

Board of Directors Meeting Minutes

Child Care Center in Norwich

September 11, 2017

5:30-7:00 pm at the Center

Present: Executive Director Allison Colburn; Board Members, Jane LeMasurier, Julia Rabig, Lily Trajman, Marisa Donovan

Absent: Hannah Caldwell, Andy Scherer

Staff: Lisa Lawrence, Cherie Landi

Tuck Interns: Mark Emmanuel (discussed background, participating in fundraising on education boards) Cassandra Farnow (worked on development team for KIP)

Minutes: Lily motions, Jane seconds, and minutes approved.

Meeting Agenda

1. Welcome New Tuck Interns
2. Tuck Intern Project Discussion
3. Approve August Minutes
4. Director's Report
5. Fee Scale Update & Approval
6. Fall Fundraiser Naming & Publicity Plan
7. Board Training in November (items to address)

Welcome New Tuck Interns: We have several smaller-scale projects, such as getting paypal up for fundraising, maybe work on implementation on the sliding scale fee.

Allison explains how our fee scale has become so complicated over the years (part-day/full-day, scholarship, income category, full-week discount, public preschool dollars from VT, state subsidies are all funding streams) that it's not very transparent and we can't use most typical software packages for childcare programs (enrollment, billing, accounting). Nobody does what we need. Now board is tackling this. Lily has been working through ways to simplify while maintaining revenue and to fulfill our mission of being affordable for all families and paying staff a decent wage. 85% of our budget is tuition and 85% is staff cost—can't consider one without the other.

Fee Scale: Lily has tried to reduce categories to 5; struggling with how to deal with the subsidies that come through. Jane suggests that interns research to see if other childcare programs in the state of VT deal with this complexity. Particularly, how do you deal with subsidies and sliding scale. Are there any other prequalified programs that receive Act 166 money AND have a sliding fee scale? How do they roll that in? Allison compared Lily's reduced category version to local programs, one with a flat scale and one with sliding. She wants to figure out how CCCN will compare if we condense categories. What will happen to those people are the margins who are now bumped into a higher price category? What would they pay at other centers?

Lily eliminated income categories that had no one in them.

Marisa asks what happens when someone can't afford sliding scale? At CCCN we have an internal scholarship program, but at other places there are no other options. (Green Mtn has flat rate, but scholarships, FitKids has flat scale and no scholarship).

Follow up: Lily and Allison can meet with Mark and Cassandra about researching other centers
Tuck interns can also help with fundraising.

Fall Fundraiser Naming & Publicity Plan

October 14, raindate Oct 15

What to name it? Diggers and Dumpers? Lily suggests we stick with Touch-a-Truck since everyone knows what that is, but we can also put pictures and mention what's there—Touch a Truck, Diggers, and Dumpers

Lily will do save-a-date, and put up spreadsheet for bake sale donation; Paula is happy to help with designing that.

By donation? Marisa questions if we should ask since we're calling it a fundraiser. Allison thinks it's implicit. Suggested donation: \$10/family; Need to have board members walk around with jar and stationed where people come in.

Publicity—maybe have a sandwich board down by the entrance for the week before the event. Allison suggested it should be consistent.

How does it work? Need people at each truck to help. Maybe some cones and hardhats.

We could give away little construction caps or free cookie—Lily will price out.

Hannah is a great face painter—Julia will ask her to see if she can volunteer.

What are our volunteer needs?

- Parking—waving people in and making sure they don't clog intersection, park alongside road. (1) Allison suggests we block off a turnaround spot in the parent lot. Playground will be closed to children.

- (1) Bake sale volunteer

- (1) Watching money

- (5-6) People on truck—

- Allison thinks we need to keep bathrooms open, so that means another volunteer to help. (1)

Need about 8-9 people, so it will work if all of us bring a friend.

Director's Report:

Mia Kingston started today in Yellow Room, shadowing Jody. Marisa asks about the effects of slightly lower enrollment. Allison says we're in good shape, partly a reflection of many fall birthdays, but demand is high.

Karen has a couple days a week to do head teacher things when she's not in the yellow room; Allison is trying to figure out schedule for staff member who is returning to school but wants to stay part-time. Allison is feeling much less anxious on the hiring front.

New administrative structure is high priority, but hasn't happened. Karen has been doing playground work and meeting with staff on Thursday and Friday when she's not in Yellow Room.

Cherie mentions that people are feeling less anxious not that hiring crunch has eased a little.

Jane mentions the goal of doing staff and parent evaluations more frequently and consistently.

Karen's priority is to do annual staff reviews.

There is no staff meeting scheduled b/c of fall potlucks and CPR course. Jane asked if parents could do that? Allison said it's a possibility to bring others in, if there's room.

Board Training: LizAnn Peyton will hopefully back in November and do a Board Training. She conducted retreat in May 2015 out of which long-range planning emerged. Has come over the years to give overview on job of the nonprofit board member. Understand difference between roles of board member, parent, etc.

Marisa would like to consider a formal on-boarding of board members. Wonders if there's a packet of information. Allison will provide this for Marisa, but notes that we do need to update bylaws—may be next step after internal stuff and to reconsider in terms of current nonprofit. We could also consider making the Google Drive more manageable. Marisa suggests split up board and have each synthesize the materials under certain categories (development, board recruitment, etc.) Marisa would be willing to take on one of those areas.

Fall appeal: Jane suggests we do the same as last year: use list to determine who gets direct asks. Lisa and Allison need to consult about any changes before the list is generated.

Appeal goes to 3-400 people who are currently enrolled, have historically donated, or seem likely to donate. Some families who routinely donate in December get appeal along with personal thank you note from board member.

Marisa asks how people are coded in Little Green Light. Lisa looks at current families, alumni families, and others. Wonders what the cost differential would be if CCCN mailed to every alum (would be thousands of mailings). Allison usually keeps families on list for 4-5 years, but takes off after that if no response.

Allison recalls that CCCN tried to send to a much broader list several years ago and determination on board was that it was not effective.

Lisa notices that more recently CCCN receives some large individual donations, while smaller donations have stopped. Marisa asks how is contact sustained after kids leave. Notes that childcare is part of kids formative experience. Lisa recalls that one teacher who put out regular pictures of kids generated more response, but only one year. Allison said there's been discussion of annual report, but haven't had the time to make that happen. Cassandra suggests an email outreach to both current families and to some you don't anticipate hearing from. Marisa is willing to do a significant amount of that—suggests sending to absolutely everyone! Combine a larger snail mail and email appeal, also a more specific ask. Paypal would allow people to respond almost instantly.

Lily suggests appeal have a goal described in letter.

Mark suggests thinking about a fundraising vision for the whole year and keeping in touch with families, have engagement that's not fundraising related.

Allison says that CCCN used to have kids make cards for grandparents and then ask if we could add grandparents' address. Came to conflict with child-directed curriculum; also, more and more people said no to adding families' names to database. Ran its course after 5 years.

Cherie suggests collecting artwork over the years and scanning with their permission to use in fundraising or to update Facebook.

Marisa suggests we could start the year by having board donate first, then reach out to larger community.

Mark suggests a tradition or touchpoint, sending something out that they look forward to. Could do New Years (not religious).

Week of the Young Child—another touchpoint—could send something out that's not an ask.

Marisa will look at the older versions of the appeal.

Fundraising: Everything (grants, appeals, fundraising) is about \$30,000. Board has traditionally brought in \$12-15,000.

Website Updates: Allison suggests we take pictures off—says that some staff don't want their pictures on site. We also need to get rid of wordpress part that's hard to update and make it easy for Allison update profiles of staff (without pictures).