

VAHSA BOARD OF DIRECTORS MEETING

Stonewall Jackson Inn, Staunton, Virginia

MEETING MINUTES
OCTOBER 24, 2018

TUESDAY, OCTOBER 23, 2018 – WEDNESDAY,
OCTOBER 24, 2018

WELCOME AND INTRODUCTIONS (SHIKEE FRANKLIN, PRESIDENT)

The regular meeting of the Virginia Head Start Association Board of Directors was called to order by Shikee Franklin at 11:14 a.m.

- Welcome all members – no new members
- Members Present – Dawn Ault, Julia Beglane, Pam Borders, Donna Buckland, Nichole Cooper, Kacey Dalton, Ramona Fisher, Shikee Franklin, Jennifer Tonkin, Julie Greene, Robin Grossman, Wyvonne (Bonnie) Harsley, Kim Hill, Krystal Walls, Joyce Jones, Aleta Lawson, Tammy Petrowicz, Jackie Wake, Alison Noble, Rashanda Jenkins and Anne Taggart. Shikee asked members to read the conflict of interest policy on page 11 of the bylaws and sign the Conflict of Interest form and return them to Julia.

APPROVAL OF JUNE 2018 MINUTES – DONNA BUCKLAND

- The following edits were made to the minutes:
 - Page 2 – comma behind Bonnie Harsley
 - Page 3 – remove the “and” after Jennifer Tonkin
 - Page 3 – bullet 4: emergency contact change “application” to “registration”
 - Page 3 – change enforcing no cancellation policy to enforcing no cancellation policy as noted on the website.
 - Page 5 – Health Advisory Updates – explain average 25 – 28% as “overweight or obese.”
 - Page 6 – Aleta worked closely “with the” ECE Coordinators
 - Page 6 – change Myers to Meyers (Kris Meyers)
 - Change Daulton to Dalton for Kacey Dalton
 - Change Julie Green to Julie Greene
- Joyce motions to accept minutes as corrected; Bonnie seconds; motion carries.

Shikee thanked Aleta for nominating her for the Early Childhood Development and School Readiness workgroup of the Virginia Children’s Cabinet. Shikee was invited and is representing Head Start.

EXECUTIVE DIRECTOR REPORT (DAWN AULT)

- Shared the Executive Director Work Plan with the board members.
- Reviewed updates from the National Head Start Association conference.
 - FY19 Federal Budget updates.
 - Duration Extension – Secretary of Health and Human Services removed the requirement for 50% of slots to be at 1020 hours. It is now best practice.
 - Designation Renewal System is going to be a key discussion point in Head Start Reauthorization.

- Focus on safety as the highest priority. NHTSA is creating resources for programs having issues in the area of active supervision and safety.
- National Training and Technical Assistance priorities shared by Dr. Bergeron and the Office of Head Start; ECLKC, National Centers, and MyPeers.
 - Topics included opioid misuse, supporting children born addicted and resulting behavior issues
 - I am Moving, I am Learning – physical activity and movement
 - OHS regional network had 7,700 training events 38,000 hours spent with grantees
 - December 4 – National Center for Parent Family and Community Engagement (NCPFCE) is coming to VAHSA Health & Family Institute
 - Reviewed other National Center trainings in Region III
- While programs are doing better, under enrollment is a concern nationwide.
 - Aleta may add question regarding under enrollment to her needs assessment.
 - Joyce contributed that she has seen employers such as Amazon opening in areas that are just paying enough to move families over the federal poverty level, but they are still eligible for VPI if 4 years old (up to 200% of poverty.)
 - Tammy stated the importance of each local Head Start program’s Community Assessment. PFMO is meeting to develop questions that could get to this issue.
 - Shikee noted the importance of collecting data to identify the need for mental health services and other comprehensive services for younger children. VPI does not have the comprehensive family focused services to address these issues.
 - Aleta suggested that on the national level, Head Start may need to shift the paradigm of eligibility from income to need for comprehensive services.
- Dawn demonstrated ECLKC for new board members.
- Dawn shared the VAHSA website for new board members and went over the various resource tabs, news, job postings, events, family resources and demonstrated board member access only section.
- Dawn discussed the upcoming winter conference and legislative visits.

TREASURER’S REPORT (BONNIE HARSLEY)

Bonnie referred the board members to the Treasurer’s report which summarizes all financial details.

- Bonnie presented the financial statement for the period ending September 30, 2018.
- Bonnie also reviewed the approved budget and informed the members of the staff anniversary and suggested a closed session be held after lunch to consider staff salary increases.
- Staff insurance increase is only \$3.92 per month this year.
- Bonnie reported that the finance committee met on October 26, 2018 to address the need for a financial consultant. The focus of the meeting was the consultant position, office of the treasurer and the responsibilities of the finance committee. Dawn will share minutes of the finance committee call with the finance committee.
- Bonnie shared the results of the “financial review.” Dawn shared a copy of the review draft document with the board members and reminded members that the audit is on a four-year cycle. Last year was an audit year, this year is a review, next year will be a review, and the fourth year will be an audit.
 - Dawn explained prepaid expenses and long-term investments.
 - Dawn let the members know that this document with the changes noted need action by the board.
 - Shikee asks Dawn and Bonnie whether they have reviewed the document.

- Bonnie states that they reviewed each page with the reviewing CPA by phone and ask questions. She stated that all questions were addressed satisfactorily, and she and Dawn are very comfortable with what has been presented. It is important that this continue to move ahead so that Robinson can prepare the 990 by November 15th.
- Anne makes a recommendation that the finance committee takes a final look at the document and the board hears from the investment advisor scheduled to speak today and decide whether to recommend that the board take action at this meeting to approve the document.
- Shikee added this to the finance committee agenda for recommendation for action.
- Dawn thanked Bonnie for her work.

Break for lunch 12:30 p.m.

Shikee welcomes the group back. Committee reports:

Bonnie Harsley presents the Finance Committee report.

- Recommends that the board accepts the CPA's financial review 2017-2018 fiscal year with the adjustments for the long-term deposits and the investment additions. Anne made the motion, Joyce seconds, motion carries.
- Recommends that the risk analysis and surveys be held every three years. Per Dawn this would need to be added to the Operations Manual long-term investment strategy. Anne made the motion, Julie seconds, motion carries.
- The committee reviewed the annual leave policy and noted that the annual fiscal year dates have not been updated to reflect the new fiscal year dates, July 1 to June 30. The committee recommends that the dates be changed in the schedule in the operating manual to reflect July 1 to June 30. The impact of that would be that staff annual leave would immediately be applied to their leave accounts retroactive to July 1, 2018, for this fiscal year. Then every July leave would be added based on the schedule in the operating manual. Vacation time that staff may have used starting in July would be vacation time staff earned prior to July 1. Carryover period would now begin July 1.
 - Dawn and Julia asked for clarification about carryover for sick leave. The policy states that the maximum amount of sick leave is 80 hours, so there is an ability to carry over.
 - Dawn indicated that leave needs to be in days not hours because Julia is hourly (70 hours = 10 days)
 - There is a line item on the financial statement that reflects sick and annual leave is being accounted for and accrued up to a total of 80 hours maximum. The committee will go back and revisit that at another time.
 - The committee will make the recommendation to the bylaws and the changes will be presented at the April board meeting.
- The committee discussed a cap on the operating account and investment account. However, during discussion, the committee decided they are not ready to make a recommendation at this time and will need to revisit.
- Anne presented discussion of the need of financial consultant. Bonnie's term ends October 2019. After reviewing time spent on various fiscal operations by Bonnie and the firm Robinson, the committee has decided they need to go back and review from a different perspective. Consider replacing Robinson Group and the work Bonnie does with a fiscal consultant. Do feasibility study. However, need to consider separation of duties between transaction processing and reconciliation processes. The committee will bring more information to the April 2019 meeting.

- Aleta suggests hiring a third staff person to assist Dawn and Julia. Someone with broader skills.
- Dawn asks about payroll – if we have no accounting firm, can we get a payroll services for two employees? Dawn also brought up the 990 and tax work. Bonnie reminded Dawn the CPA that does the audit can also do the 990's.
- Anne responded that the committee will consider these as well.
- Shikee asked for a recommendation at the April meeting. The committee will move forward with reviewing this.

Shikee asked for a motion to go into closed session. Nichole made the motion, Ramona seconds, motion carried.

Ramona made a motion to go back into open session, Kim seconds, motion carried. The meeting is back in open session 4:14 p.m.

Shikee gave a summary of the closed session discussion. In an effort to get the Association in line with merit and COLA increases, the board decided to table this discussion today and to add this discussion to the April 2019 meeting agenda.

Nichole gave the report for the Governance Committee:

- Recommends an adhoc committee to review staff evaluation documents and job descriptions. Volunteers, Shikee Franklin, Kim Hill, Rashanda Jenkins, and Nichole Cooper. Dawn notes that Julia's job description and evaluation have been aligned. The committee will only need to look at the Executive Director's job description and evaluation.
- Reviewed role of the board members and asked for clarification about the role of parent members. Are they still involved in advocacy? The advocacy committee also discussed this. Dawn suggested that parents could consider whether parents want to do advocacy or participate on other committees. Advocacy work could be an adhoc committee based on needs. Committee recommends the following role definitions:
 - Parent representative – Leadership development, community engagement in their regional meetings, provide parent perspective at the board meetings, and to participate in at least one board committee and the governance of the association.
 - Community representative – Provide expertise on the board, advocate in the community, engage in their regional meetings, participate in at least one board committee and the governance of the association.
 - Staff representative – Provide consistency, staff input and leadership development, engage in their regional meetings, and participate in at least one board committee and the governance of the association.
 - Director representative – Provide administrative insights, leadership development, engage in their regional meetings, participate in at least one board committee and the governance of the association.
 - Shikee added that these definitions emphasize that the members are participating as representative of their region, not just their program. Jackie asked to make sure that regions invite all levels of board members. Shikee agreed. This will bring consistency across regions.
- Reviewed terms and made recommendations for clarification.
 - Director and Staff – term immediately expires when you are no longer employed as staff or director in your region.
 - Community representative – move or work outside the region they may finish the term but would not be eligible for a second term since they no longer live or work in the

region. However, if the new region has a community rep spot open, the current member may be elected to fill the new slot.

- Parent representative – may finish their first term, and if they still have a child in the program, they may stay for a second term.
- Anne notes that the community rep change would affect her because she lives in Maryland.
- Shikee asks that the board consider this now and compare it to the bylaws for changes at the April meeting.

Paused at 4:42 p.m. until tomorrow morning.

Reconvened 10/24 @ 8:15 a.m.

Jackie Wake presented the Conference and Scholarships Committee meeting:

- Approved three scholarships for the health and family conference.
- Approved four parent ambassador applications. Chose one from each region.
 - NE – Jessica Hensler – Hampton Roads CAP
 - NW – Rima Alshawkani – Fairfax County Public Schools
 - SE - Kirsten Knipple Roach – Orange County Head Start
 - SW – Kacey Dalton – Rooftop of Virginia CAP
- Discussed the April conference – possibility of moving to the fall. Targeting October/November 20-21 between 45 and 90-day screening window. Discussed financial impact. We would go 18 months without having an annual conference. The committee suggests that this needs to be discussed with the Finance Committee. They discussed sponsoring a mini-ed conference 1.5 days to supplement the income from the annual conference and have it when we would normally have the annual conference. This would only be for the transition year to fill the gap. Also discussed if we do the mini-conference for Education, find a cost-effective place to hold it, October 2020. Presented the proposed schedule. (Julia has it documented.)
- 2019 annual conference update – the caterer has been hired. We need to push for more workshops. Need between 80 and 100. The group discussed options for recruiting presenters. Requested board meeting volunteers. Julia needs an assistant. There will be a signup opportunity.
- Recommend waiting a year to develop a staff of the year, parent of the year recognition and other recognition.
- Dawn proposed that the Wednesday of the conference participants can stay in the ballroom and hear from a panel of students who wrote a book “The Shattered Ceiling” about poverty and childhood trauma and resiliency. The committee liked that idea. There could then be a bag lunch.
- Dawn says we are still in need of 50 workshops.

Dawn Ault presented the Advocacy Committee report.

- Discussed the Head Start Language Playbook from NHSA. Dawn will use this as the curriculum for the Parent Ambassadors. The program talks to parents about how to tell their story and address skepticism.
 - Discussed various options for advocacy federal, state and local. Parents are encouraged to advocate on the Policy Council level.

Aleta Lawson presented the Virginia Head Start State Collaboration Office report. (distributed copy at meeting)

- Reviewed most recent Program Information Report data for Virginia (she will send report out to programs)
- The Collaboration Office needs assessment will be done in January.
- The Collaboration Office is planning a retreat for directors in December to meet with Jenna Conway, School Readiness Officer for Virginia.
- Discussed First Lady's tour of Early Childhood programs in Virginia featuring Head Start and Early Head Start.

Tammy Petrowicz presented the Head Start Training and Technical Assistance (TTA) report.

- Reviewed the Office of Head Start TTA professional development plan and schedule. (distributed copy and stated that the schedule will be shared by Region III OHS.)
- Dawn mentioned that she liked the schedule of the fiscal institute – splitting one day session over two days to save staff travel time.
- Dawn noted that the TTA team does a lot of work.
- Tammy noted vacancies – Health Specialist, Grantee Specialist (Fiscal)

Julie Green presented the Health Advisory Committee (HAC) report. (distributed copy at meeting)

- Children's BMI's are a focus of the HAC team. Looking at a statewide goal for Head Start.
- Board members discussed the possibility of video conferencing for statewide participation in HAC meetings.

Regional reports:

Northwest region – Nichole Cooper presented.

- The group has not met since the last meeting.
- The group does not have a chair at this time. Current chair has vacated her position.

Northeast region – Rashanda Jenkins presented.

- The group has a meeting planned for November. However, there has not been much engagement from the Northeast directors regarding plans to attend. Considering postponing the meeting until after the first of the year.

Southeast region – Joyce Jones presented.

- The group has not met since April.
- Appreciated the trauma informed care training in the region. It was an impactful training.
- Shikee Franklin also appreciated the trauma informed care training in her area.
- Aleta thanked the group for the great feedback she has received.

Southwest region – Donna Buckland presented.

- Reported appreciation of trauma informed care training in Southwest region.
- People Incorporated's Head Start program was selected to participate in the PFCE Academy.
- Presented information about the United Way of Southwest Virginia and New People's Bank sponsored First Lady's visit to Southwest Virginia and meeting Jenna Conway, School Readiness Officer for Virginia. Tour highlighted Scott County Early Head Start program and Lee County Head Start.
- Robin Grossman added details about coordination of the First Lady's visit and United Way's focus on Early Childhood in Virginia.

- Shikee confirmed that Jenna Conway shared the excitement about SW at the State Committee Meeting.
- Robin noted that the United Way's Tender Loving Caregivers conference will be December 6, 2018.

Other directors commented about Jenna Conway's participation throughout the state this year.

Break until 10:00 a.m.

Dawn presented the balance of the agenda:

- Strategic plan – development options suggested for consideration.
 - Dawn presented idea for “Giving Tuesday” and provided a draft for the website.
 - Tied to funding the parent ambassador program.
 - Requested the board's input on implementing this for the current giving season.
 - Board members approved to implement this year by consensus.
 - Marketing through Facebook, website and Instagram.
 - Will send tax deductible letters, tracked by memberclicks.
 - Member suggests making the parent ambassador program stand out more via parent photos, previous advocacy trips.
 - Reminded the members that we are now in year two of the plan.
 - Virginia Head Start Association needs to get on board with participating in the Virginia Longitudinal Database System (VLDS).
 - Aleta reviewed the costs for each entity (\$25,000 - \$30,000.) Aleta is working with the state to get additional details.
 - Benefits include long term follow up of Head Start children throughout their school participation.
 - Dawn suggested board consider raising dues to earmark funds to be used to get Head Start into the system.
 - Smart Beginnings Coordinator, Alison, suggested that Smart Beginnings may be willing to pay for this for Head Starts in their program.
 - One member noted that this is also a priority for VECF's strategic plan, so before we consider funding this through the Association, Aleta may want to reach out to Kathy Glazer and find out what their plan is and whether it may be something that is shared by VECF.
 - Aleta will check to see if this is a one-time fee and whether and what the maintenance fee might be.
 - Dawn would like to ensure that there is a timeline to follow up.

Dawn presented additional information about the prior day discussion about consideration at the April 2019 meeting regarding adjustments to annual leave time. When this is done, the board needs to consider that the annual leave time is currently 80 hours. Dawn suggests that the leave be determined by position. Dawn is recommending that the board discuss and approve to change to days which may be taken in half day increments: 10 days annually. Example: Julia works a 35 hour week. Therefore annual leave for her position would be either 70 hours or it should be stated in days as 10 days.

Dawn asked the members to consider the future of regional meetings. Members suggested that the Association prepare a survey to collect input before the April conference for the board to

consider whether to update the regional meeting structure. Julia and Dawn will create the survey to get feedback from programs about what they would like to see in their region and have the data ready for the April meeting. Regional leaders can bring the data to their meetings at the annual conference.

Dawn asked the members to consider the Association marketing needs. She presented an example that a new director who was within 30 minutes drive of the prior year conference chose not to send any staff to the conference because she did not see the value in it. Dawn would like feedback on how to engage directors.

Some feedback on this topic included:

- Provide a more collaborative environment – invite VPI to the table.
- Look at doing more joint trainings.
- More high level participants and variety of programs, VPI+.
- More messaging – hire a marketing person.
- More social media messaging, video, ECLKC has a social media tool kit.
- More strategic use of the Collaboration Office public relations budget.
- Research pro bono video – Communications departments of local colleges.
 - For April conference consider Emory & Henry – People Inc. will follow up.
- Add another staff member into the mix. Plan for what do we need?

Dawn asks the board to consider other entities that do a great job of communicating through a variety of marketing and social media channels, i.e. AARP.

- Members presented Boys and Girls Club of the Virginia Peninsula, YMCA – success stories.
- Robin Grossman expressed concerns about the work that staff would need to do.
 - Members presented examples of small organizations i.e. Habitat for Humanity that do not have a large staff but make marketing a priority.
 - One member presented organization using marketing company or marketing tools such as Constant Contact.
 - Dawn expressed concerns about not having a marketing background. Suggested a contractor who can show the director what needs to be done for marketing.
 - Aleta advocates for adding a staff person to address needed areas of expertise, i.e. marketing, fiscal.
 - Anne suggests piloting the use of consultants to address this taking into consideration the full cost of hiring staff including benefits.
 - Aleta continued to advocate for consistency.
 - Shikee and Alison suggest a feasibility study for additional staff person and a strategic plan around marketing.
 - Non-profit learning point – University of Virginia \$40.00
 - Shikee asked for clarification. Are we focusing on marketing or are we focusing on additional support for the staff? Should the board be considering more broadly a feasibility study around staffing and the needs of the association beyond marketing?
 - Dawn states that the Association needs to hire another person with the right skills.

- Dawn states that she cannot take on any additional work or meetings.
 - Member states that the rate of change is relentless; suggests that the board review mission, structure, audience for marketing, i.e. reinventing VAHSA. Committee looking at the fiscal piece could expand to addressing staffing needs of the Association. Suggests focusing on this sooner.
 - Member suggests a separate meeting to discuss this.
- Bonnie suggests that the Association and VPI could have a joint meeting and invite newest directors.
 - Shikee suggests that the newer directors may not have permission from their management to attend. So, should we invite directors' supervisors?
- Member suggests VAHSA do a listening tour. Dawn and Aleta could visit programs across the region.

Dawn suggests that the board have a nominating committee; current board members reaching out to programs to generate new board members, board members succession planning.

Dawn informed the members that soon the Association will need new officers.

Dawn suggests board member messaging – board members wear a pin that says “ask me about the board.” Joyce Jones suggests having conference participants get a selfie with board members.

Shikee suggests that in January or February we should have a conference call of approximately 2 hours. Dawn will send a survey monkey for the call.

Governance Committee will meet before the call regarding:

- Fiscal consultant
- By-laws
- Job description/evaluation review
- Subcommittee for job description

Nichole suggests that at some point we consider when the longest meeting should be because our fiscal year has changed.

- Dawn notes that if we move the April meeting to a date not associated with the conference, we could have the meeting at a more central location, but it would cost more.

Robin Grossman congratulated Dawn and Julia on their leadership and services!

Next meeting is scheduled for April 2 – Tuesday, 6 – 9 p.m.

Anne motions to adjourn the meeting Pam seconds, meeting adjourned 11:52 a.m.


Donna Buckland, Secretary

1/23/2019
Date