving younger learners.</p> <p>Ms. Steele requested a breakdown of what DPP is paying per child in the Preschool for 3s program.</p> <p>Ms. Braun and Mr. McDaniel agreed to prepare this information ahead of the next Board of Directors meeting, adding that they estimate that information to reflect a maximum amount of about \$1,660.</p> <p>Dr. Cisneros stated she is working with the City on analysis of what DPP is investing in children and if these same children are also receiving CCAP or Head Start.</p> <p><u>Request for Approval</u></p> <p>DPP staff requests Board approval to continue the Preschool for 3s two-year pilot and launch the second year with the parameters identified above and increase the 2022-2023 program year budget to \$5,631,581. The additional funding of \$1,955,900 will be funded by reserves and the unappropriated fund balance of \$600,000 currently held at the City. The total two-year pilot funding would increase to \$8,555,900.</p> <p><b>DPP Scholarship</b></p> <p>Overall, the DPP Scholarship pilot was a success in that it deeply impacted a small population of Denver families. The Scholarship pilot also allowed DPP to begin the pilot process and use this opportunity to implement policies and practice in new and innovative ways. As the Denver Preschool Program looks to the future we believe the Scholarship model, in some form or another, should remain a part of our regular programming.</p> <p>DPP staff is proposing the following DPP Scholarship parameters and budget for the 2022-2023 program year:</p> <ul style="list-style-type: none"> <li>• Scholarship Program Capacity – 345 students</li> <li>• Total funding request: \$2,802,749 <ul style="list-style-type: none"> <li>○ Scholarship Amounts: \$2,587,606</li> <li>○ Administration Costs: \$140,484</li> <li>○ Communications: \$50,000</li> <li>○ Evaluation: \$25,000</li> </ul> </li> <li>• Primary Eligibility <ul style="list-style-type: none"> <li>○ Attending a DPP community site</li> <li>○ Living at or below 185 percent of the federal poverty line (DPP income tiers 1 and 2)</li> </ul> </li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>○ Attending 25 or more hours a week at preschool (DPP full-day or extended-day participation levels)</li> <li>○ Not receiving other public funding sources (Head Start, CPP, ECARE, or Mill Levy), but continue to seek a partnership to allow funding to be layered with CCCAP</li> <li>○ Fully cover tuition for all approved scholarship recipients</li> <li>• To enhance DPP's equity work, DPP would like to pilot a nomination process to serve children who may not fit the defined eligibility but who could greatly benefit from receiving a scholarship. This nomination process will not exceed 10% of the total capacity of the Scholarship program. The nomination process will be released at a later date.</li> <li>• Priority will be given to any 2021-2022 Preschool for 3's children to continue in the scholarship for their 2022-2023 4-year-old year as long as they remain eligible.</li> <li>• The DPP Scholarship will discontinue the use of incentives to schools as the Scholarship Program exits its pilot phase in order to maximize the funding available for scholarships.</li> </ul> <p><u>Request for Approval</u> DPP staff requests approval from the Board of Directors for the DPP Scholarship Program, beyond the pilot stages, for the 2022-2023 program year as outlined above. The budget for the program year is \$2,802,749 and to be funded by reserves.</p>	<p>Ms. Rowe motioned to approve (1) The Preschool for 3s pilot project for an additional allocation of \$1.35 million from reserves and \$600,000 of unappropriated fund balance for an additional funding increase of \$1.955m and a two-year project total of \$8.55m, (2) the DPP Scholarship to launch the 2022-2023 program year without pilot status and with \$2.8 million allocation from reserves to fully fund the program year, and (3) the total reserves designation for the 2022-2023 program year to fund the two projects at a total of \$8.43 million; Mr. Daues seconded. All in favor; motion approved.</p>
<p><b>President's Update</b></p>	<p><b><u>President's Update</u></b> Ms. Holguín presented the President's Update, highlighting the following:</p> <p><b>City Update and Meeting with the Mayor</b> Ms. Holguín met with the City's Policy Review Committee on Friday, March 25, 2022 to request:</p> <ul style="list-style-type: none"> <li>• The \$600,000 currently held as unappropriated funds be transferred to DPP to cover the shortfall in tax receipts caused by the pandemic.</li> <li>• An ordinance change to eliminate the language used in DPP's contract with the City that states the requirement for an unappropriated fund balance going forward, and also for a contract change to add language stating, "DPP can and will receive funding from other sources, will operate projects in a manner consistent with its bylaws, and will not co-mingle funds".</li> </ul> <p><b>Colorado Department of Early Childhood (CDEC) and Universal Preschool (UPK) Updates</b> The Strategic Planning Committee noted they wish for enthusiastic approval from the City prior to DPP pursuing the possibility of a role in UPK, asking that no DPP funds be used for UPK related work until DPP received approval from City Council.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>The Office of Children’s Affairs (OCA) is raising funds (estimated at \$185k-\$200k) to hire three contractors to assist DPP and Denver’s Early Childhood Council (DECC) in their participation in UPK.</p> <p>Mr. Baker briefed the Committee on the meeting with Mayor Hancock, stating the Mayor suggested that DPP should ask voters to remove the sunset provision while seeking reauthorization in April 2023.</p>	
<b>Community Updates</b>	<p><b><u>Community Updates</u></b></p> <p>Mr. Baker opened the floor for Community Updates.</p> <p>Ms. Ives, of Denver Public Schools, highlighted the following:</p> <ul style="list-style-type: none"> <li>• Round one of the SchoolChoice 2022-2023 school year placements has concluded. Approximately 80% of the available ECE enrollment openings were filled during round one. Round two is now open.</li> </ul> <p>Ms. Jarvis, of the Office of Children’s Affairs, highlighted the following:</p> <ul style="list-style-type: none"> <li>• OCA is excited to support DPP, should the City issue their approval, in pursuing a role with UPK.</li> <li>• Other OCA programs, such as Youth Violence Prevention and Youth Development, tie back to the early childhood experience.</li> </ul>	
<b>Adjourn</b>	<p><b><u>Adjourn</u></b></p> <p>Mr. Baker requested all those in attendance, both in person and via Zoom, that are not members of the DPP Board of Directors to exit the room. This included all DPP staff members and guests.</p> <p>The Board then held an Executive Session to discuss Personnel.</p> <p>Upon completion of the Executive Session, Mr. Baker then led the Board in adjourning the meeting as usual.</p>	<p>Ms. Steele motioned to adjourn the meeting; Mr. Daues seconded. All in favor; motion approved.</p>

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

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Münck, Amber, Secretary

## Board of Directors

Meeting Minutes

Date: May 17, 2022 (12:00 to 2:00 p.m.)

Location: In person at the DPP office and online via Zoom

**Members in attendance (In Person):** Mr. Michael Baker (Chair), Dr. Lydia Prado (Vice-Chair), Mr. Zach Hochstadt, Ms. Anne Rowe and Ms. Susan Steele

**Members in attendance (via Zoom):** Ms. Amber Münck (Secretary)

**Members not in attendance:** Mr. Chris Daues (Treasurer), Ms. Erin Brown, Ms. Anna Jo Haynes (Board Emeritus), Ms. Samantha Jacobson, Councilwoman Amanda Sandoval and Ms. Janice Sinden

**Staff in attendance (In Person):** Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller and Ms. Carley Noerr

**Guests (In Person):** Ms. Gerri Gomez-Howard, Ms. Christine Sakoulas and Mr. Rhett Gutierrez

**Guests (via Zoom):** Ms. Priscilla Hopkins, Ms. Sarah Hubbard and Ms. Kara Penn

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<b><u>Call to Order and Welcome</u></b>	
<b>Consent Agenda</b> (For Approval)	<b><u>Consent Agenda</u></b> (For Approval) Mr. Baker presented the Consent Agenda, highlighting the following: <ul style="list-style-type: none"> <li>• April 11, 2022 Strategic Planning Committee Minutes</li> <li>• April 13, 2022 Finance &amp; Governance Committee Minutes</li> <li>• April 19, 2022 Board Minutes</li> <li>• March 2022, Financial Statements</li> </ul>	The Board did not meet quorum to vote. All items intended for this consent agenda will move to the next Board of Directors meeting that meets quorum.
<b>Communications Presentation</b>	<b><u>Communications Presentation</u></b> Ms. Braun introduced DPP's team of Communications contractors and presented a brief overview of their work.  <b><u>Communications Overview</u></b> Ms. Hubbard of Good and Partners, presented the Communications Overview, highlighting the following:  Ms. Hubbard shared with the Board the many Communications-based successes and learnings gained over the past year, and how they will relate to the new set of goals established for the next year.	



Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><u>2022 Communications Plan</u></p> <ul style="list-style-type: none"> <li>• Grounding Ideas: Embrace dual roles, make messaging matter, educate and excite low-hanging fruit, build capacity, integrate Equity, Diversity, and Inclusion (EDI) insights.</li> <li>• Goal 1: Continue to Increase Knowledge About Preschool and DPP</li> <li>• Goal 2: Continue to Build Foundational Infrastructure</li> <li>• Goal 3: <b>Cultivate and Inspire DPP Champions</b></li> <li>• Goal 4: <b>Build Communications Capacity</b></li> <li>• Goal 5: <b>Inspire Deeper Systems Change</b></li> </ul> <p><u>High Priority Audiences</u></p> <ol style="list-style-type: none"> <li>1. Parents/Guardians whom are unaware of DPP but could be committed advocates (culturally diverse population)</li> <li>2. Community-Based and Family Childcare Home Providers (non-DPS)</li> <li>3. DPS Providers</li> <li>4. Policy Powerbrokers (i.e. city council, mayor)</li> </ol> <p><u>DPP Board of Directors Talking Points Guides</u></p> <p>Ms. Hubbard presented the new Talking Points Guides that were created to assist conversations for the following:</p> <ul style="list-style-type: none"> <li>• Families</li> <li>• Impact</li> <li>• Partners</li> <li>• Policy Makers &amp; Legislators</li> </ul> <p><b>Community Outreach</b></p> <p>Ms. Gomez-Howard and Ms. Sakoulas, of the Gomez Howard Group, presented the Community Outreach presentation, highlighting the following:</p> <p><u>Partner Outreach</u></p> <p>Connecting with communities in 2021 led to new partnerships with organizations including Mercy Housing, Hope Communities, La Pinata del Aprendizaje, African Leadership Group and DHS SNAP.</p> <p><u>Grassroots Outreach</u></p> <p>Ms. Gomez-Howard noted the issues that the Community Outreach efforts faced due to the COVID-19 pandemic, including the many pivots that were necessary to continue connecting with families during this challenging time.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>With fewer events taking place due to COVID-19, new grassroots efforts were organized to connect with families. Such efforts included connecting with food distribution sites, diaper distribution sites, COVID testing and vaccination sites, places of worship, and job fairs.</p> <p>Ms. Gomez-Howard emphasized the need for additional preschool centers, specifically in areas of preschool deserts. She continued, noting the importance of directly communicating with these communities to understand their unique needs.</p> <p>The Board and guests discussed strategies and ideas inspired by these Communications and Community Outreach findings.</p>	
<p><b>2022-2023 Quality Improvement Framework Preparation</b></p>	<p><b><u>2022-2023 Quality Improvement Framework Preparation</u></b>  Mr. Miller presented the 2022-2023 Quality Improvement Framework Preparation, highlighting the following:</p> <p><b><u>2021-2022 QI Framework Recommendations</u></b>  For the 2021-2022 school year, DPP's Quality Initiative Committee recommended the following priorities for the QI Framework that were approved by the Board of Directors in June 2021:</p> <ul style="list-style-type: none"> <li>• Continued suspension of required CLASS® observations in favor of ongoing coaching and professional development support due to the positive feedback to this process and that positive teacher-child interactions is still a primary focus of coaching/training sessions</li> <li>• Continuing the more efficient grant model for providers' flexible/choice QI resources to reduce contractor staffing costs, and continuing to allow sites increased flexibility to use grant funds for items such as workforce stipends, consumable/cleaning supplies and rent/utilities</li> <li>• DPP should at least maintain coaching and professional development offerings, while potentially increasing them based on budget capacity</li> <li>• DPP needs to think creatively on supporting the workforce through scholarships, trainings/coaching, financial incentives and working conditions</li> <li>• DPP achievement awards are important and a nice incentive for educators, and DPP should increase the number of trainings that qualify for awards</li> </ul> <p><b><u>Quality Improvement Resources</u></b></p> <ul style="list-style-type: none"> <li>• <u>Investing in programs:</u> <ul style="list-style-type: none"> <li>○ Leadership, Management and Administration Supports</li> <li>○ Quality Improvement Grants (classroom materials, curricula and child assessment tools, professional development, rent/utilities, staff wages/bonuses, etc.)</li> <li>○ Program Achievement Awards</li> </ul> </li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>○ Quality Rating and Improvement System Technical Assistance</li> <li>• <u>Investing in teachers and directors:</u> <ul style="list-style-type: none"> <li>○ Coaching and Professional Development Opportunities (early childhood education and business topics; professional learning communities and training series)</li> <li>○ Child Development Associate™ Scholarship</li> <li>○ Teacher and Director Achievement Awards</li> <li>○ Educator Stipends</li> </ul> </li> <li>• <u>Trends in Colorado Shines Quality ratings</u> <ul style="list-style-type: none"> <li>○ DPP preschools with initially lower Colorado Shines ratings showed substantial increases in their ratings during their participation in DPP</li> <li>○ Highly rated DPP preschools sustained their quality ratings</li> </ul> </li> <li>• <u>Coaches' Perceptions</u> <ul style="list-style-type: none"> <li>○ Coach-Teacher Alliance building takes time and involves being responsive to teacher needs.</li> <li>○ Staffing challenges have increased during the pandemic, creating difficulties in maintaining and building on coaching gains at the site level.</li> <li>○ Community sites in particular struggle to keep staff and deal with an increase in children's challenging behaviors.</li> <li>○ The ratings process has been chaotic this year and coaches reported a concern that site ratings will go down as a result, possibly resulting in a loss of funding.</li> <li>○ Teachers have reportedly expressed a renewed interest in using CLASS® as a learning tool for their own skill building.</li> <li>○ Both teachers and coaches have expressed interest in continuing a hybrid model of in-person and virtual coaching next year.</li> </ul> </li> </ul> <p><b>Programmatic Recommendations from The Butler Institute</b></p> <ul style="list-style-type: none"> <li>• Focus on equity (incorporate a more explicit equity lens in QI resource allocation, similar to DPP's approach for the DPP Strengthening Grants)</li> <li>• Enhance QI data tracking (implement a teacher ID; ensure systematic tracking of DPP site information and track type/intensity of QI supports to meet provider need)</li> </ul> <p>Ms. Steele noted the importance of accountability.</p> <p>The Board and DPP staff discussed the process, importance of, and new solutions for the preschool rating system and training support.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Strategic Plan Update</b>	<p><b>Strategic Plan Update</b>  Ms. Rowe presented the Strategic Plan Update, highlighting the following:</p> <ul style="list-style-type: none"> <li>• DPP Staff is working with Ms. Penn and Ms. Lewis to create an action plan for DPP's established Equity commitments.</li> <li>• The Strategic Planning Committee received an update from Ms. Penn on stakeholder engagement.</li> </ul>	
<b>President's Update</b>	<p><b>President's Update</b>  Ms. Holguín presented the President's Update, highlighting the following:</p> <p><b>Universal Preschool</b>  The Request for Proposals (RFP) for the Universal Preschool (UPK), Local Coordinating Organization (LCO) application was released on Wednesday, May 11, 2022. The application is due on June 10, 2022. DPP has consultants preparing DPP's response to the RFP.</p> <p>Ms. Holguín noted the expected timeline for the implementation of UPK will include the following: Year one will be focused on Universal Preschool implementation. Starting in year two, it will be shifting to an infant to 5-year-old program.</p> <p>DPP staff will be returning to the Board for approval of community assessment consultants.</p> <p><b>Reauthorization</b>  DPP will be meeting with an attorney to discuss next steps with reauthorization, including legal obligations as a 501c3.</p> <p>DPP is still considering when to go back to voters to seek reauthorization. Regardless of when DPP will return to the ballot, polling will be a crucial tool in which DPP will gain insight on voter's opinions.</p> <p>DPP will be building a Reauthorization Committee to guide the process.</p> <p>Ms. Braun clarified that DPP will be focusing on awareness work ahead of reauthorization.</p>	
<b>Community Updates</b>	<p><b>Community Updates</b>  Mr. Baker opened the room for Community Updates.</p> <p>Mr. Gutierrez, the new Education Policy Director or the Office of Children's Affairs, introduced himself and highlighted the following:</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• OCA is working to expand the pioneering work being done with Family, Friend and Neighbor Care.</li> <li>• OCA is working to expand connections from the ECE space to secondary education organizations.</li> </ul> <p>The Board and staff discussed the many changes currently taking place at Denver Public Schools.</p>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Mr. Hochstadt motioned to adjourn the meeting; Dr. Prado seconded. All in favor; motion approved.

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

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Münck, Amber, Secretary

# Denver Preschool Program, Board of Directors

Email Correspondence

Date: May 24, 2022

**Members on Email Correspondence:** Mr. Michael Baker (Chair), Dr. Lydia Prado (Vice Chair), Mr. Chris Daues (Treasurer), Ms. Amber Münck (Secretary), Ms. Erin Brown, Mr. Zach Hochstadt, Ms. Samantha Jacobson, Ms. Anne Rowe, Councilwoman Amanda Sandoval, Ms. Janice Sinden and Ms. Susan Steele

**Staff on Email Correspondence:** Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller and Ms. Carley Noerr

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Colorado Department of Early Childhood Local Coordinating Organization Denver Application</b>	<p><b><u>Colorado Department of Early Childhood Local Coordinating Organization Denver Application</u></b></p> <p>The Denver Preschool Program staff is requesting Board approval to apply to be Denver's Local Coordinating Organization for the Colorado Department of Early Childhood and administer the state's Universal Preschool Program to Denver beginning in September 2023. The application is due to the Colorado Department of Early Childhood on June 20, 2022 and the awarded organizations will be announced on July 15, 2022.</p> <p>If selected as Denver's Local Coordinating Organization, the contract from the Colorado Department of Early Childhood will be reviewed by the Finance and Governance Committee and will be signed by the Denver Preschool Program CEO and board president.</p>	<p>Mr. Baker (Chair) motioned to approve DPP applying to be Denver's Local Coordinating Organization for the Colorado Department of Early Childhood; Dr. Prado (Vice Chair), Mr. Daues (Treasurer), Ms. Brown, Mr. Hochstadt, Ms. Jacobson, Ms. Rowe, Ms. Sinden and Ms. Steele approved.</p> <p>Ms. Münck (Secretary) and Councilwoman Sandoval did not vote.</p> <p><b><u>The vote passes</u></b>, with nine Board Members voting in favor of approval and two not placing a vote.</p>

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

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Münck, Amber, Secretary

## Board of Directors

Meeting Minutes

Date: June 21, 2022 (12:00 p.m. to 2:00 p.m.)

Location: In person at the DPP office and online via Zoom

**Members in attendance (In Person):** Mr. Michael Baker (Chair), Mr. Zach Hochstadt and Ms. Susan Steele

**Members in attendance (via Zoom):** Ms. Erin Brown, Dr. Lydia Prado (Vice-Chair), Mr. Chris Daues (Treasurer), Ms. Amber Münck (Secretary) and Ms. Janice Sinden

**Members not in attendance:** Ms. Samantha Jacobson, Ms. Anne Rowe and Councilwoman Amanda Sandoval

**Staff in attendance (In Person):** Ms. Nayely Avila, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller and Ms. Carley Noerr

**Staff in attendance (via Zoom):** Ms. Ellen Braun

**Guests (In Person):** Ms. Erica Fukuhara, Mr. Rhett Gutierrez and Dr. Lisa Roy

**Guests (via Zoom):** Ms. Priscilla Hopkins, Ms. Sarah Hubbard and Ms. Kara Penn

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order and Welcome	<u>Call to Order and Welcome</u>	
Consent Agenda (For Approval)	<u>Consent Agenda (For Approval)</u> <ul style="list-style-type: none"> <li>March 2022, Financial Statements</li> <li>April 2022, Financial Statements</li> <li>April 11, 2022 Strategic Planning Committee Minutes</li> <li>April 13, 2022 Finance &amp; Governance Committee Minutes</li> <li>April 19, 2022 Board Minutes</li> <li>May 9, 2022 Strategic Planning Committee Minutes</li> <li>May 11, 2022 Finance &amp; Governance Committee Minutes</li> <li>May 17, 2022 Board Minutes</li> <li>May 24, 2022 Board Minutes – Email Vote</li> <li>2022 Ground Floor Media Contract Amendment</li> </ul>	Ms. Sinden motioned to approve the consent agenda; Mr. Hochstadt seconded. All in favor; motion approved.
Introduction to the Colorado Department of Early Childhood	<u>Introduction to the Colorado Department of Early Childhood</u> Ms. Holguín introduced Dr. Lisa Roy, Executive Director of the new Colorado Department of Early Childhood.	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Dr. Roy briefly shared about her life before presenting a summary of Universal Preschool (UPK) and the work currently underway at the new Colorado Department of Early Childhood (CDEC). She then opened the floor for questions.</p> <p>Ms. Steele noted the continued issues with workforce.</p> <p>Ms. Holguín noted that CDEC does not officially open until July, and as such the department is temporarily located at the Department of Human Services offices.</p> <p>Dr. Roy noted that the City &amp; County of Denver has not renewed their contract for early childcare center licensing, and as such this task will be handled at the new CDEC.</p> <p>Ms. Hopkins suggested that licensing requirements be part of the programming to create safe spaces for children, rather than a list of compliances.</p> <p>Ms. Steele noted the importance of quality control.</p>	
<p><b>2022 Ground Floor Media Contract Amendment</b></p>	<p><b><u>2022 Ground Floor Media Contract Amendment</u></b></p> <p>Ms. Braun presented the 2022 Ground Floor Media Contract Amendment, highlighting the following:</p> <p><u>Contract Type:</u> Amendment  <u>Term:</u> Two years (January 1, 2019 – December 31, 2020)  <u>Extended Term Year:</u> January 1, 2022 – December 31, 2022, this is the second of three one-year extensions</p> <p><b>Contract Overview</b></p> <p>DPP is contracting with GroundFloor Media for execution of thought leadership, crisis communication and ongoing support over the course of 2022.</p> <p>Beginning in April 2022, DPP is in the midst of a transition for communications work. Not only is there a vacancy internally for the communications and outreach work, but the evolution of the organization provides the opportunity to rethink the needs of the program. During this transition phase, DPP seeks to reallocating communications work to staff and seeking increased support from contractors. Added support from GroundFloor Media is outlined below, in addition to the already agreed upon scope for 2022:</p> <p><b>Scope of Work</b></p> <p>Provide thought leadership and crisis communication/reputation management</p>	



Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>support to DPP; develop and implement thought leadership plan for the organization and a multifaceted, integrated campaign that will help educate key influencers and the general public about the value of preschool and the role DPP plays to ensure that all Denver kids have access to quality preschool. Components will include the following:</p> <ul style="list-style-type: none"> <li>• <b>Develop a DPP Influencer Program</b></li> <li>• <b>Create a DPP Impact/ Legacy Award</b></li> <li>• <b>Continue Thought Leadership Media &amp; Influencer</b></li> <li>• <b>Strategic Counsel</b></li> </ul> <p>This is a new line item for the contract based on the current communications needs for the organization. The budget for this is \$5,400.</p> <p><b>Funding Request</b> DPP staff requests an amount, not to exceed \$100,224.14 for the calendar year 2022. This is an increase of \$25,353.03 from the original contract budget and inclusive of the increases above with a 7.5% out-of-pocket expense fee. The added fees will be funded with the non-contract hourly communications budget. Payment for these services will be billed to DPP based on work completed and will be invoiced at the end of each month, beginning January 1, 2022, and ending December 31, 2022.</p> <p><b>Request for Approval</b> The Denver Preschool Program staff is presenting the 2022 GroundFloor Media scope of work and budget amendment, as outlined above, for Board review and approval on the June 21, 2022 consent agenda.</p>	
<p><b>Evaluation RFP Overview</b></p>	<p><b><u>Evaluation RFP Overview</u></b> Dr. Cisneros presented the Evaluation RFP Overview, highlighting the following:</p> <p><b>Contract Budget</b> The maximum combined budget for all projects for September 1, 2022, through August 31, 2023, (12 Months) is estimated to be <b>\$940,789.68</b>. The budget for years two and three will be based on the tax revenue of the City of Denver, but are forecast to be approximately <b>\$976,539.68</b> for year two and <b>\$1,013,648.19</b> for year three. This represents an annual 3.38% increase. The scope of work may vary from contract year to contract year.</p> <p><b>Project 1 - Kindergarten Readiness and Analysis of Preschool Cohorts</b> Kindergarten readiness and kindergarten through 12th grade public school assessments for children who have attended DPP programs.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><b>Project 2 - Longitudinal Analysis of Public-School Assessments and Other Child Outcomes Comparing all DPP Students to Non-DPP Students</b>  Grades 3-12 public school assessments and through adulthood, child outcomes and other public-school data for children who have attended DPP programs.</p> <p>Mr. Hochstadt asked how DPP would track the now adults (former DPP students) to complete the study.</p> <p>Dr. Cisneros responded, stating that RFP respondents have been tasked with advising this process.</p> <p><b>Project 3 - DPP Program Evaluation</b>  We recognize that it is not the burden of the family but rather it is on programs like DPP and their partners to build an early childhood education (ECE) ecosystem that makes high-quality programs readily available to families in their own neighborhoods or wherever they choose to send their child.</p> <p>Ms. Steele suggested more measurable markers be created to ensure the success of this project.</p> <p><b>Project 4 - Early Childhood Workforce Study</b>  It is particularly important for the ECE workforce to ensure they have the skills and tools to support an increasingly diverse group of children DPP acknowledges this is national problem with national studies answering this, and DPP is seeking to find the gaps in the research for DPP and Denver.</p> <p><b>Evaluation and Award</b>  Offerors will be awarded based on proposals that are determined to be most advantageous to the Denver Preschool Program, considering several evaluation factors.</p> <p>Proposals will be subjected to a multi-stage review and selection process.</p> <ul style="list-style-type: none"> <li>• Stage 1: Proposal review</li> <li>• Stage 2: Oral Presentations</li> <li>• Stage 3: References</li> <li>• Stage 4: Best and Final Offer</li> </ul> <p>The Denver Preschool Program may, at its sole option, either accept an Offeror's initial proposal by award of a contract or enter into discussions with Offeror(s) whose proposal(s) are likely to be considered for award. The Denver Preschool</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Program will not disclose any pricing information from competing Offerors' proposals.</p> <p>The Denver Preschool Program remains the sole owner of all data collected under this contract.</p> <p>Ms. Steele asked who the respondents were.</p> <p>Ms. Braun stated that the respondents' names could not be shared during this meeting, but that additional information on the respondents could be obtained by joining the Evaluation RFP Oral Presentations meeting.</p>	
<p><b>2022-2023 Quality Improvement Framework (For Approval)</b></p>	<p><b><u>2022-2023 Quality Improvement Framework</u></b> <i>(Review and Approval)</i></p> <p>Mr. Miller presented the 2022-2023 Quality Improvement Framework, highlighting the following:</p> <p><b>Overview</b></p> <p>The Denver Preschool Program (DPP) annually invests between 10-14% of its program budget into quality improvement (QI) for its contracted providers.</p> <p><b>For the 2022-2023 school year, DPP's Quality Initiative Committee has recommended the following priorities for the QI Framework:</b></p> <ul style="list-style-type: none"> <li>Continued suspension of required CLASS® observations in favor of ongoing coaching and professional development support due to the positive feedback to this process that positive teacher-child interactions are still a focus, DPP's external evaluation team's recommendation to use CLASS® as a learning tool as opposed to a high-stakes rating tool, the revamped Colorado Shines rating use of the ECERS-3 observation tool (which already includes an increased focus on teacher-child interactions), and to maintain stability for providers during 2022-2023 before the state finalizes the to-be-determined UPK rating guidelines/process</li> <li>Continuing the Quality Improvement grant model that distributes needed funds to DPP providers in an efficient way to support expenses such as professional development, classroom learning materials/supplies, educator stipends/bonuses, rent/utilities and other operating expenses <ul style="list-style-type: none"> <li>Further, DPP should consider additional grants for providers beyond the state's nine-month stabilization grants, which will expire for many sites early in the 2022-2023 school year</li> </ul> </li> <li>DPP should increase focus on language acquisition, social-emotional health, COVID-19 impacts on child development/kindergarten readiness, and wellness/self-care during coaching and professional development sessions</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• DPP should continue offering coaching, provider grants, professional development, Child Development Associate scholarships and achievement awards, while incorporating a more specific equity lens in QI resource allocation</li> <li>• DPP should support sites in preventing educator burnout, recruiting a diverse pool of educators, and having increased access to Early Childhood Teacher-qualified staff, substitute teachers, mental health care and livable wages/benefits for educators</li> <li>• DPP's projected increase in QI funds for 2022-2023 should be prioritized for: <ul style="list-style-type: none"> <li>○ Provider grants</li> <li>○ Workforce stipends (for community site staff and DPS paraprofessionals)</li> <li>○ Workforce wellness supports (professional development, reflective supervision/coaching/learning communities, mental health/navigating grief and loss resources, burnout prevention)</li> </ul> </li> </ul> <p><b>Request for Approval</b>  The Denver Preschool Program staff is presenting the 2022-2023 Quality Improvement Framework Priority Recommendations as outlined above, for Finance and Governance review and approval. Upon approval, DPP staff is also requesting a recommendation to the full Board of Directors for final approval at the June 21, 2022 Board meeting.</p> <p><b>Additional Recommendations for DPP Consideration</b>  DPP should considering supporting sites with Colorado Shines rating extensions and/or pausing decreases to tiered reimbursement funds as providers need supports to decrease their stress right now as opposed to increasing their stress (ratings right now would be viewed as a crutch as opposed to a benefit, and not a true picture of schools' quality).</p> <p><b>Projected 2022-2023 QI Budget</b>  DPP staff projects a QI budget of \$3,927,848 for September 1, 2022, to August 31, 2023, 13.6% of DPP's total budget. The QI budget is subject to change based on F&amp;G and Board priorities for 2022-2023.</p> <p>Mr. Baker asked about the early childhood mental health supports.</p> <p>Mr. Miller responded, stating "The \$64,000 is for the pilots that this Board approved in February. It covers very targeted wellness and selfcare in the learning communities. The \$125,000 is ramping that up to potentially the full year, or directly funding early childhood mental health consultation. There is a much</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>greater need for consultation services and we could apply additional resources there.”</p> <p>This budget will be voted on and finalized during the August 2022 Board meeting.</p>	<p>Ms. Brown motioned to approve the 2022-2023 Quality Improvement Framework; Ms. Sinden seconded. All in favor; motion approved.</p>
<p><b>Strategic Planning Update</b></p>	<p><b><u>Strategic Planning Update</u></b></p> <p>Ms. Penn presented the Strategic Planning Update, highlighting the following:</p> <p>The Board of Directors Retreat will be held from 9:00 a.m. to 4:00 p.m. at Cableland in Denver, CO.</p> <p>All Board Members, DPP Staff and retreat facilitators will receive a binder of information to review in order to prepare for the retreat.</p> <p>Ms. Penn described the Provider Panel and small group sessions planned for the retreat.</p>	
<p><b>President’s Update</b></p>	<p><b><u>President’s Update</u></b></p> <p>Ms. Holguín presented the President’s Update, highlighting the following:</p> <p><b>Universal Preschool (UPK)</b></p> <ul style="list-style-type: none"> <li>• DPP has submitted the UPK Local Coordinating Organization (LCO) application to the State.</li> <li>• DPP is currently the only known LCO applicant for Denver.</li> <li>• The City Attorney has verified that DPP’s contract with the City will not prevent DPP from signing a contract with the State for the UPK LCO position. Regardless, DPP seeks transparency throughout this process and will present updated bylaws and additional information as it is available.</li> <li>• DPP is working with Prosono on internal structure changes.</li> </ul> <p><b>DPP</b></p> <ul style="list-style-type: none"> <li>• DPP will be presenting the ordinance change request to City Council on July 25, 2022.</li> <li>• DPP is hiring for the Director of Communications and Engagement.</li> <li>• DPP is hiring for the Director of Finance.</li> </ul> <p><b>Reauthorization</b></p> <ul style="list-style-type: none"> <li>• DPP recently held a Communications Strategy meeting. Ms. Lynea Hansen and Ms. Cody Belzey joined to help center the conversation on DPP’s Communications strategy around reauthorization plans and polling.</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>DPP is accepting proposals for contractors for the Strategy and Execution of Focus Groups and Polling projects.</li> </ul>	
<b>Community Updates</b>	<p><b><u>Community Updates</u></b> Mr. Baker opened the floor for Community Updates.</p> <p>Mr. Gutierrez, of the Office of Children’s Affairs, shared in the excitement of the next steps in DPP’s ordinance change request and the presentation to City Council scheduled for July 25, 2022.</p>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Mr. Hochstadt motioned to adjourn the meeting; Ms. Steele seconded. All in favor; motion approved.

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

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Münck, Amber, Secretary

## Board of Directors

### Meeting Retreat Minutes

Date: July 12, 2022 (9:00 a.m. to 4:00 p.m.)

Location: Cableland | 4150 Shangri-La Drive, Denver, CO 80246

**Members in attendance (In Person):** Mr. Michael Baker (Chair), Ms. Erin Brown, Dr. Lydia Prado (Vice-Chair), Mr. Chris Daues (Treasurer), Ms. Anna Jo Haynes, Mr. Zach Hochstadt, Ms. Anne Rowe, Councilwoman Amanda Sandoval, Ms. Janice Sinden and Ms. Susan Steele

**Members not in attendance:** Ms. Amber Münck (Secretary) and Ms. Samantha Jacobson

**Staff in attendance (In Person):** Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín and Ms. Carley Noerr

**Staff in attendance (Zoom):** Mr. Chris Miller

**Guests in attendance (In Person):** Ms. Réna Bradley, Ms. Deb Deverell, Dr. Pamela Harris, Ms. Anna Jo Haynes, Ms. Shontel Lewis, Ms. Kara Penn, Ms. Cassandra Johnson and Ms. Veronica Lockett

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order, Welcome and Introductions</b>	<b><u>Call to Order, Welcome and Introductions</u></b> Ms. Penn led the group in a round of introductions then reviewed the agenda for the day.	
<b>Provider Panel</b>	<b><u>Provider Panel</u></b> Ms. Lewis presented the Provider Panel featuring Ms. Deb Deverell, of the Paddington Station Preschool, Ms. Pamela Harris, of Mile High Early Learning, Ms. Cassandra Johnson, of the Hope Center, and Ms. Veronica Lockett, of the King Baptist Child Development Center.  Ms. Lewis guided the Provider Panel through a series of questions discussing providers' current state and challenges they are facing, highlighting the following:  <b>COVID-19</b> Reduced classroom sizes Separate classrooms and lunch schedules  <b>Workforce &amp; Staffing</b> <ul style="list-style-type: none"> <li>• Staffing shortages</li> <li>• Low wages &amp; pay inequity</li> <li>• Development, qualifications, career paths</li> <li>• Cost of living/inflation</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><b>Equity</b></p> <ul style="list-style-type: none"> <li>• Equity of Colorado Shines</li> <li>• Disparities amongst black/brown students and white counterparts</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Inclusive, culturally competent standards and healing</li> <li>• Mental health impacts &amp; trauma exacerbated by race &amp; ethnicity</li> <li>• Gentrification - shifting out of city (regional not county) and impacts to communities and services</li> <li>• Whole family supports</li> <li>• Listen to providers and families</li> <li>• Community Providers – more difficult to connect and address facility needs, etc.</li> </ul> <p><b>Misc.</b></p> <ul style="list-style-type: none"> <li>• Universal standards of Pre-K, equity loans</li> <li>• Funding stays at the top and is not distributed where it is needed</li> <li>• Political shifts and transitions, policy implications</li> <li>• Disparities between CBO providers and the DPS system</li> </ul> <p>The provider panel’s general consensus is that more financial investments should be made into programs for infant to 3-year-olds.</p>	
<p><b>Strategic Implications: Situational Analysis</b></p>	<p><b><u>Strategic Implications: Situational Analysis</u></b></p> <p>Ms. Penn led the group in the Strategic Implications: Situational Analysis &amp; Small Group Exercises. Highlights include:</p> <p><b>Small Group Breakout Exercise #1: Situational Analysis, Strategic Implications and Priorities</b></p> <p><b><u>Guiding Questions:</u></b></p> <ol style="list-style-type: none"> <li>1. Based on the retreat packet, the provider panel, and centering in equity - what are key takeaways and associated strategic implications regarding external factors impacting DPP over the next three years. <ul style="list-style-type: none"> <li>• Capital development committee</li> <li>• Environmental sustainability for providers and families</li> <li>• Infrastructure (accessibility modification)</li> <li>• Professional development needs</li> <li>• Reaching home providers</li> <li>• Family, friend &amp; neighbor care</li> <li>• Community sites (child care deserts)</li> <li>• Advocacy &amp; Awareness</li> </ul> </li> </ol>	



Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• Focus on solutions</li> <li>• Additional resources (Pay, health equity, coaching, etc.)</li> <li>• Inflation</li> </ul> <p>2. Based on the retreat packet, insights from the provider panel, and centering equity - what are key takeaways and associated strategic implications regarding internal aspects of DPP.</p> <ul style="list-style-type: none"> <li>• culturally competent standards</li> <li>• Center in healing &amp; integration</li> <li>• Movement</li> <li>• Social &amp; health time allowance</li> <li>• Mental health supports for youth and families</li> <li>• Standards for Preschool</li> <li>• Racial justice</li> <li>• Paying staff for the professional development, pushing people in their educational goals</li> <li>• Navigator: not only for families but for our teachers, directors, staff, other people wanting to be in the field</li> <li>• 5-year plan - CDA, community college, PD (virtual or in person)</li> </ul> <p>3. Based on discussions above, what are the top 3-5 priorities to which the DPP strategic plan must be responsive?</p> <ul style="list-style-type: none"> <li>• Take away pressure from providers by using and initiating incentives for other needs like building renovation, playgrounds, kitchen, etc.</li> <li>• DPP as a HUB for providers to connect with one another</li> </ul> <p><b>Small Group Breakout Exercise #2: Strategic Goals and Visions of Success</b></p> <p><u>Guiding Questions:</u></p> <p>1. Based on the priorities that emerged in the morning session and any additional discussion, please identify up to five strategic goals your group sees as important for DPP to pursue between 2023-2025.</p> <ul style="list-style-type: none"> <li>• Expand enrollment in communities most in need <ul style="list-style-type: none"> <li>a. Provide incentives to providers that focus on infants/toddlers</li> <li>b. Increase the number of Denver's most vulnerable children and families</li> </ul> </li> <li>• DPP leads in how quality is defined, measured, and achieved in early childhood</li> <li>• Respond to community needs</li> <li>• Fundamentally shift how ECE workforce is recruited and retained</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• DPP leader in the early childhood space by advocacy and partners to advance ECE → overall embed equity and operations and communication in policies to help youngest leaders succeed</li> </ul> <p>2. For each of the strategic goals identified, please share a few bullet points or ideas for a vision of success (what it would look like to achieve that goal at the end of the three-year implementation period).</p> <ul style="list-style-type: none"> <li>• DPP can support providers to get funding</li> <li>• Connectivity (tech, awareness, etc.)</li> <li>• More capacity</li> <li>• Denver Preschool tax (LCL)</li> </ul> <p>Embedded equity, operation, and communication should be in every single goal.</p> <p><b>Priorities Identified by Small Groups</b></p> <ul style="list-style-type: none"> <li>• Expand enrollment in communities most in need</li> <li>• Fundamentally shift how ECE workforce is recruited and retained</li> <li>• DPP leads and listens in how quality is defined, measured, and delivered in early childhood</li> <li>• Respond to community needs</li> <li>• DPP leads in the early childhood space by advocating and partnerships to advance ECE policies and programs to help our youngest learners' success</li> <li>• Grow the funding base</li> <li>• Bold and creative action to demonstrate a successful model to compensate workforce</li> <li>• Increase the number of children participating specific with target universalism for those most in need</li> <li>• Increase the number of kids participating in early learning to 80% with targeted outreach to Tier 1 and Tier 2 families <ul style="list-style-type: none"> <li>◦ ID existing barriers to T1 &amp; T2, in 12 months to establish baseline</li> </ul> </li> <li>• Using a community-centered approach in improving and measuring quality of early childhood ed programs <ul style="list-style-type: none"> <li>◦ Grounded in truth and evaluation</li> <li>◦ Evidence-based practice</li> </ul> </li> <li>• Respond to community needs and champion, advocate, and partner to advance policy and strategy and quality</li> </ul>	
<b>Break</b>	<b><u>Break</u></b>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Guiding Principles: Mission, Vision, Values, Equity and Culture</b>	<p><b>Guiding Principles: Mission, Vision, Values, Equity and Culture</b></p> <p>Ms. Penn led the group in discussing the Guiding Principles: Mission, Vision, Values, Equity and Culture. Highlights include:</p> <p>We should center from and lead with our equity statement– consider a different approach to mission, vision and values.</p> <p><b>Vision</b></p> <ul style="list-style-type: none"> <li>• “Whole child” language</li> <li>• Includes families/caregivers</li> <li>• “Unlimited potential” instead of “ready to succeed”</li> <li>• We are an example/ setting a tone of intentionality</li> <li>• Focus on how our systems support children and families’ ability to reach their full potential</li> <li>• Ensure providers are healthy and supported</li> <li>• Build a strong foundation for a successful future</li> <li>• Supporting families</li> <li>• Children enter kindergarten with unlimited potential</li> </ul> <p><b>Mission</b></p> <ul style="list-style-type: none"> <li>• “Access” should be more specific</li> <li>• Tell the community what we do, ensure they understand our mission.</li> <li>• Stronger word than “helps”</li> <li>• “Youngest learners and their families”</li> <li>• Workforce</li> <li>• Outcomes measured by 3rd grade</li> <li>• Time for DPP to reset (policy change, UPK, new mayor, etc.)</li> <li>• How do we measure success to justify our investments?</li> <li>• Need a better word for “champion”</li> <li>• Not just children, families and teachers too</li> <li>• Build in equity</li> <li>• With DPP helping to fulfill its commitment it feels like we are at the liberty of the city... we’ve grown beyond following city orders</li> <li>• We’re not just fulfilling</li> <li>• Modeling</li> <li>• DPP as a leader</li> <li>• Learners, families, and providers</li> <li>• Growing bigger than just preschool, targeting all early childhood education</li> </ul> <p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Turn into action words: <ul style="list-style-type: none"> <li>○ Access for all</li> </ul> </li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>▪ Does everyone need us?</li> <li>▪ Don't lose "all" in this value</li> <li>▪ Ensure providers have what they need to succeed</li> <li>○ Informed choice <ul style="list-style-type: none"> <li>▪ As the LCO we will have to elevate this</li> <li>▪ How important is this?</li> <li>▪ Advocacy</li> <li>▪ Words into action</li> <li>▪ Listen to community, what do they need?</li> </ul> </li> <li>○ Leadership in Action <ul style="list-style-type: none"> <li>▪ And communicate our action</li> <li>▪ We don't do a great job of this</li> <li>▪ Quality, choice, access → DPP's values since Day 1</li> </ul> </li> <li>○ Intentional Inclusivity <ul style="list-style-type: none"> <li>▪ Thriving workforce</li> <li>▪ Act with equity, center equity</li> <li>▪ Can we just call this an equity value?</li> <li>▪ Family/ Community/ Neighborhood Informed &amp; Responsive</li> <li>▪ Do we connect DPP's values with the values our families and communities need?</li> </ul> </li> <li>○ High Quality <ul style="list-style-type: none"> <li>▪ What does this mean?</li> <li>▪ Assess definition</li> <li>▪ Help achieve progress</li> <li>▪ Ensure coordination for families and providers</li> </ul> </li> <li>• Additional/extra notes <ul style="list-style-type: none"> <li>○ Room for innovation → where is this?</li> <li>○ Flexible and responsive missing/ remove barriers</li> <li>○ Centering in equity</li> <li>○ Accountability</li> <li>○ Are these the right words? → How we apply them</li> </ul> </li> </ul> <p><b>Equity Statement</b>  Every child deserves equitable access to quality early childhood education and the opportunity to benefit from its promise: a strong foundation for a successful future. DPP commits to bold action to help eliminate differences in educational outcomes as a result of systemic racism, generational poverty and discrimination through our role in early childhood education.</p>	
<b>Break (Lunch)</b>	<b><u>Break (Lunch)</u></b>	
<b>Strategic Goals</b>	<b><u>Strategic Goals</u></b>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Ms. Penn led the group in discussing the Strategic Goals. Highlights include:</p> <p><b>DPP's Three-Year Vision of Success</b></p> <ul style="list-style-type: none"> <li>• Full DPP staff &amp; Board</li> <li>• Reauthorization</li> <li>• Implement LCO successfully</li> <li>• Birth to 5</li> <li>• Keep strategic goals current</li> <li>• Preschool Denver vs. Denver Preschool Program</li> <li>• Childcare deserts</li> <li>• Lowest income 4 year</li> <li>• Greater public relations measures, increased awareness of DPP</li> <li>• Tuition credit increase but 50% of expenses</li> <li>• State leader - quality, access, and workforce</li> <li>• Scaling and serve as model</li> <li>• Denver has highest compensation in country</li> <li>• DPP with national funding - growing revenue funding</li> <li>• Increase outreach in target zip codes</li> <li>• Communication as method of mission delivery–The state's leader on early childhood</li> <li>• Quality, Access, workforce</li> <li>• Scalable model &amp; consulting resource</li> <li>• Highest compensated ECE workforce in the country</li> <li>• Succeed in target zip codes in Denver</li> <li>• Communicate Mission Delivery</li> <li>• Infuse equity</li> <li>• Involve state more in goal setting</li> </ul>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Mr. Baker motioned to adjourn the meeting; Ms. Rowe seconded. All in favor; motion approved.

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

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Münck, Amber, Secretary

## Board of Directors

Meeting Minutes

Date: August 16, 2022 (12:00 p.m. to 2:00 p.m.)

Location: In person at the DPP office and online via Zoom

**Members (In Person):** Mr. Michael Baker (Chair), Ms. Susan Steele and Ms. Anne Rowe

**Members (Zoom):** Dr. Lydia Prado (Vice-Chair), Mr. Chris Daues (Treasurer) Ms. Amber Münck (Secretary), Ms. Erin Brown, Ms. Anna Jo Haynes and Councilwoman Amanda Sandoval

**Members not in attendance:** Mr. Zach Hochstadt, Ms. Samantha Jacobson and Ms. Janice Sinden

**Staff (In Person):** Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín and Mr. Chris Miller

**Staff not in attendance:** Ms. Carley Noerr

**Guests (In Person):** Mr. Rhett Gutierrez

**Guests (Zoom):** Ms. Priscilla Hopkins

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<b><u>Call to Order and Welcome</u></b>	
<b>Consent Agenda (For Approval)</b>	<b><u>Consent Agenda</u></b> (For Approval) Mr. Baker presented the following items on the Consent Agenda for approval” <ul style="list-style-type: none"> <li>• May 2022, Financial Statements</li> <li>• June 2022, Financial Statements</li> <li>• June 13, 2022 Strategic Planning Committee Minutes</li> <li>• June 21, 2022 Board of Directors Minutes</li> <li>• July 12, 2022 Board of Directors Retreat Minutes</li> <li>• Elementive Marketing 2022 Contract Amendment</li> </ul>	Dr. Prado motioned to approve the consent agenda; Ms. Brown seconded. All in favor; motion approved.
<b>2022-2025 Evaluation Contracts (For Approval)</b>	<b><u>2022-2025 Evaluation Contracts</u></b> (For Approval) Dr. Cisneros presented the 2022-2023 Evaluation Contracts for approval, highlighting the following:  <b>National Opinion Research Center (NORC), Child Outcomes Contract Executive Summary</b> <ul style="list-style-type: none"> <li>• Contract Type: New Contract</li> <li>• Original Term: Three Years (September 1, 2022 – August 31, 2025)</li> <li>• Extended Term Year: Option for two, one-year extensions</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><u>Contract Overview</u>  NORC will also oversee the Longitudinal Outcomes Evaluation for DPP. The evaluation team chose NORC as the Child Outcomes Evaluator due to their history with DPP and ability to provide data analysis that influence DPP in a positive way. In addition, NORC was chosen for their continued commitment to equity and their focus on improving their data collection and analysis in an authentic way to truly understand child outcomes for DPP students across all incomes and demographics.</p> <p><u>Request for Approval</u>  DPP staff requests an amount, not to exceed \$1,063,934 for the term outlined above. Payment for these services will be billed to DPP based on work completed and will be invoiced at the end of each month, beginning September 1, 2022, and ending August 31, 2025.</p> <p><b>National Opinion Research Center (NORC),  Longitudinal Contract Executive Summary</b></p> <ul style="list-style-type: none"> <li>• Contract Type: New Contract</li> <li>• Original Term: Three Years (September 1, 2022 – August 31, 2025)</li> <li>• Extended Term Year: Option for two, one-year extensions</li> </ul> <p><u>Contract Overview</u>  NORC will also oversees the Child Outcomes Evaluation for DPP. As a learning organization, DPP is committed to understanding and addressing areas for improvement in its program, operations and requirements. One key area is the effect of DPP’s work on the participating children. The current evaluator has a data sharing agreement with Denver Public Schools that enables the matching and tracking of children through the 12<sup>th</sup> grade. Therefore, NORC will help DPP answer the following research questions related to Grades 3-12 public school assessments and through adulthood, child outcomes and other public-school data for children who have attended DPP programs.</p> <p><u>Request for Approval</u>  DPP staff requests an amount, not to exceed \$448,677 for the term outlined above. Payment for these services will be billed to DPP based on work completed and will be invoiced at the end of each month, beginning September 1, 2022, and ending August 31, 2025.</p> <p><b>Augenblick, Palaich and Associates, Inc (APA),  DPP Program Evaluation Contract Executive Summary</b></p> <ul style="list-style-type: none"> <li>• Contract Type: New Contract</li> <li>• Original Term: Three Years (September 1, 2022 – August 31, 2025)</li> <li>• Extended Term Year: Option for two, one-year extensions</li> </ul>	<p>Ms. Steele motioned to approve the National Opinion Research Center (NORC), Child Outcomes Contract; Mr. Daues seconded. All in favor; motion approved.</p> <p>Ms. Steel motioned to approve the National Opinion Research Center (NORC), Longitudinal Contract; Mr. Daues seconded. All in favor; motion approved.</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><u>Contract Overview</u> The overarching objective of the APA is to apply a systematic approach to evaluate and continuously improve the effectiveness of established DPP programs and operations. They were awarded the operations evaluation because their approach to DPP operations strongly complement DPP's strategic planning work. The program emphasizes partnership, collaboration and accountability to ensure positive programmatic outcomes for Denver's children and effective use of tax dollars to its citizens.</p> <p><u>Request for Approval</u> DPP staff requests an amount, not to exceed \$657,588 for the term outlined above. Payment for these services will be billed to DPP based on work completed and will be invoiced at the end of each month, beginning September 1, 2022, and ending August 31, 2025.</p> <p><b>Butler Institute for Families, Workforce Contract Executive Summary</b></p> <ul style="list-style-type: none"> <li>• Contract Type: New Contract</li> <li>• Original Term: Three Years (September 1, 2022 – August 31, 2025)</li> <li>• Extended Term Year: Option for two, one-year extensions</li> </ul> <p><u>Contract Overview</u> The overarching objective of the Butler is to apply a systematic approach to evaluate and continuously improve the Denver ECE workforce. Butler proved to be the lead candidate for this project due to their history with DPP and the seamless transition work they will be able to provide our workforce without disruption. The program emphasizes partnership, collaboration and accountability to ensure positive programmatic outcomes for Denver's children and effective use of tax dollars to its citizens.</p> <ul style="list-style-type: none"> <li>• Task 1: Workforce Data Collection</li> <li>• Task 2: Disseminate Results</li> </ul> <p><u>Request for Approval</u> DPP staff requests an amount, not to exceed \$749,700 for the term outlined above. Payment for these services will be billed to DPP based on work completed and will be invoiced at the end of each month, beginning September 1, 2022, and ending August 31, 2025.</p>	<p>Ms. Brown motioned to approve the Augenblick, Palaich and Associates, Inc (APA), DPP Program Evaluation Contract; Ms. Rowe seconded. All in favor; motion approved.</p> <p>Ms. Brown motioned to approve the Butler Institute for Families, Workforce Contract; Ms. Steele seconded. All in favor; motion approved.</p>
<b>Gomez Howard Group 2022</b>	<b><u>Gomez Howard Group 2022 Contract Amendment</u></b> <i>(For Approval)</i>	



Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Contract Amendment</b> <i>(For Approval)</i>	<p>Ms. Braun presented the Gomez Howard Group 2022 Contract Amendment for approval, highlighting the following:</p> <ul style="list-style-type: none"> <li>Contract Type: Extension</li> <li>Original Term: Three years (January 1, 2019 – December 31, 2021)</li> <li>Extended Term Year: January 1, 2022 – December 31, 2022, this is the first of two, one-year extensions</li> </ul> <p><u>Contract Overview</u>  DPP is contracting with the Gomez Howard Group for execution of community outreach events and special events. The proposed contract reflects projects and administrative duties to enhance the organization’s communications and outreach. Beginning in April 2022, DPP is in the midst of a transition for communications work. Not only is there a vacancy internally for the communications and outreach work, but the evolution of the organization provides the opportunity to rethink the needs of the program.</p> <p>During this transition phase, DPP seeks to reallocating communications work to staff and seeking increased support from contractors. Added support from the Gomez Howard Group is outlined below, in addition to the already agreed upon scope for 2022:</p> <p><u>Funding Request</u>  DPP staff requests an amount, not to exceed \$196,150 for the calendar year 2022. This is an increase of \$16,150 for the additional scope from the original contract budget and \$15,000 for the added retainer for the CREA Promotores Outreach work. The added fees will be funded with the non-contract hourly communications budget. Payment for these services will be billed to DPP based on work completed and will be invoiced at the end of each month, beginning January 1, 2022, and ending December 31, 2022.</p> <p><u>Request for Approval</u>  The Denver Preschool Program staff is presenting the 2022 Gomez Howard Group scope of work and budget amendment, as outlined above, for DPP Board of Directors review and approval.</p>	<p>Ms. Brown motioned to approve the Gomez Howard Group 2022 Contract Amendment; Mr. Daues seconded. All in favor; motion approved.</p>
<b>2022-2023 Operations Contracts</b> <i>(For Approval)</i>	<p><b><u>2022-2023 Operations Contracts</u></b> <i>(For Approval)</i></p> <p>Ms. Braun presented the 2022-2023 Operations Contracts for approval, highlighting the following:</p> <p><b>Quality Assurance Program Contract Extension – The Flahive Group</b></p> <ul style="list-style-type: none"> <li>Contract Type: Continuing Contract</li> <li>Original Term: September 1, 2018 – August 31, 2021</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>Proposed Term: Extended Term – Option 2</li> <li>Extended Term – Option 1 Term Year: September 1, 2021 – August 31, 2022</li> <li>Extended Term – Option 2 Term Year: September 1, 2022 – August 31, 2023</li> </ul> <p><u>Contract Overview</u> The DPP Quality Assurance Program (QAP) provides an independent, third-party review of stakeholder compliance with DPP program policies. The overarching objective of the QAP is to apply a systematic approach to evaluate and continuously improve the effectiveness of established DPP program policies. The program emphasizes partnership, collaboration and accountability to ensure positive programmatic outcomes for Denver’s children and effective use of tax dollars to its citizens.</p> <p><u>Funding Request</u> The DPP staff requests an amount, not-to-exceed of \$61,240 for the Extended Term – Option 2 as outlined above. The budget allows for approximately 470 hours of consultant time at a rate of \$130 per hour.</p> <p><u>Request for Approval</u> The Denver Preschool Program staff is presenting the Quality Assurance Program contract extended term 2, as outlined above, for the DPP Board of Directors review and approval. The Quality Assurance Program scope of work and budget was developed by DPP with ongoing collaboration by the contractors.</p> <p><b>Business Manager – Financeologist, Inc.</b></p> <ul style="list-style-type: none"> <li>Contract Type: Continuing Contract</li> <li>Term: One (1) Year</li> <li>Term Year: September 1, 2022 – August 31, 2023</li> </ul> <p><u>Contract Overview</u> DPP contracts with the Financeologist, Inc. to execute all bookkeeping, human resources and general office needs for the organization. The proposed 1-year budget will support the Denver Preschool Program’s existing needs and support an internal transition when a Director of Finance is hired.</p> <p><u>Organizational Transition</u> The Denver Preschool Program is going through immense organizational transitions, including additional in-house staff to support the financial work. This contract will be reviewed quarterly for potential scope and budget adjustments. The contractor has agreed to re-negotiate the hourly rate based on project requirements if necessary.</p>	<p>Ms. Rowe motioned to approve the Quality Assurance Program Contract Extension (The Flahive Group); Ms. Steele seconded. All in favor; motion approved.</p>

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><u>Funding Request</u> The Bookkeeping budget presented is a not to exceed of \$59,085 for the contract period. The contract amount is based on two days per week, 6 to 7 hours per day at \$90.00 per hour.</p> <p><u>Request for Approval</u> The Denver Preschool Program staff is presenting the 2022 Business Management contract, as outlined above, for the full Board of Directors review and approval. The Business Management scope of work and budget was developed by DPP with ongoing collaboration by the contractor.</p>	<p>Ms. Brown motioned to approve the Business Manager (Financeologist, Inc.) Contract; Councilwoman Sandoval seconded. All in favor; motion approved.</p>
<p><b>2022-2023 Budget Presentation</b> <i>(For Approval)</i></p>	<p><b><u>2022-2023 Budget Presentation</u></b> <i>(For Approval)</i> Ms. Braun presented the 2022-2023 Budget Presentation for approval, highlighting the following:</p> <p><u>Overview</u> The City of Denver projects the DPP revenue for calendar year 2023 to be \$30.721 million. The 2022 calendar year appropriation was \$25.202 million. Four months of the 2022 City revenue and eight months of the projected 2023 City revenue is \$28.881 million. We will reference this revenue figure as PY City revenue.</p> <p>The City of Denver's appropriation for calendar year 2022 was \$25,201,860. As of July 2022, the City estimates actual sales tax collections for calendar year 2022 to be 15.1 percent higher, resulting in a payment due from the City to DPP of \$3,816,876. This figure will be finalized in the spring of 2023 and paid to DPP in the summer of 2023. Due to past reconciliation fluctuations between forecast and actual, DPP has chosen to not include this figure in the proposed budget though it is reflected in the reserves forecast.</p> <p>DPP projects a total program expense of \$24.850 million and an administrative expense of \$1.930 million. This represents 92.7% of total PY City revenue. The proposed budget reflects \$2.102 million to Reserves.</p> <p>DPP anticipates utilizing \$8.550 million of Board Designated Reserve for the 3-year-old Tuition Credit Pilot and DPP Scholarships in the 2022-2023 PY.</p> <p><u>Tuition Credits</u></p> <ul style="list-style-type: none"> <li>• Program year tuition credits for 4-year-olds are budgeted to be \$16.539 million (57.3% of program year City revenue).</li> <li>• DPP approved and published its 2022-2023 tuition credit scale on March 15, 2022. The DPS cap for the 2022-2023 program year is \$9.264 million. The</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>scale reflects a 7.7% increase in tuition credit funding over the 2021-2022 program year scale.</p> <ul style="list-style-type: none"> <li>○ At the August 10, 2022, committee meeting, the Finance and Governance Committee elected to increase the scale by an additional 2.3%, bringing a total increase of 10.0% in the tuition credit scale over the 2021-2022 program year scale. This increases the 4-year-old tuition credit budget by \$149,957 for the 2022-2023 program year.</li> <li>• In addition to 4-year-old tuition credits, DPP is utilizing reserve funds to continue 3-year-old tuition credits with a budget of \$5.747 million and the DPP Scholarship program with a budget of \$2.803 million for a total tuition credit budget of \$25.089 million. This is 86.9% of program year City revenue for the 2022-2023 program year.</li> </ul> <p><u>Quality Improvement - \$3.928 million (13.6% of PY City revenue)</u>  Denver's Early Childhood Council contract provides customized coaching, managing of professional development training opportunities, offers specialized business management support, processing of achievement awards, supporting providers with Colorado Shines and the Professional Development Information System, tracking of provider insurance compliance, storage of provider insurance certificates and maintaining updated provider contact information. The September 1, 2022 - August 31, 2023, contract period not-to-exceed amount is \$689,563.</p> <p><u>Enrollment and Customer Service - \$1.018 million (3.5% of PY City revenue)</u></p> <ul style="list-style-type: none"> <li>• The budget is driven by the MetrixIQ contract, which oversees DPP application and tuition credit processing as well as the development of the DPP tuition credit scale and on-call consulting services.</li> <li>• At the conclusion of the 2021-2022 PY, DPP will launch the DPPEenroll portal which implements a digital marketplace to connect parents and providers and allows providers to enter all DPP applicable tuition credit and attendance information on one site.</li> </ul> <p><u>Evaluation - \$1.123 million (3.9% of PY City revenue)</u>  The evaluation contracts went through an RFP process at the conclusion of the 2021-2022 program year seeking four project components to cover the evaluation work. Three contractors were selected.</p> <p><u>Community Outreach - \$1.841 million (6.4% of PY City revenue)</u></p> <ul style="list-style-type: none"> <li>• The 2022-2023 communications strategy includes a deep investment of public awareness. This will include an increase in grassroots outreach efforts and media buying.</li> <li>• DPP's new communications director will finalize details for the awareness campaign.</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>Contractors account for 31% of the community outreach budget and targeted projects such as marketing and events account for 69% of the budget. Targeted projects are higher than in previous years due to a focus for the 2022-2023 PY to increase DPP's visibility in the community and the return of in-person events.</li> </ul> <p><u>Other Outside Contract Services - \$403,000 (1.4% of PY City revenue)</u></p> <ul style="list-style-type: none"> <li>This budget includes RFP support, HIPPY partnership with Parent Possible, program support and partnerships with Denver Public Library.</li> <li>An additional expense line totaling \$300,000 is included in the budget proposal. This Program Support – Undefined will allow the organization to implement pilot projects and be nimble in supporting the changing early childhood environment.</li> </ul> <p><u>Administrative Expense - \$1.930 million (6.7% of PY City revenue)</u></p> <p>The City contract sets an administrative cap of 7.0% of actual sales tax collections. Administrative Expense is comprised of three main categories:</p> <ul style="list-style-type: none"> <li><i>Facilities and Equipment</i> make up 4.7% of the total Administration budget and includes expense for equipment purchases, equipment rental and maintenance, and rent and utilities. <ul style="list-style-type: none"> <li>The current lease expires March 2023. This budget reflects the anticipated renewal of the lease at the historical increase of 1.5% beginning April 2023.</li> </ul> </li> <li><i>Operations</i> make up 37.4% of the total Administration budget.</li> <li><i>Payroll</i> and benefits expense make up 57.9% of the total proposed Administrative budget.</li> </ul> <p><u>Board Designated Project Allocations</u></p> <p>This budget reflects expense to be paid out of DPP's Reserves of current approved reserve funded projects. Total Designated Reserve is budgeted at \$8.550 million.</p> <ul style="list-style-type: none"> <li><i>Preschool for 3s Pilot</i> <ul style="list-style-type: none"> <li>The 2-year pilot program supporting 3-year-old children through a tuition support mechanism began September 2021. At the April 19, 2022 meeting, the Board approved a \$5.631 million allocation from the Reserve to serve up to 660 students for its second year, the 2022-2023 PY. The tuition credits align with the approved 4-year old scale.</li> <li>At the August 10, 2022 meeting, the Finance and Governance Committee elected to increase the tuition credit scale by an additional 2.3%, bringing a total increase of 10.0% in the tuition credit scale over the 2021-2022 program year scale. This increases the 3-year-old tuition credit budget by \$115,410 for the 2022-2023</li> </ul> </li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>○ program year.</li> <li>• <i>DPP Scholarships</i> <ul style="list-style-type: none"> <li>○ The 3-year pilot DPP Scholarship program's final year ended August 2022. At the April 19, 2022 meeting, the Board approved a \$2.803 million allocation from the Reserve for the continuation of the DPP Scholarship program beyond the pilot stage for the 2022-2023 PY to serve up to 345 students.</li> </ul> </li> </ul> <p><b>Tuition Credit System – Current State</b>  Ms. Braun presented a summary of the Tuition Credit System Current State and the three options for next steps that were presented to the Finance and Governance Committee, highlighting the following:</p> <ul style="list-style-type: none"> <li>• <i>4-year-old-scale</i> <ul style="list-style-type: none"> <li>○ Current budget: \$16,389,035</li> <li>○ Typical tuition credit: \$849 per month</li> <li>○ Maximum tuition credit \$1,077 per month</li> </ul> </li> <li>• <i>Preschool for 3s Tuition Support</i> <ul style="list-style-type: none"> <li>○ Current year budget: \$5,500,000</li> <li>○ Maximum enrollment: 660 children</li> <li>○ Funding available to Tier 1 and 2 children</li> <li>○ Amount per child mirrors the 4-year-old scale</li> </ul> </li> <li>• <i>DPP Scholarship Amounts</i> <ul style="list-style-type: none"> <li>○ Current year budget: \$2,587,605</li> <li>○ Scholarship program capacity: 345 children</li> <li>○ Funding available to Tier 1 and 2, full-day or extended day students who are not receiving other public funding sources</li> <li>○ Fully cover tuition for all approved scholarship recipients</li> </ul> </li> <li>• Total System Funding is \$24,476,640, not including administrative costs</li> </ul> <p><u>Proposed Updates</u>  The Finance and Governance Committee has elected to move forward with increasing the scale by 10% from the previous year (additional 2.3% from the original approval) and the reassessing enrollment and budgets in November 2022.</p>	<p>Mr. Baker motioned to approve the 2022-2023 Program Year Budget, as presented; Mr. Daues seconded. All in favor; motion approved.</p>
<p><b>2022-2023 Reserves Policy</b>  <i>(For Approval)</i></p>	<p><b>2022-2023 Reserves Policy</b> <i>(For Approval)</i>  Ms. Braun presented the 2022-2023 Reserves Policy for review and approval, highlighting the following:</p> <p>Ms. Braun reviewed the Reserves Projections spread sheet that was included in the meeting materials before presenting the Board two options for the 2022-2023 Reserves Target:</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• <u>Option A: Long-Term Reserve – Program Wind Down</u> The Program Wind Down reserve would equal eight months of tuition credits for 4-year-old and quality improvement dollars, totaling \$10,282,245 million for 2022-2023, administrative expenses in alignment with our 7 percent allocation, totaling \$719,757, plus data storage/transfer and any transition costs estimated at \$500,000 for an approximate total of \$11.502 million (+/- 10 percent).</li> <li>• <u>Option B: Long-Term Reserve – Program Wind Down</u> (<i>Finance and Governance Committee Recommendation</i>) The Program Wind Down reserve would equal eight months of tuition support for 4-year-olds, tuition support for the Preschool for 3s cohort, Scholarships and quality improvement dollars, totaling \$15,673,982 million for 2022-2023, administrative expenses in alignment with our 7 percent allocation, totaling \$1,097,179, plus data storage/transfer and any transition costs estimated at \$500,000 for an approximate total of \$17.271 million (+/- 10 percent).</li> </ul> <p>The Board held a rich discussion on prior reserves policies and considerations for the future of DPP.</p>	<p>Ms. Rowe motioned to approve Option B, the Long-term Reserve Program Wind Down, as recommended by the Finance and Governance Committee, and the 2022-2023 Reserves Policy as presented; Mr. Baker seconded. All in favor; motion approved.</p>
<b>President's Update</b>	<p><b><u>President's Update</u></b> Ms. Holguín presented the President's Update, highlighting the following:</p> <p><b>City and County</b></p> <ul style="list-style-type: none"> <li>• The City contract changes are now complete.</li> <li>• DPP is meeting with the City Investor to explore investment opportunities. Details on such opportunities will be presented to the Board for review once available.</li> </ul> <p><b>Universal Preschool</b></p> <ul style="list-style-type: none"> <li>• DPP is in the process of finalizing budgets, contracts and planning as the UPK LCO for Denver.</li> <li>• DPP is working with Prosono on strategic infrastructure and operational changes within the organization.</li> </ul> <p><b>Organizational</b></p> <ul style="list-style-type: none"> <li>• The Strategic Planning process continues. The Strategic Plan should be presented to the Board for review in December.</li> <li>• DPP is in the process of interviewing for two roles: Director of Finance and Director of Communications and Engagement.</li> </ul>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• The Reauthorization Committee is in the planning stages ahead of hiring consultants to support the reauthorization planning efforts and increase community awareness.</li> <li>• With respect to feedback gained during the July 2022 Board retreat, two providers have been invited to join the Board of Directors.</li> </ul>	
<b>Community Updates</b>	<p><b><u>Community Updates</u></b> Mr. Baker opened the floor for Community Updates.</p> <p>Mr. Gutierrez, of the Office of Children’s Affairs, shared updates on the department including the transition and preparation underway as the new school year approaches.</p> <p>Ms. Hopkins, of Denver Public Schools, shared with the Board the excitement and challenges surrounding the start of the new school year. She continued, noting the new DPS restructure, office space transitions, and internal changes currently taking place within DPS. Ms. Hopkins also shared that she will be part of the new Colorado Department of Early Childhood’s Rules Advisory Committee, beginning this week.</p> <p>Ms. Steele offered additional updates on the new CDEC, including the new Director of Universal Preschool, Dawn Odean, and details on the process of securing members of the Rules Advisory Committee.</p>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Mr. Daues motioned to adjourn the meeting; Mr. Baker seconded. All in favor; motion approved.

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

\_\_\_\_\_  
Münck, Amber, Secretary



# Denver Preschool Program, Board of Directors

Email Correspondence

Date: September 23, 2022

**Members on Email Correspondence:** *Mr. Michael Baker (Chair), Dr. Lydia Prado (Vice Chair), Mr. Chris Daues (Treasurer), Ms. Amber Münck (Secretary), Ms. Erin Brown, Mr. Zach Hochstadt, Ms. Samantha Jacobson, Ms. Anne Rowe, Councilwoman Amanda Sandoval, Ms. Janice Sinden and Ms. Susan Steele*

**Staff on Email Correspondence:** *Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller and Ms. Carley Noerr*

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>2022-2023 Parent Possible Contract</b>	<p><b>2022-2023 Parent Possible Contract</b> Ms. Noerr emailed the Board of Directors to present the 2022-2023 Parent Possible Contract Executive Summary for review and approval, highlighting the following:</p> <p><b>Contract Overview</b> Historically, 35-40% of Denver’s eligible preschoolers do not utilize the DPP tuition credit scale. To support a subset of that population, the Denver Preschool Program sought a partner to provide school readiness programming to preschool-aged children not typically in licensed care.</p> <p><b>Scope of Work, HIPPY Cohort Project</b> Parent Possible will expand the HIPPY program in Denver County by 30 families with support from the Denver Preschool Program. Parent Possible agrees that all families funded by DPP will have a preschool-aged child who lives in the City and County of Denver. They will coordinate with two current sites to add an additional home visitor at each site, which will expand site capacity by 15 families each. They will work in consultation with DPP to get written approval prior to determining which two sites will be a part of the expansion based on which of the three potential sites (Spring Institute, Roots Family Center or Focus Points Family Resource center) best meet the goals of DPP and Parent Possible in this project.</p> <p>Parent Possible will support the two agreed-upon sites to deliver HIPPY, expand their caseloads to deliver the 30 weeks of HIPPY curriculum, which typically lasts nine months. Additionally, they will coordinate with DPP to ensure evaluation results are reported and is open to collaborating with DPP’s evaluation team.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p><b>Request for Approval</b>  DPP staff requests an amount, not to exceed \$94,266.60 for the HIPPY Cohort Project to expand services to 30 additional families who live in the City and County of Denver for the contract period September 1, 2022 through August 31, 2023. The Denver Preschool Program staff is presenting the 2022-2023 Parent Possible scope of work and budget, as outlined above, for Board of Directors review and approval.</p>	<p>Mr. Baker motioned to approve the 2022-2023 Parent Possible Contract; Mr. Daues seconded. All others, excluding Ms. Steele, in favor; motion approved.</p> <p><b><u>The email vote passes</u></b>, with ten Board Members voting in favor of approval and one not placing a vote.</p>

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

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Münck, Amber, Secretary

## Board of Directors

### Meeting Minutes

Date: October 18, 2022 (12:00 to 2:00 p.m.)

Location: In person at the DPP office and online via Zoom

**Members (In Person):** Dr. Lydia Prado (Vice-Chair), Mr. Chris Daues (Treasurer), Mr. Zach Hochstadt, Ms. Janice Sinden and Ms. Susan Steele

**Members (Zoom):** Ms. Erin Brown and Councilwoman Amanda Sandoval

**Members not in attendance:** Mr. Michael Baker (Chair), Ms. Amber Münck (Secretary), Ms. Samantha Jacobson and Ms. Anne Rowe

**Staff (In Person):** Ms. Nayely Avila, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller and Ms. Carley Noerr

**Guests (In Person):** Ms. Priscilla Hopkins

**Guests (Zoom):** Ms. Anna Jo Haynes (Board Emeritus), Mr. Tyler Gamble, Ms. Valerie Gonzales, Mr. Rhett Gutierrez, Ms. Sarah Hubbard, Ms. Shontel Lewis and Mr. David Thurow

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<b><u>Call to Order and Welcome</u></b>	
<b>Consent Agenda</b> (For Approval)	<b><u>Consent Agenda</u></b> (For Approval) Dr. Prado presented the Consent Agenda for approval, highlighted the following: <ul style="list-style-type: none"> <li>• August 8, 2022 Strategic Planning Committee Minutes</li> <li>• August 16, 2022 Board of Directors Minutes</li> <li>• September 12, 2022 Strategic Planning Committee Minutes</li> <li>• September 23, 2022 Board of Directors Email Vote Minutes</li> <li>• July 2022, Financial Statements</li> <li>• August 2022, Financial Statements</li> </ul>	Mr. Hochstadt motioned to approve the consent agenda; Ms. Sinden seconded. All in favor; motion approved.
<b>Strategies 360 Contract</b>	<b><u>Strategies 360 Contract</u></b> Dr. Cristal Cisneros presented the Strategies 360 Contract, highlighting the following:  Contract Type: New Contract Original Term: 12 Months (October 18, 2022 – October 17, 2023)  <b>Contract Overview</b> The Denver Preschool Program (DPP) sought proposals from qualified contractors to support two defined projects assessing Denver’s community perceptions of DPP and polling. Through a review process Strategies 360 was deemed the best contractor to complete the work as outlined. Their proposed scope of work includes:  <u>Phase 1 – Assessing Denver’s community perceptions of DPP</u>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Community level research often brings to light new ideas that we may not have considered, and it helps us understand daily experiences in a way that ensures our message is relevant, believable, and urgent. Phase 2 would be segmented to focus on parents and Denver residents.</p> <p><u>Phase 2 – Voter Poll</u> Public opinion exploration includes a drive to operationalize these findings for an eventual community outreach.</p> <p>Both parties understand and honor that this project will not move forward to the next phase without mutual agreement.</p> <p><b>Staff Recommended Funding Request</b> DPP staff requests an amount, not-to-exceed of \$99,665 for the terms outlined above. Payment for these services will be billed to DPP with the contingency line item, beginning October 18, 2022, and ending October 17, 2023. The funds for this request will be taken from DPP’s administrative budget.</p> <p><b>Request for Approval</b> The Denver Preschool Program staff is presenting the Strategies 360 Contract to the Board of Directors to review and for final approval.</p>	<p>Dr. Prado motioned to approve the Strategies 360 Contract; Mr. Hochstadt seconded. All in favor; motion approved.</p>
<p><b>Equity, Diversity, Inclusion and Justice Update</b></p>	<p><b><u>Equity, Diversity, Inclusion and Justice Update</u></b> Ms. Lewis, of Accountability for Greatness, presented the Equity, Diversity, Inclusion and Justice update, highlighting the following:</p> <p>Equitable Results Framework</p> <ul style="list-style-type: none"> <li>• Results Statement</li> <li>• Contributing Factors</li> <li>• Considerations for Strategy Development</li> <li>• Action Steps</li> <li>• Work Planning</li> </ul> <p>Dr. Cisneros reviewed DPP’s definitions of equity, diversity and inclusion, as well as the historical context for each definition.</p> <p>Dr. Prado noted that she appreciated the addition of the historical context for each definition.</p> <p>Mr. Daues remarked on the more focused approach to defining these terms.</p> <p>Mr. Hochstadt mentioned that certain areas of the community need additional support.</p> <p>Ms. Steele agreed, noting that ‘equitable’ does not necessarily mean ‘same’.</p> <p>Dr. Prado echoed these sentiments, stating that if DPP’s mission is for “all” children to be ready to enter kindergarten, this must bear the understanding that all children come from</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>different advantages or disadvantages, and need different levels of support to reach the same end goal.</p> <p>Mr. Hochstadt stated that these definitions read very technical. He continued, asking how they may be adapted into a reading level that everyone can access.</p> <p>Dr. Cisneros presented the slide for DPP's Theory of Change.</p> <p>Ms. Lewis presented the Organizational Racial Equity Assessment. The assessment categories include:</p> <ul style="list-style-type: none"> <li>• Organizational Commitment</li> <li>• Leadership</li> <li>• Workforce</li> <li>• Community Access and Partnership</li> <li>• Metrics &amp; Continuous Quality Improvement</li> <li>• Organizational Innovations</li> </ul> <p>Mr. Hochstadt asked if the goal was to measure how diverse DPP's team is or how diverse DPP's landscape is.</p> <p>Ms. Lewis responded, stating that both are important to address.</p> <p>Dr. Prado requested additional time to review this information in order to come back with greater input and questions.</p>	
<b>Universal Preschool – Legislative Overview</b>	<p><b><u>Universal Preschool – Legislative Overview</u></b></p> <p>Mr. Thurow and Mr. Gamble (both from Prosono, DPP's contracted partner organization supporting UPK implementation) presented the Universal Preschool Legislative Overview, highlighting the following:</p> <p><b>Project Overview – Overall Outcomes</b></p> <ol style="list-style-type: none"> <li>1. DPP understands how its current operations and business model aligns with UPK policy recommendations and future growth opportunities</li> <li>2. DPP has the knowledge and resources to prepare for and expand UPK operations through implementation of recommendations</li> <li>3. DPP has an implementation plan, including a technology roadmap, to provide the organization with a path forward that can be adapted to multiple scenarios</li> </ol> <p>The evolving nature of UPK necessitated a flexible, summative, and usable <u>policy analysis document</u>. This document serves as a tool for DPP to utilize throughout UPK implementation and introduces and recaps House Bill 22-1295, which launched the Colorado Universal Preschool Program (UPK) in Spring 2022, and the implications for Denver Preschool Program (DPP) as a result of the bill and of becoming the Local Coordinating Organization (LCO) for the Denver region. This document aims to better understand the implications of DPP taking on LCO responsibilities for Colorado UPK.</p> <p>Ms. Steele stated she appreciated the icons and readability of the document.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Dr. Prado asked what the biggest red flags for DPP are at this time.</p> <p>Mr. Thurow responded, noting uncertainty around budget, timeliness of provider onboarding and outreach efforts.</p> <p>Ms. Holguín noted the opportunity to advocate for additional solutions and educate the State and key stakeholders while carefully navigating UPK and keeping in mind the bigger picture of a universal application.</p> <p>Mr. Daues asked about the timing of funding.</p> <p>Ms. Holguín stated that as DPP receives new information on how the funding will be allocated, that information will be presented to the Board.</p> <p>Mr. Thurow shared that Prosono is preparing the necessary data for both start up and ongoing costs.</p> <p>Ms. Steele spoke on the political process of implementing this level of work.</p>	
<p><b>November Ballot Initiatives &amp; Updates</b></p>	<p><b><u>November Ballot Initiatives &amp; Updates</u></b></p> <p>Ms. Holguín presented the November Ballot Initiatives &amp; Updates, highlighting the following:</p> <p>Included in the meeting packet is DPP’s Legislative Tracking &amp; Advocacy Policy that the Board approved in previous years, as well as an overview of allowed activities under the 501c3.</p> <p><b>Make Colorado Affordable – Proposition 123</b></p> <p>The #1 concern for DPP families is housing. This piece of legislation will directly affect DPP families amid the ongoing housing crisis. As DPP families are unable to afford housing, they’re forced to move to areas that are more affordable and oftentimes outside of DPP’s radius for support as DPP serves the City and County of Denver. DPP staff requests the Board’s review of Proposition 123 and if or how DPP should respond.</p> <p>Ms. Sinden asked if the Mayor or City Council had taken a public position on this proposition yet.</p> <p>Mr. Daues noted that the greater impact to DPP may not be widely understood to the average voter.</p> <p>Ms. Steele and Dr. Prado shared thoughts of concern on where the line between DPP supporting one ballot measure that does not directly relate to early childhood and another lies.</p> <p>Ms. Sinden noted that as a statewide ballot measure, should this pass, there is no current distinction of how, when or if Denver would see the benefits of its passing.</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>The Board discussed how this might impact DPP’s future reauthorization efforts.</p> <p>Mr. Hochstadt reflected on DPP’s strategic plan, noting that advocating for measures that do not directly involve the early childcare industry is not currently part of DPP’s strategic plan.</p>	
<b>President’s Update</b>	<p><b><u>President’s Update</u></b>  Ms. Holguín presented the President’s Update, highlighting the following:</p> <p><b>Colorado Department of Early Childhood Contract</b>  DPP is in the process of finalizing the UPK LCO contract with the State.</p> <p><b>City Fund Balance</b>  DPP has received the City Fund Balance check.</p> <p><b>DPP Staff</b>  DPP has two new staff members joining the team:</p> <ul style="list-style-type: none"> <li>• Rebekah Ray, Director of Finance</li> <li>• Irene Bonham, Director of Communications and Engagement</li> </ul> <p><b>DPP Board Members</b>  Two individuals have applied to join the DPP Board of Directors. Both applicants are DPP Providers, women of color and in their 40’s. DPP is currently unsure how long the application review/potential approval process will take due to delays with the City.</p>	
<b>Community Updates</b>	<p><b><u>Community Updates</u></b>  Dr. Prado opened the floor for Community Updates.</p> <p>Ms. Hopkins, of Denver Public Schools, reflected on the concern surrounding full day care for preschoolers, noting that DPS serves 1800 3-year-olds which will be impacted by UPK only covering 10 hours a week.</p>	
<b>Executive Session - Contracts</b>	<p><b><u>Executive Session – Contracts</u></b>  A confidential Executive Session was held. All guests were asked to leave prior to transitioning into the Executive Session.</p>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Mr. Daues motioned to adjourn the meeting; Ms. Steele seconded. All in favor; motion approved.

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

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Münck, Amber, Secretary

## Board of Directors

### Meeting Minutes

Date: November 15, 2022 (12:00 to 2:00 p.m.)

Location: In person at the DPP office and online via Zoom

**Members (In Person):** Dr. Lydia Prado (Vice-Chair), Mr. Zach Hochstadt and Ms. Janice Sinden

**Members (Zoom):** Mr. Michael Baker (Chair), Ms. Amber Münck (Secretary), Ms. Erin Brown and Ms. Anne Rowe

**Members not in attendance:** Mr. Chris Daues (Treasurer), Ms. Samantha Jacobson, Councilwoman Amanda Sandoval and Ms. Susan Steele

**Staff (In Person):** Ms. Nayely Avila, Ms. Irene Bonham, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller, Ms. Carley Noerr and Ms. Rebekah Ray

**Staff (Zoom):** Ms. Ellen Braun

**Guests (In Person):**

**Guests (Zoom):** Ms. Anna Jo Haynes (Board Emeritus), Mr. Rhett Gutierrez and Ms. Jane Walsh

Agenda Topic	Discussion	Action/Follow-Up/Decision
<b>Call to Order and Welcome</b>	<u><b>Call to Order and Welcome</b></u> Dr. Prado called the meeting to order and initiated a round of introductions.	
<b>Executive Session - Personnel</b>	<u><b>Executive Session – Personnel</b></u> A confidential Executive Session was held. All guests were asked to leave prior to transitioning into the Executive Session.	Dr. Prado motioned to adjourn the Executive Session - Personnel; Ms. Sinden seconded. All in favor; the Executive Session – Personnel adjourned.
<b>Executive Session - Board Governance Review</b>	<u><b>Executive Session - Board Governance Review</b></u> A confidential Executive Session was held. All guests were asked to leave prior to transitioning into the Executive Session, then welcomed back for the remainder of the meeting once the Executive Session ended.	Ms. Sinden motioned to adjourn the Slate of Officers portion of the Board Governance Review; Ms. Brown seconded. All in favor; the Slate of Officers portion of the Board Governance Review Executive Session adjourned.
<b>Consent Agenda (For Approval)</b>	<u><b>Consent Agenda</b></u> (For Approval) Dr. Prado presented the Consent Agenda for approval, highlighted the following: <ul style="list-style-type: none"> <li>October 10, 2022 Strategic Planning Committee Minutes</li> <li>October 18, 2022 Board of Directors Minutes</li> <li>September 2022, Financial Statements</li> </ul>	



Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> <li>• 2023 Write on Red Contract</li> <li>• 2023 Rassman Design Contract</li> <li>• 2023 Ground Floor Media Contract</li> <li>• 2023 Elementive Marketing Contract</li> <li>• 2023 Hansen Communications Contract</li> </ul>	<p>Ms. Rowe motioned to approve the consent agenda; Ms. Sinden seconded. Mr. Hochstadt recused himself from the 2023 Write on Red contract. All others in favor; motion approved.</p>
<p><b>2022-2023 Enrollment Update</b></p>	<p><b><u>2022-2023 Enrollment Update</u></b>  Mr. McDaniel presented the 2022-2023 Enrollment Update, highlighting the following:</p> <p><b>Metrix IQ / DPP Projects</b></p> <ul style="list-style-type: none"> <li>• Foundational 4-year-old program</li> <li>• Targeted 3-year-old program</li> <li>• DPP scholarship</li> <li>• Bonus year pilot</li> <li>• Circle Grant funded toddler scholarships</li> <li>• LCO leadership in UPK implementation</li> </ul> <p>Mr. Hochstadt asked what some reasons for denial might be.</p> <p>Mr. McDaniel responded, stating both age and/or residency were the primary reasons denial may happen.</p> <p><b>Renewal Applications</b></p> <ul style="list-style-type: none"> <li>• Abbreviated, pre-filled renewal applications sent to 385 families</li> <li>• 266 reapproved for 4-year-old year</li> <li>• 16 pending for missing information</li> <li>• 2 denied for moving out of Denver</li> </ul> <p>Dr. Prado asked how confirmed eligibility was identified.</p> <p>Mr. McDaniel responded, explaining how the eligibility is confirmed by the schools.</p> <p>DPP staff spoke on the application process and verifications.</p>	
<p><b>2023 Gomez Howard Group Contract</b></p>	<p><b><u>2023 Gomez Howard Group Contract</u></b>  Ms. Braun presented the 2023 Gomez Howard Group Contract, highlighting the following:</p> <p><b>2023 Communications Contract Resources and Budget Request</b></p> <p><u>Communications Overview</u></p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>The Denver Preschool Program (DPP) annually invests between 3 – 7% of its program budget into communications for the organization. This investment encompasses the support of expert communications and marketing consultants, media buying, events, and collateral.</p> <p>The 2023 communications strategy includes a deep investment of public awareness. This will include an increase in grassroots outreach efforts and media buying. DPP's new communications director will finalize details for the awareness campaign. Targeted projects are higher than in previous years due to a focus for the 2022-2023 program year to increase DPP's visibility in the community and the return of in-person events.</p> <p><u>Request for Approval</u> The Denver Preschool Program staff is presenting the 2023 Communications Contracts not-to exceed budget amounts, as outlined above, for review and approval. Complete summaries of all contracts are included in the meeting packet.</p> <p><b>2023 Communications Contract – Community Outreach, Gomez Howard Group</b></p> <ul style="list-style-type: none"> <li>• <u>Contract Type</u>: Extension</li> <li>• <u>Original Term</u>: Three years (January 1, 2019 – December 31, 2021)</li> <li>• <u>Extended Term Year 1</u>: January 1, 2022 – December 31, 2022, this is the first of two one-year extensions</li> <li>• <u>Extended Term Year 2</u>: January 1, 2023 – December 31, 2023, this is the first of two one-year extensions</li> </ul> <p><u>Contract Overview</u> DPP is contracting with the Gomez Howard Group for execution of community outreach events and special events. The proposed contract reflects projects and administrative duties to enhance the organization's communications and outreach.</p> <p><u>Funding Request</u> DPP staff requests an amount, not to exceed \$240,500 for the calendar year 2023. Payment for these services will be billed to DPP based on work completed and will be invoiced at the end of each month, beginning January 1, 2023, and ending December 31, 2023.</p> <p><u>Request for Approval</u> The Denver Preschool Program staff is presenting the 2023 Gomez Howard Group scope of work and budget, as outlined above, for the Board of Directors review and approval.</p>	<p>Ms. Sinden motioned to approve the 2023 Gomez Howard Group contract; Mr. Hochstadt seconded. All in favor; motion approved.</p>
<p><b>President's Update</b></p>	<p><b><u>President's Update</u></b> Ms. Holguín presented the President's Update, highlighting the following:</p> <p><b>UPK</b></p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>Just signed contract with the state. It's been a long process. We have the resources that they need. In addition, we are starting to do outreach to our providers. Town Halls, all staff is involved. Very open conversations.</p> <p><b>DPP</b></p> <ul style="list-style-type: none"> <li>• DPP is working to bring in the State Demographer to present at the January 2023 Board of Directors meeting.</li> <li>• DPP has hosted UPK Town Halls for providers.</li> <li>• DPP has two new staff members joining the team: <ul style="list-style-type: none"> <li>○ Rebekah Ray, Director of Finance</li> <li>○ Irene Bonham, Director of Communications and Engagement</li> </ul> </li> </ul> <p><b>Board of Directors and Committees</b></p> <ul style="list-style-type: none"> <li>• The Finance and Governance Committee acts as the official Nominating Committee for the Board of Directors every November.</li> <li>• Two potential new Board Members are currently working through the application process with the City</li> <li>• Current Board Member, Samantha Jacobson, will be resigning early at the end of this year. She will be submitting her letter of resignation once at least one new Board Member is onboarded.</li> <li>• Zach Hochstadt, Amber Münck, Janice Sinden and Susan Steele are term limited in 2023.</li> <li>• Amber Münck, Board Secretary, has reviewed the Articles of Incorporation and Bylaws for Board approval.</li> </ul> <p>Ms. Sinden inquired about the potential conflict of interest with providers being on the Board of Directors.</p> <p>Ms. Holguín responded, stating that DPP is being diligent in ensuring there will be no conflict with bringing these key perspectives onto the Board.</p> <p>Ms. Sinden asked if DPP had any audit disclosures due to the State.</p> <p>Ms. Holguín responded, stating that DPP would have new audit disclosures with UPK that the legal and finance teams will be working on. The contract with the state was just signed. The state contract will require a 990 form and additional responsibilities.</p> <p>Ms. Sinden asked if DPP could request advice from the auditors on disclosure requirements for the city and state.</p>	<p>Mr. Hochstadt motioned to approve the Articles of Incorporation and Bylaws; Ms. Sinden seconded. All I favor, motion approved.</p>
<p><b>Community Updates</b></p>	<p><b>Community Updates</b></p> <p>Dr. Prado opened the floor for Community Updates.</p> <p>Mr. Gutierrez and Ms. Jarvis, of the Office of Children's Affairs, shared about the city's inflation mitigation efforts, changes ahead of big elections coming next Spring, grocery gift</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<p>card distributions for families, and culturally competent grocery baskets to families in partnership with the Tasty Food program.</p> <p>Ms. Walsh, of Denver Public Schools, shared that the ECE department is working on communications for DPS school leaders and families around the new UPK application process coming in January. The school board will vote on the school consolidation this week.</p>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Mr. Hochstadt motioned to adjourn the meeting; Dr. Prado seconded. All in favor; motion approved.

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

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Anne Rowe, Secretary

# Denver Preschool Program, Board of Directors

Email Correspondence

Date: December 16, 2022

**Members on Email Correspondence:** *Mr. Michael Baker (Chair), Dr. Lydia Prado (Vice Chair), Mr. Chris Daues (Treasurer), Ms. Amber Münck (Secretary), Ms. Erin Brown, Mr. Zach Hochstadt, Ms. Samantha Jacobson, Ms. Anne Rowe, Councilwoman Amanda Sandoval, Ms. Janice Sinden and Ms. Susan Steele*

**Staff on Email Correspondence:** *Ms. Nayely Avila, Ms. Irene Bonham, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Elsa Holguín, Mr. Chris Miller, Ms. Carley Noerr and Ms. Rebekah Ray*

Agenda Topic	Discussion	Action/Follow-Up/Decision
DPS Reconciliation	<p><b><u>DPS Reconciliation</u></b></p> <p>Ms. Noerr emailed the Board of Directors to present the 2022-2023 Parent Possible Contract Executive Summary for review and approval, highlighting the following:</p> <p><b>Overview</b></p> <p>At the conclusion of each school year the DPP Board of Directors determines its ability to allocate additional dollars to DPS. There are four scenarios for determining the additional tuition credit payment to DPS. Each of the four scenarios are listed on the attached CONFIDENTIAL Board Memo.</p> <p><b>Request for Approval</b></p> <p>The Finance and Governance Committee has reviewed this proposal and agree with the staff recommendation to provide DPS the remaining amount in the 2021-2022 tuition credit budget of \$263,008 as a grant to support the enrollment and eligibility of Denver families into universal preschool and the Denver Preschool Program tuition support.</p>	<p>Mr. Hochstadt motioned to approve the staff recommendation to provide DPS the remaining amount in the 2021-2022 tuition credit budget of \$263,008 as a grant to support the enrollment and eligibility of Denver families into universal preschool and the Denver Preschool Program tuition support: Dr. Prado seconded. Mr. Baker, Ms. Jacobson, Ms. Rowe, Councilwoman Sandoval, Mr. Daues, Ms. Münck, Ms. Sinden and Ms. Brown approved.</p> <p><b><u>The email vote passes</u></b>, with ten Board Members voting in favor of approval.</p>

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

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Anne Rowe, Secretary