

# Board of Directors

## Meeting Minutes

Date: Tuesday, April 18, 2023 (12:00 to 2:00 p.m.)

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

### Attendance

**Members (In Person):** Dr. Lydia Prado (Chair), Ms. Erin Brown (Vice-Chair), Ms. Anne Rowe (Secretary), Mr. Michael Baker, Mr. Zach Hochstadt, Ms. Jennifer Rodriguez-Luke and Ms. Susan Steele

**Members (Zoom):** Ms. Amber Münck and Councilwoman Amanda Sandoval

**Members not in attendance:** Mr. Chris Daues (Treasurer) and Ms. Janice Sinden

**Staff (In Person):** 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

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

**Guests (Zoom):** Ms. Kat Jarvis, Ms. Emily Lapham, Mr. Zaki Robbins 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 (For Approval)</b>	<p><b><u>Consent Agenda (For Approval)</u></b>            Dr. Prado presented the Consent Agenda for approval, highlighting the following:</p> <ul style="list-style-type: none"> <li>• March 21, 2023 Board of Directors Minutes</li> <li>• February 2023, Financial Statements</li> <li>• Torch Video Production &amp; Editing 2023 Contract</li> <li>• FORVIS Accounting Contract</li> </ul>	Mr. Baker motioned to approve the consent agenda; Ms. Brown seconded. All in favor; motion approved.
<b>Preschool for 3s Presentation (For Approval)</b>	<p><b><u>Preschool for 3s Presentation (For Approval)</u></b>            Dr. Cisneros presented the Preschool for 3s Pilot Continuation, for approval, highlighting</p> <p>The Denver Preschool Program initiated a goal to equitably expand access to quality preschool by launching a pilot to support 3-year-old children through a tuition support mechanism beginning September 2021. The purpose of Preschool for 3s will allow DPP to:</p> <ul style="list-style-type: none"> <li>• Increase DPP's support to preschool providers</li> <li>• Increase DPP's reach of preschool-aged children</li> <li>• With Universal Preschool (UPK) Colorado in 2023, this program would support the programmatic shifts and expansions for UPK</li> <li>• Create access to a continuum of care for preschool aged children</li> <li>• Provide access to children who may not otherwise attend preschool at 3-years-old</li> </ul>	

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	<p>to help us better achieve our vision that every child in Denver enters kindergarten ready to reach their full potential</p> <p>Since inception, the program has served 774 students (355 in year 1 and 419 in year 2, as of December 2022). Initial reflections for the first two years of the pilot include:</p> <ul style="list-style-type: none"> <li>• Compared to other initiatives, Preschool for 3s did not experience the typical slow ramp-up period, but has been wildly successful at enrolling eligible children.</li> <li>• Year 1 exceeding initial enrollment forecast of 250 students, with final enrollment at 355 students. (262 tier 1 students and 93 tier 2 students).</li> <li>• Year 2 initial enrollment forecast of 600 students, with an enrollment, as of December 2022, at 419 students.</li> </ul> <p><b>Preschool for 3s Parameters</b></p> <p>DPP staff is proposing the following Preschool for 3s parameters and budget for the 2023-2024 program year:</p> <ul style="list-style-type: none"> <li>• 2023-2024 Preschool for 3s Capacity – 400 students</li> <li>• Pilot Eligibility <ul style="list-style-type: none"> <li>○ Attending a DPP community site (the Preschool for 3s Year 3 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; if spots remain available later in the enrollment period, Head Start sites could become eligible)</li> <li>○ Living at or below 270 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>• Other qualifying factors would align with UPK’s eligibility factors (approved and confirmed UPK application) such as <ul style="list-style-type: none"> <li>○ Individualized Education Program (IEP)</li> <li>○ Homelessness</li> <li>○ Dual language learner</li> <li>○ Foster/Kinship care</li> </ul> </li> </ul> <p><b>Request for Approval</b></p> <p>DPP staff requests DPP Board of Directors approval to continue the Preschool for 3s for the third year with the parameters identified above and approve the 2023-2024 Preschool for 3s program year budget to \$3,260,429.73.</p>	<p>Mr. Hochstadt motioned to approve the continuation of the Preschool for 3s for the third year, with the parameters identified, and approve the 2023-2024 Preschool for 3s program year budget of \$3,260,429.73; Ms. Rowe seconded. All in favor; motion approved.</p>
<p><b>DPP Communications Update</b></p>	<p><b>DPP Communications Update</b></p> <p>Ms. Bonham presented the DPP Communications Update, highlighting the following:</p> <p><b>DPP Today</b></p> <p>DPP has a strong foundation upon which to build. During the past 15 years DPP has helped 65,000 Denver children attend preschool. Denver's participation rate in preschool is double the national average, and the organization is recognized nationally for our commitment to Denver families.</p> <p><b>Where We Are Going</b></p>	

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	<p>Per DPP's 2023-2025 Strategic Plan, our orientation over the next three years is one of growth in funding, programming, and infrastructure to serve Denver's families and young children better. We seek to grow in ways that create equity, are sustainable, and help model the way forward for early childhood supports that transform the lives of families.</p> <p><b>Forging New Paths</b> While DPP's future is bright, there are challenges ahead. A strong communications strategy will be essential in the organization's continued evolution.</p> <p><b>Removing Barriers</b> Families need digestible information in a format that helps them navigate systems and processes with ease and understanding.</p> <p><b>Identity &amp; Reputation</b> Increasing enrollment means building awareness and trust. Do our audiences know who we are, how we can help and what we stand for?</p> <p><b>Key Priorities</b></p> <ol style="list-style-type: none"> <li>1. Increase enrollment for three and four-yea-olds in Denver, prioritizing around need. <ul style="list-style-type: none"> <li>○ Be transparent and honest about who we are leaving behind and strive to deliver what they need.</li> <li>○ Streamline and simplify communications channels and family journeys, removing barrier to systems and processes.</li> <li>○ Leverage momentum and awareness vehicles of UPK</li> </ul> </li> <li>2. Increase awareness and perception of DPP among opinion leaders and influencers locally, regionally, and nationally <ul style="list-style-type: none"> <li>○ Thought leadership and advocacy</li> <li>○ Position DPP as a local, state and national leader</li> </ul> </li> </ol> <p><b>Work in Progress</b></p> <ul style="list-style-type: none"> <li>• <u>Communications Committee</u> – Chaired by Zach Hochstadt, the communications committee will be charged with identifying contractors to fulfill key projects going forward.</li> <li>• <u>Communications Audit</u> – Review and updated existing communications assets and platforms to accurately reflect the spirit of the new strategic plan.</li> <li>• <u>Growing Thought Leadership</u> – Positioning our people and work as thought leaders and differentiators in the field. From our work as an LCO to editorial content and the awards our team and organizations receive, thought leadership tactics help to solidify and differentiate DPP in the ECE field.</li> <li>• <u>Contracting</u> – Instead of a singular RFP, the process will stagger based on projects and timeframe. Likely to include website, paid media support (digital and traditional), PR/Community Outreach, pending reauthorization institutional identity evolution.</li> </ul>	

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	<p>Ms. Steele and Ms. Rowe acknowledged discussed the importance of differentiating between the work of the Denver Preschool Program and that of the Universal Preschool program, and the communication efforts necessary to maintain brand awareness.</p> <p>Ms. Rowe advocated from limiting the use of acronyms in future communications.</p>	
<p><b>Universal Preschool LCO Update</b></p>	<p><b><u>Universal Preschool LCO Update</u></b>  Ms. Braun presented the Universal Preschool LCO Update, highlighting the following:</p> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>• <u>Legislation</u> <ul style="list-style-type: none"> <li>○ HB23-1290 Cleanup bill to respect the voters' intent when passing Proposition EE and retain the revenue collected to be used for the new Universal Preschool Program.</li> <li>○ SB23-269 Preschool UPK bonus payments</li> <li>○ HB23-1235 Technical modification to the CDEC</li> </ul> </li> <li>• <u>Memo Series</u> - Designed to streamline and clarify CDEC policies and expectations of county partners and contracted entities.</li> <li>• <u>Provider Toolkit</u> - Toolkits for UPK providers to promote the fact that they are participating in the program.</li> <li>• <u>Quality Improvement Standards</u> - The CDEC has formally communicated that UPK quality standards will be implemented in the 2024-2025 school year</li> <li>• <u>New providers/families</u> - Provider enrollment/family applications are open for Round 2 Matching (deadlines TBD)</li> <li>• <u>Children with IEPs</u> - Special Education Administrative Units (AU) are working with CDE (Colorado Department of Education) on UPK placements for children with IEPs</li> <li>• <u>Hiring</u> - The CDEC is hiring for a UPK Specialist and LCO Regional Specialists.</li> </ul> <p><b>Statewide Application Matching Data as of March 14, 2023</b></p> <ul style="list-style-type: none"> <li>• Total number of 4-year-olds matched – 26,335</li> <li>• Families of 4-year-olds matched to their 1<sup>st</sup> choice – 86.1%</li> <li>• Families matched to any one of their choices – 94.3%</li> <li>• Families without a match – 5.7%</li> <li>• Total number of 3-year-olds matched – 4,328</li> </ul> <p><b>Denver Dashboard</b></p> <ul style="list-style-type: none"> <li>• Total Denver UPK Providers: ~200</li> <li>• Estimated Denver UPK applications (as of April 12): ~4,950</li> <li>• Total help desks tickets submitted to Denver’s UPK team: 1,732 in 4 months</li> <li>• Total number of application/child issues submitted prior to the matching delay: ~1,000</li> </ul> <p>**The current technology does not support comprehensive data and reporting.</p> <p><b>CDEC updated the matching timeline to support application clean-up</b></p> <ul style="list-style-type: none"> <li>• March 28 - Matching delay announced to LCOs</li> </ul>	

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	<ul style="list-style-type: none"> <li>• March 31 – LCO training</li> <li>• April 7 – Deadline to submit matching updates to CDEC</li> <li>• April 14 – Family edit deadline</li> <li>• April 17-19 – Matching algorithm will run again</li> <li>• April 20-25 – Providers review period</li> <li>• April 26 – Families will be informed about their match status</li> </ul> <p><b>Scenario Planning and Content Creation</b></p> <ul style="list-style-type: none"> <li>• DPP has been working on UPK matching scenario planning in preparation to provide technical assistance to families.</li> <li>• DPP is partnering with the Metro LCO Collaborative to create sample responses for families once they receive their UPK match status. We are planning to seek messaging approval from the CDEC.</li> <li>• Matching Categories: <ul style="list-style-type: none"> <li>○ Matched and need more information</li> <li>○ Matched and satisfied</li> <li>○ Matched and dissatisfied</li> <li>○ Matched and unable to complete enrollment</li> <li>○ No Match</li> </ul> </li> </ul> <p>The Board discussed the increased number of children with Individualized Education Plans.</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>Potential Board Candidates</b> Ms. Holguín has met with several new Board of Directors candidates. Two of which are ready to move forward with the application process with the City:</p> <ul style="list-style-type: none"> <li>• Andrea Albo, Deputy Chief of Staff, Denver International Airport</li> <li>• Nathaniel Cradle, Co-Founder, Venture for Success Preparatory Learning Center</li> </ul> <p>DPP will seek to add two additional Board Members by the end of the calendar year.</p> <p>Ms. Rodriguez-Luke opened a discussion on the DPP website and creating a clearer path for families to access information on community sites.</p> <p>Councilwoman Sandoval provided an update on the election process and transitions currently taking place at City Council.</p>	
<p><b>Strategic Plan Implementation Update</b></p>	<p><b><u>Strategic Plan Implementation Update</u></b> Ms. Holguín and Ms. Lapham presented the Strategic Plan Implementation Update, highlighting the following:</p> <p><b>DPP Strategic Plan 2023-2035</b> <u>Executive Summary</u> Denver Preschool Program (DPP) is pleased to share its 2023-2025 Strategic Plan, which represents an extensive planning effort by the board, staff, providers, partners, and community members to center in equity and best to serve Denver’s youngest learners and</p>	

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	<p>their families. Our previous plan guided our work from 2017 through 2022, with strategic adjustments along the way to navigate through the COVID-19 pandemic and the shifting landscape as Colorado implements universal preschool.</p> <p>DPP is guided by our vision that every Denver child has equitable access to a strong foundation to thrive in kindergarten and beyond. We work towards this vision through our mission to transform the futures of young children and their families by strengthening and funding the early childhood experience.</p> <p>In service of creating a more equitable early childhood landscape and a more just world, we commit to:</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. Lead in action and words with courage, tenacity, and accountability.</li> </ol> <p>DPP is entering an unprecedented period of change and growth. As such, our strategic orientation over the next three years is one of growth in funding, programming, and infrastructure to serve Denver’s families and young children better. We seek to grow in ways that create equity, are sustainable, and model the way forward for early childhood supports that transform the lives of families. DPP commits to bold action to help eliminate differences in educational, well-being, and health outcomes as a result of systemic racism, generational poverty, and discrimination through our role in early childhood education.</p> <p>Through our planning process, we identified and commit to five strategic goals:</p> <ol style="list-style-type: none"> <li>1. Increase Enrollment For 3- and 4-Year-Olds in Denver, Prioritizing Around Need</li> <li>2. Enhance the Early Childhood Workforce</li> <li>3. Activate Early Childhood Policies, Programs, and Models Outside of Licensed Care</li> <li>4. Address Unmet Needs in the Early Childhood System</li> <li>5. Ensure DPP has the Infrastructure, Staffing, and Governance to Thrive</li> </ol> <p>To implement each of those goals, DPP is employing the following cross-cutting strategies:</p> <ul style="list-style-type: none"> <li>● Equity and Inclusion</li> <li>● Operations and Infrastructure</li> <li>● Strategic Communications</li> <li>● Intentional Impact</li> <li>● Advocacy and Community Engagement</li> <li>● Visionary Leadership and Governance</li> <li>● Funding and Financial Management</li> <li>● Quality</li> <li>● Iterative Innovation</li> </ul> <p>This plan lays out DPP’s priorities for 2023-2025, beginning with our guiding principles, our unwavering and living commitment to create a more equitable early childhood system, and our path to lead at the frontier of early childhood education and well-being. Work is already well underway to fully realize the scope of our new strategic plan –a living, breathing</p>	

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	<p>roadmap that we will continue to revisit, measure our success, and hold ourselves accountable to over the months and years ahead. We look forward to involving those we serve and partner with in this process and working to accomplish our vision, mission, and goals together.</p> <p><b>Implementation Support</b>  DPP staff will be utilizing a set of structures, systems, and processes to effectively execute on the Strategic Plan.</p> <ul style="list-style-type: none"> <li>• <u>Objectives and Key Results</u> - The framework for organizing key implementation activities for each year of the Strategic Plan</li> <li>• <u>Processes</u> - Monthly and quarterly meetings established to assess progress and make resource and other decisions based on new information</li> <li>• <u>Systems</u> - The progress tracking and communication tools that DPP staff will utilize to understand all activities, make decisions, and report updates</li> </ul> <p>The implementation planning process connects high-level Strategic Goals through to tactical OKRs.</p> <p>DPP is currently exploring a variety of tools design to support strategy and implementation planning.</p>	
<b>Community Updates</b>	<p><b><u>Community Updates</u></b>  Dr. Prado opened the floor for updates from community members.</p> <p><b>Denver Public Schools (DPS)</b>  Ms. Hopkins spoke on the importance of supporting teachers and parents on their understanding the funding structure for the Denver Preschool Program and Universal Preschool.</p>	
<b>Adjourn</b>	<b><u>Adjourn</u></b>	Mr. Hochstadt 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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Anne Rowe, Secretary