

## Board of Directors Minutes - 05/03/07



Early Learning Coalition of Miami-Dade/Monroe  
Board of Directors Meeting – Minutes of May 3, 2007 at 8:00AM

- BOARD ATTENDANCE:** O. Verdeja Jr. (Chair), Y. Johnson (Vice Chair), R. Beasley, J. Russell, S. Herald, M. Hill, D. Lawrence, Y. Perkins, N. Hernandez Hendrix, N. Seijas, D. Williams Jr., D. Armstrong, M. Bryant, C. Chapell, N. Vitti, S. La Villa, W. Harvey (Board Attorney).
- STAFF ATTENDANCE:** E. Torres, N. Ali, J. Armbrister, M. Manrara, T. Cullen, A. Parrino, L. Barreiros, B. Carrick, E. Garland, B. Sands, W. Salter, A. Soto, L. Amador, M. Williams, F. Altare, Y. Cueto, T. Alonso
- GENERAL ATTENDANCE:** K. Zeinieh, E. Rivera, C. Jones, J. Leinfelder, B. Key, P. Tynes Saunders, D. Blomberg, A. Aiken, K. Liederman, M. Abety, T. McLaughlin, B. Hernandez, M. Fermin, S. Philliber, M. Hernandez, M. Woodson, G. Montes, C. Abbott, D. Hensley, M. Loret de Mola, A. Seijack, R. Yglesias, T. Sukam, M. Alonso, B. White, E. Humes-Newbold, G. Gregg, L. Carmona Sanchez, S. Steiger

AGENDA ITEMS	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
<b>WELCOME &amp; INTRODUCTIONS</b>	<ul style="list-style-type: none"> <li>▪ Octavio Verdeja, chair, called the meeting to order and welcomed everyone.</li> <li>▪ Nadira Ali called roll and a quorum was established with ten (10) voting members.</li> <li>▪ O. Verdeja presented a trophy to Dr. Clarence Jones in recognition of his years of service on the board. C. Jones expressed his gratitude and gave his support for new board member, Nikolai Vitti.</li> <li>▪ O. Verdeja and Evelio Torres recognized staff member Lillian Amador for her efforts in going out of her way to assist a provider.</li> <li>▪ Karen Molinario was recognized via conference call for her hard work and diligence regarding the Curricula Fair. E. Torres said a few words acknowledging the team effort and enthusiasm that was put into organizing this event and mentioned that the staff will be receiving certificates.               <ul style="list-style-type: none"> <li>⇒ K. Molinario reiterated that the fair was accomplished through a team effort. She also gave special thanks to a core group that helped her: Yuset Cueto, Elizabeth Garland, Donna Chang, Mirta DeJesus, Liana Vega Hernandez, Christina Rodriguez, Fiorella Altare and Diana Lane.</li> </ul> </li> <li>▪ O. Verdeja also acknowledged and offered congratulations on the opening of Dave Lawrence Jr. School. He stated that he met with Rick Beasley and Mr. Margolis and that they have come up with a vision of how both organizations can work together.               <ul style="list-style-type: none"> <li>⇒ R. Beasley stated that they want to prepare a workforce for this community and also a pipeline for teachers. They are proposing to create career pathway starting from Early Childcare to teachers. With Mr. Margolis coordinating with ELC, they can look at the barriers and find solutions and make it work. If the Boards of ELC, South Florida Workforce, Children’s Trust and the School District commit to doing this and forego the performance issue, they will find resources to make it</li> </ul> </li> </ul>	

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	<p>work for the long-term by taking short steps.</p> <ul style="list-style-type: none"> <li>▪ O. Verdeja thanked R. Beasley, and commented that it is a great vision for the future. It would be a great partnership with the organizations paying for education of teachers; the teachers work for providers; the providers feed school system. O. Verdeja did a short introduction of Khalil Zeinieh from the Office of Early Learning; saying it was great to have him there.</li> <li>• O. Verdeja called for a motion to reappoint Sara Herald to the Children’s Trust.             <ul style="list-style-type: none"> <li>• Nora Hernandez Hendrix moved to reappoint S. Herald to the Board</li> <li>• Motion was seconded by Morgan Hill.</li> <li>• Motion unanimously passed</li> </ul> </li> <li>▪ The Board will be creating a committee for Governance Bylaws that will be chaired by Alan Eckstein. However, since A. Eckstein was not there, it will be postponed.</li> </ul>	<ul style="list-style-type: none"> <li>• Nora Hernandez Hendrix moved to reappoint S. Herald to the Board</li> <li>• Motion was seconded by M. Hill</li> <li>• Motion unanimously passed</li> </ul>
<p><b>APPROVAL OF MINUTES</b></p>	<ul style="list-style-type: none"> <li>• O. Verdeja called for the approval of the meeting minutes from 4/05/07</li> <li>• Yvonne Johnson moved to approve the minutes of 4/05/07</li> <li>• Motion is seconded by Rick Beasley</li> <li>• Motion unanimously passed</li> </ul>	<ul style="list-style-type: none"> <li>• Y. Johnson moved to approve the minutes of 4/05/07</li> <li>• Motion was seconded by R. Beasley</li> <li>• Motion unanimously passed</li> </ul>
<p><b>UPCOMING BOARD DATES</b></p>	<ul style="list-style-type: none"> <li>▪ The Board decided to hold the upcoming Board Meetings in the months of June, August, September, and October. Executive Committee meetings will be held on the months that the Board does not convene. Although Daniel Armstrong suggested a smaller committee to meet on behalf of the Board during the VPK enrollment period, Yesenia Perkins stated that they do not need another committee, because items can go through the Spending Plan Meeting and then the Finance Committee Meeting, before going to the Board Meeting. She recommended adding additional voting members to the Finance Committee.             <ul style="list-style-type: none"> <li>• S. Herald moves to appoint two more members to the Finance Committee.</li> <li>• Motion was seconded by Natacha Seijas.</li> <li>• Motion unanimously passed.</li> <li>• Jackye Russell and Nikolai Vitti volunteered</li> </ul> </li> <li>▪ S. Herald moved the upcoming board meetings dates of June 11, August 27, September 17, and October 22.             <ul style="list-style-type: none"> <li>• Motion was seconded by N. Hernandez Hendrix.</li> <li>• Motion unanimously passed.</li> </ul> </li> <li>▪ O. Verdeja stated that Executive Committee Meetings to be decided by email.</li> <li>▪ E. Torres wanted to schedule the Board Strategic Planning Retreat to look at strategic plan for next year and next couple years. N. Hernandez Hendrix offered to have it at Miami Dade College and will provide food. The Board agreed and decided on August 17<sup>th</sup> at Noon.</li> </ul>	<ul style="list-style-type: none"> <li>• S. Herald moved to appoint two (2) more members to the Finance Committee</li> <li>• Motion was seconded by N. Seijas</li> <li>• Motion unanimously passed</li> <li>• S. Herald moved the upcoming board meetings dates of June 11, August 27, September 17, and October 22</li> <li>• Motion was seconded by N. Hernandez Hendrix</li> <li>• Motion unanimously passed</li> </ul>

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### CEO REPORT

- E. Torres began by stating that a number of coalitions are in a deficit this fiscal year. Therefore, OEL has asked this coalition to give money back to OEL. Since they helped this coalition last year with \$4 million, the Coalition is deobligating \$1.3 Million. However, they will not get back less next year. They are only spending the anticipated surplus.

The Coalition will probably get approval for the Provider Rate Increase given that they watched the budget very closely. He and Maggie Manrara met with Gladys Wilson who expressed her concern that every coalition who has been approved for a provider rate increase has at one point had to take it back because of no additional money in budget. The Coalition would have to watch enrollment. The parent fees are separately given back at the end of May and the Coalition is spending them down.

Quality Initiatives Project: Staff had Budget Workshop. They went through the budget and subtracted 70% for slots; 20% for Gold Seal. Didn't have much left for some programs they were trying to fund. They have to do better with Assessments next year and need to be in full compliance with FL Statute requirements. They will be allocating funds slightly differently for next year. Will go over at next Board Meeting so Board and community have good understanding of budget. They took a lot of budget to put into Quality Initiatives.

CCEP Match: Need a Corporate Partnership to provide childcare slots for staff if they can meet 200% of the federal poverty level. 50-50 match. The allocation for childcare executive partnership match has been reduced. Will have to find corporate sponsors that will see it as a benefit for their staff. County came through with \$400,000 for ELC. Had to cut down enrollment a bit but came through with local match requirement.

New table of organization: Program committee and the Board approved the release of invitations to negotiate for several in-house programs to expand the reach. Will have some staff affected so they are working with the staff and with successful bidders of those grants so staff can be transitioned.

Area of Administration: School Readiness Contract for Fiscal Year 2007 - 2008 and VPK Contract should be executed by June. ELC has taken contracts from several coalitions and looked at some areas that would be helpful in enhancing the coalition's contract. The Invitation to Negotiate for ELC in-house programs and services; they will be releasing some of those ITNs. M. Manrara will discuss

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dates in her presentation.

Quality Rating Improvement System (QRIS) ITN: The Children's Trust has released an invitation to negotiate. It is broken into 3 areas. They will be applying and submitting proposal to serve as lead agency for QRIS. The Children's Trust is putting a lot of dollars to serve this particular area. ELC is having a meeting with partners to come up with a proposal that ELC can do as an organization with community partners.

The Coalition is developing a Comprehensive Performance Management System. It fell behind because the Coalition didn't have in-house technology; so they are coordinating with an outside vendor to help. ELC is also working hard on data cleanup and is working with county to make sure data is accurate. Coordinated with Phyllis Tynes-Saunders to get staff involved in process; 15 - 20 staff. Miami-Dade was the only county that had 100% compliance with Market Rate Survey thanks to County staff.

- ⇒ S. Herald inquired if that was the data collected last year that providers didn't see results of what they collected? The Board didn't really get a report on what data showed. Collecting data relative to what they were charging and not what it actually cost. Were questions on survey relative to what they charged and not what the actual cost was?
- ⇒ K. Zeinieh responded that the Market Rate Survey is what was charged. AWI will look and see if they have information to see if providers are entering what they charged and not the actual cost, since there is a difference between the two.
- ⇒ S. Herald asked if AWI could collect info on what they actually cost and what they charge and get a report back so they have relative information when setting provider rates. Was an ongoing issue in the community because there was no report comparing the two. Why should providers be compliant if there is no progress?
- ⇒ Since N. Hernandez Hendrix had to leave, O. Verdeja asked to push back questions to the end for E. Torres to finish his report.

- E. Torres continued with the AWI Corrective Action Plan. Meetings have been taking place twice a month, in which the coalition has been tracking performance and staying on top of it. M. Manrara will speak about slot utilization to make sure everyone is on top of what is being done.

Regarding quality improvement and accreditation; the coalition is continuing to work with the centers to find ways for improving the quality of services provided

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throughout provider community. Quality Initiatives is one project and the Quality Rating Improvement System is another initiative in that area.

After 16 months, the assessment task force settled on Ages and Stages Questionnaire to be administered by teachers for zero to five as best the instrument based on all expert opinions. In regards to curriculum, the coalition cannot mandate a specific one. Therefore, they have selected 9 curricula that were the best. That way, the center can select their own.

In the area of Communications, E. Torres introduced Tabatha Cullen, the Coalition's new Director of Communications who started 2 weeks earlier. She is working with providers and the community; making sure the community understands the positive things that are happening with providers, central agency and the Coalition. For example, focusing on VPK Marketing.

Brand and Identity. Trying to establish a fund development process for fundraising. Some coalitions have taken this process on. Will have presentation by Beth Skidmore from CWI, a firm the coalition contracted with to help develop marketing materials.

## PROGRAM COMMITTEE REPORT

- E. Torres stopped his presentation for N. Hernandez Hendrix to quickly give the Program Committee Report since she had to leave.
- There were three (3) things that needed to be discussed:
  - First, N. Hernandez Hendrix moved to appoint N. Vitti as a new member.
  - The motion was seconded by Y. Johnson
  - Motion was unanimously passed
- Secondly, the Program Committee needed some legal clarity on an issue involving ITNs. There were 5 or 6 presented at the committee meeting and they wanted to have Program Committee members work with staff in providing recommendations and consultation on development of the ITNs. They were concerned that the same Program Committee members would be in conflict if they bid on the ITNs.
  - W. Harvey responded that if you have a vendor participating on the committee they are precluded from bidding on the contract. They would have to make the decision of whether they will serve on the committee or bid on the contract. N. Hernandez Hendrix responded that it was the will of members not to have a conflict so they could bid.
  - W. Harvey will give something in writing to the committee to resolve the issue.

- N. Hernandez Hendrix moved to appoint N. Vitti as a new member.
- The motion was seconded by Y. Johnson.
- Motion was unanimously passed.

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### CEO REPORT CONTINUED

- Motion to have providers and ELC into provider agreement with the expectations clearly delineated. Desire to provide accountability to the process.
  - N. Hernandez Hendrix moved to develop and implement a provider agreement for School Readiness. Once the agreement has been developed, it has to come back to the Board for approval before implementation.
  - R. Beasley seconded the motion.
  - Motion unanimously passed.
  
- E. Torres continued his report with VPK promotion. VPK Enrollment began the previous Saturday. He believes there needs to be improvements in streamlining process and providing better information to parents. The Children's Trust has committed \$200,000, and the coalition is giving money as well. There was open enrollment on a Saturday and everyone shows up, creating a frenzy and then it they can't handle it.
- Mae Bryant stated that the County is looking to issue numbers to people that would vary by location so that they could handle various numbers at various locations. They have no control over how many people show up at what time they show up. The County is trying to coordinate a number system for VPK Enrollment. Perhaps next time, coordinate with school system in terms of when they will have open enrollment so they can do it earlier. Give people a longer period of time to come in and take care of it.
- Linda Carmona Sanchez suggested facilitating a way for providers to do enrollment and submit the paperwork for VPK, since the children are already in their schools. It is creating a more complex system by sending parents somewhere else, when the providers have the capability to do it and streamline system.
- S. Herald added that parents do not have jobs that afford them the ability to take time off. Parents lose time and money having to take a day off to enroll. They should arrange for parents to do it through (providers) preschool/daycare. Cooperative arrangement directly empowering the providers or by out placing county people on a rotating basis, saying on certain days we will be at these centers to take applications when children are picked up or dropped off... will do community a favor. She noticed that in the finance portion there is a huge jump of 5,000 additional kids served; kids were around to be served earlier but we didn't get them in. Our goal should be that that number should appear in August.
- M. Bryant stated that once children are certified eligible, the actual count doesn't go into enrollment until parents actually get to a provider with a child.

- N. Hernandez Hendrix moved to develop and implement a provider agreement for School Readiness.
- R. Beasley seconded the motion
- Motion unanimously passed

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<p><b>CWI PRESENTATION</b></p>	<p>There should be a comparison of the number of children eligible and issued certificate versus number of children that made it into a center. The number enrolled has nothing to do with children who were issued certificates. Perhaps they need to do a better job at getting children to a center.</p> <ul style="list-style-type: none"><li>▪ Connie Chapell agreed with L. Carmona Sanchez. She stated that starting the process earlier with the provider who already have the students at their centers is a better idea. It would be a great jumpstart.</li><li>▪ L. Carmona Sanchez stated that providers could help provide the differential data. They could begin the process of certificates and eligibility. Providers do monthly rosters anyway; they could fill out the forms and attach all required documentation and submit it to CDS and could pre-enroll children in centers; would have it way before August.</li><li>▪ Y. Perkins also agreed with L. Carmona Sanchez, saying that it would make it more convenient for County employees to use provider sites.</li><li>▪ S. Herald added that they could avoid the point that providers might influence the parents if a county employee uses the provider's site to make it easy for parents. It would be a more convenient time and place and limited number of people.</li><li>▪ Y. Perkins continued by saying, from a parents' perspective, each provider that has a VPK sign makes for consistency with where to go. Sending parents somewhere else creates confusion.</li><li>▪ M. Bryant supports providers helping with enrollment. However, it is cost prohibitive to have county staff at 1400 provider centers; it would be chaos to manage. She doesn't have a problem with providers handling it. A system could be worked out to gather and submit documentation to the County so it is not lost during transmission. The County could do the certificate and return it to providers and that's it. Regardless, the process is rather simple.</li><li>▪ Silvia La Villa stated that although good for providers; Parental choice is a big issue. They also have to consider the school system. Another major concern as providers, is that they start the school year with low enrollment and never catch up. Keeping that in mind, conversation needs to be further discussed.<ul style="list-style-type: none"><li>▪ O. Verdeja suggested setting up a committee to figure it out</li><li>▪ E. Torres said that the Coalition is already setting up a meeting to address issue.</li></ul></li><li>▪ The presentation was given by Beth Skidmore, the Executive Director of Child Welfare Institute; a consulting and training firm that focuses on branding and marketing strategies for non-profit organizations.</li><li>▪ B. Skidmore began with some background information, saying that charitable institutions have doubled in the past 10 years. Therefore, getting your name and message out is very hard. There is a lot of competition in non-profit community.</li></ul>	
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<p><b>PROVIDER SERVICES COMMITTEE</b></p>	<p>Also, the donor loyalty for non-profits is at an all time low. Less than 25% trust their charitable cause.</p> <ul style="list-style-type: none"><li>▪ Some programs, such as VPK, are better known than the Early Learning Coalition. The Coalition has to figure out how to brand itself so there is immediate recognition; donor, community and corporate. When branding a non-profit organization, take into consideration what it stands for in the community; values; who are you?</li><li>▪ Benefits include: Immediate name recognition; Trust and loyalty among internal and external audiences; Increase in community support and funds raised; Increase in quality programs and staff performance</li><li>▪ Look for consistency with use of logo.</li><li>▪ The proposed 5 key messages are:<ul style="list-style-type: none"><li>⇒ Children: Champions for children.</li><li>⇒ Community: Provider/Corporate Community to take care of children's educational needs. Not coalition alone. Best served in their communities.</li><li>⇒ Partnerships: Providers, School Community, Donors</li><li>⇒ Advocacy: Fighting on behalf of children. Bold and brazen about it.</li><li>⇒ Excellence: Focus on quality.</li></ul></li><li>▪ S. Herald stated she wants something to clearly indicate we are relative to other groups. Add School Readiness</li><li>▪ B. Skidmore mentioned that it is unclear what the Coalition does based on its mission statement and primary purpose. The Coalition's logo should jump out. She then presented ideas for new logos, symbolic of something simple, memorable and engaging.</li><li>▪ After seeing some of the logo examples, S. Herald believed the Coalition should stay away from the colors Children's Trust uses (yellow and black) She did, however, like the examples that included an apple, blocks, or hands</li> <li>▪ N. Seijas began her report by thanking providers for going down south for the Provider Services Committee meeting. She complimented them on doing a good job in creating a proactive energy instead of being reactive.</li><li>▪ Providers wanted an upgrade in reporting; continuous accurate information. The Committee created an action item of the need to do a community dialogue of MDCPS to refer to centers. However, the issue will probably be discussed at the Board retreat.</li><li>▪ She also discussed the issue of turning in certificates, mainly to the school system and not getting it back. Perhaps, something should be put on it that</li></ul>	
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<p><b>CLOSE BOARD MEETING OPEN EXECUTIVE COMMITTEE MEETING</b></p> <p><b>RESOLUTIONS 050207-01 THROUGH 050207-07</b></p>	<p>and will be reimbursed.</p> <ul style="list-style-type: none"> <li>⇒ Budget Variance Summary: new report created by M. Manrara to understand slots, admin, and quality and their percentages. She provided comments column to explain the variances.</li> <li>⇒ Under total admin dollars; statutory requirements of not exceeding 19%. The Coalition is way below that percentage.</li> <li>⇒ Grant analysis; month-to-month comparison of what is remaining in the budget.</li> <li>⇒ Contract expenses \$10 – \$25,000; Included for reporting purposes.</li> <li>⇒ Contracts over \$25,000; Needed to be reported to the Board so they know what is being paid.</li> <li>⇒ Purchases over \$25,000 through April 27<sup>th</sup> that do not have contracts. Shows who we made payments to and what for.</li> <li>⇒ School Readiness served Miami-Dade/Monroe. Showing the waitlist through March. March exceeded target; over 31,000 mark.</li> <li>⇒ Inquiry waitlist is 17 as of April 19<sup>th</sup>. Different from the ready pool.</li> <li>⇒ VPK Served – Miami-Dade/Monroe over the 15,000 mark as of end of March.</li> <li>⇒ Snapshot analysis as of March 31. Miami-Dade: total paid is 31,549. Monroe: 655 as of the end of March. No waitlist.</li> </ul> <ul style="list-style-type: none"> <li>▪ Resolutions: Since some of the voting board members left, there was no longer an established quorum. Therefore, since all members of the executive committee were present, O. Verdeja closed Board Meeting opening Executive Committee Meeting to go through resolutions</li> <li>• Y. Perkins moved to approve Resolution 050207-01 to approve the 2007-08 Salary Administration Guidelines; Resolution 050207-02 to approve the renewal of contracts between Early Learning Coalition of Miami-Dade/Monroe and the following organizations: Ruden McClosky and Zipdata.net; Resolution 050207-03 to extend the contracts between the Early Learning Coalition of Miami-Dade/Monroe and the following organizations: FIU, GMU, Red-e-Set Grow; Resolution 050207-04 to designate a trustee and representative for the 401K plan; Resolution 050207-05 to approve contracting with Miami-Dade County Child Development Services for the assessment portion of the present contract between the Early Learning Coalition of Miami-Dade/Monroe and Miami-Dade County Child Development Services; Resolution 050207-06 to approve Budget Amendment #2007-01 (to reflect additional funds to the coalition); Resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Y. Perkins moved to approve resolutions 050201-01, 050207-02, 050207-03, 050207-04, 050207-05, 050207-06, 050207-07.</li> <li>• All motions seconded by Y. Johnson</li> <li>• All motions unanimously passed.</li> </ul>
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