

DECAL - Bright from the Start**Meeting Minutes**

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**Board of Early Care and Learning Meeting
2/10/2011 9:00:00 AM**Bright from the Start: Georgia Department of
Early Care and Learning
10 Park Place - 6th Floor Boardroom - Atlanta,
GA
Bobby D. Cagle, Commissioner**Attendees - voting members**

Dr. Luann Purcell	Board Chair, District 8
Mr. Ted Mallory	Board Vice Chair, District 3
Carlene Talton	Board Secretary, District 5
Susan Harper	Board Member, District 2
Mr. Phil Davis	Board Member, District 7
Gabrielle Braswell	Board Member, District 6
Dixie Kinard	Board Member, District 9
Janice Gallimore	Board Member, District 10
Victor Morgan	Board Member, District 11
Maggie Martinez	Board Member, District 13

Attendees - other

Craig Detweiler	CIO/COO
Cecelia Dorsey	Administrative Assistant
Kay Hellwig	Assistant Commissioner for Child Care
Sophal Lackey	Board Liaison
Megan Larkins	Office of Planning & Budget
Leslie Lowe	Chief Financial Officer
Mary Mazarky	Assistant Commissioner for Pre-K
Stacey Moore	Public Relations Director
Rob O'Callaghan	Research & Evaluation Assistant
Ashley Peacock	Chief Legal Officer
Holly Robinson	Commissioner
Karen Robinson	Assistant Commissioner for Programs

Meeting Minutes

Other Guests: Cindy Waits, Andrea Abrams, Angela Cohran, Scott Akridge, Jennifer Bailey, Julie Barnett, Frank Bennett, Marcus Burrell, Curlie Douglas, Zehlme Davis, Amanda Ede, Chuk Ede, Iris Elliott, Mindy Goldenberg, Ramona Hailey, Melva Henderson, Debra Howell, Harry Lewis, Angela Martin, Mike Martin, Debra McDaniel, George Nixon, Martin Nixon, Dareen Norris, Dorothy Osborne, Linda Owens, Niraj Patel, Richard Peterson, Carolyn Salvador, Jennifer Scott, Will Sellers,
Elisa Shepherd, Audrey Singleton, Barry Slay, Vivian Smith, Nicole Stanback, Sherry Storey, Devin Ward, Paul Walker, Robyn Yglesias

1. Call to Order

Chair Luann Purcell called the meeting to order. Board members Janice Gallimore and Darrell Wilder were welcomed via teleconference.

2. Approval of Agenda and Minutes

Vice Chair Ted Mallory moved to accept the agenda for the day. Susan Harper seconded. The agenda was unanimously accepted.

- a. *Approve agenda for 2/10/11 meeting

Vice Chair Ted Mallory moved to accept the agenda for the day. Susan Harper seconded. The agenda was unanimously accepted.

Motion made by: Mr. Ted Mallory
Motion seconded by: Susan Harper

Voting
Unanimously Approved

- b. *Approve minutes from 11/18/10 meeting

Ms. Harper moved to approve the minutes of the November 18, 2010, meeting of the board. Gabrielle Braswell seconded. Minutes were unanimously approved.

Motion made by: Susan Harper
Motion seconded by: Gabrielle Braswell

Voting
Unanimously Approved

3. Inspiration

Chair Purcell gave an inspiration on how every person is unique just as every snowflake is unique. She shared the task of a good leader is to allow the uniqueness of every individual to thrive.

4. Board Member Updates

- a. December Community Forums

Ms. Harper reported attending the community forum in Perry on exemption rules. She stated few people attended. She believed the presentations were of high quality. Victor Morgan reported attending the community forum in Cobb County, which was well attended. He complemented the staff on how well organized the forum was.

Vice Chair Mallory reported meeting with some state legislators and stated they were knowledgeable and understood what was at stake for Pre-K.

5. Bright from the Start Presentations

- a. CCS Update

Kay Hellwig presented Child Care Services (CCS) updates. (See slides.) Over 3,000 technical assistance visits have been made in the Quality Improvement Program ARRA project. Surveys of program training attendees have been very positive. The teacher trainings addressed core rules, which the agency identified as the most serious regarding the health and safety of children. Up to \$1,000 has been paid to each program for equipment upgrades to help them meet core rules (e.g., playground surfacing). Participating providers' surveys are being analyzed by the Franklin Porter Graham (FPG) Child Development Institute at the University of North Carolina at Chapel Hill.

Providers were notified in 2010 regarding the license fee requirement. Payments are still being received. License fees range from \$50 to \$250, and the late fee is half the fee amount. The revocation process for programs that did not pay their fee began February 1, but no revocation has yet been issued. The agency is working with providers to avoid revocation. Revocation affects the nutrition program and the subsidy program as well. Vice Chair Mallory asked if personal contact with these providers was being made. Ms. Hellwig replied they have been contacted by consultants, and the revocation must be hand delivered. Chair Purcell commented the agency does not receive the fees collected and was not given monies to implement the collection process. She inquired the cost of implementing the license fee requirement. Leslie Lowe responded the agency has spent \$180,000. Commissioner Cagle added the total fee amount represents three quarters of the agency's state funds. The implementation costs will be greatly reduced next year now that the system is fully implemented. Ms. Harper inquired about allowing providers to pay the fee in installments. Mr. Detweiler stated this capability already exists. Mr. Peacock stated the fee is due December 31, so installments would have to begin earlier in the year.

Ms. Hellwig explained the child care consultants' interrater reliability process. Two consultants visit a program simultaneously and independently evaluate the program. Their rule findings are then statistically compared. The goal is to ensure all consultants rate rule violations consistently. The Vice Chair asked if there is an instrument they use on the field with a standard deviation. Ms. Hellwig responded no but will follow-up on this good idea. The department will wait until after the legislative session is over before addressing the exemption issue.

b. Pre-K Update

Susan Adams presented Pre-K. (See slides.) The proposed budget contains a cut of \$19.7 million in Pre-K program grants but maintains the same number of slots. Options for maintaining the number of children served and the quality of the program are currently being discussed. Mr. Morgan inquired how confident the agency is that the same number of children will be served. Ms. Adams stated the department will wait for more guidance given the Legislature is reviewing the funding for HOPE and Pre-K.

According to the FPG Quality Study, Georgia's Pre-K program can improve by increasing the quality of teacher-child interactions. The Pre-K program is addressing this finding by implementing the CLASS instrument as a teacher professional development tool. (The CLASS will not be used to evaluate programs for accountability purposes.) Most of the state's Pre-K classrooms are being visited this year to establish a statewide baseline. Consultants will later share individual results with teachers and offer technical assistance. Results will

also be used to direct teacher trainings. Ms. Adams showed a NBC video interview with Bob Pianta, University of Virginia's dean of the Education College and developer of the CLASS. Pre-K works directly with Mr. Pianta's group in its implementation. Vice Chair Mallory inquired about the reception of the CLASS among providers. Ms. Adams responded providers have been positive; however, teachers have wanted immediate feedback after being observed, which has not been possible this year.

In addition to addressing quality, Pre-K also implemented a new program accountability model, which is based on director and teacher checklists. Twenty percent of each consultant's caseload was randomly selected for an audit of the checklists. Pre-K will use the information collected this year to evaluate the checklists and improve the process.

Georgia's birth to third grade education standards were developed independently at different times. One ARRA project is using experts in the field to systematically review these standards. Revisions will begin in the summer. Georgia State University is developing 21 online teaching modules for teachers – 11 short podcasts and 10 in-depth courses. Another ARRA project, the six-week summer transition program, showed impressive evaluation results as reported by FPG. Children made important gains in language and literacy, which are crucial to kindergarten readiness. A summer program will be offered again this year.

Pre-K has some Race to the Top funding to explore using the CLASS in Pre-K through third grade. Pre-K also worked with the Georgia Department of Education to write the birth-to-five portion of the Striving Readers grant.

Voices for Georgia's Children is putting together an advocacy campaign for Pre-K. The children's book *Pete the Cat: I Love My White Shoes*, by Eric Litwin and James Dean, will be used in the campaign. In the fall, legislators will be invited to visit a Pre-K classroom in their district. The Vice Chair praised this outreach effort. Ms. Kinard inquired what schools would be selected for them to visit; Ms. Adams responded the list is being finalized, and the agency will share this information when it is available.

c. Quality Initiatives & Nutrition Services Updates

Carol Hartman presented Quality Initiatives and Nutrition Services updates. (See slides.) Accreditation support is being offered with a Balanced Scorecard goal of having a 10% increase in the number of accredited programs by 2012. Through ARRA funds, the agency is able to support providers with accreditation fees. Vice Chair Mallory asked if there is any threat of the money drying up. Ms. Hartman responded the funding will expire in August, so there is some urgency to provide the support while it is available. The agency may have some quality dollars available to continue the supports in the coming year.

Ms. Hartman reported the number of FIRST Program applicants. She introduced FIRST recipient Dorothy Osborne, of Imagination Station in Columbus. Ms. Osborne is a Pre-K assistant teacher and mother whose commitment to continuing her education led her to learn to use a computer and pursue a CDA online at a public library.

The Infant Toddler Project was developed after the FPG Quality Study revealed infant toddler care in the state is of lower quality than preschool care. The project offers free training and technical assistance to teachers and providers.

Fifty-seven trainers have been certified in the state to offer the Program for Infant Toddler Care from WestEd. Pre and post assessments are being evaluated by FPG to measure the effectiveness of the training among teachers.

The number of meals served through Nutrition Services was reported. The program is on target to meet or exceed the number served in the previous fiscal year. The reauthorization of the Child and Adult Care Food Program includes some modifications, including changes to meal components. The agency is currently recruiting participants for the Summer Food Service Program.

d. Break

e. Legal Update

Ashley Peacock presented Legal Unit updates. (See slides.) The agency is rolling out a process to comply with the Systematic Alien Verification of Entitlement (SAVE) program.

f. Technology Update

Craig Detweiler presented technology updates. (See slides.) Development of the KOALA database system for Child Care Services includes several components. Internal processes are going well, but development was interrupted by the licensing fee requirement. The agency's website has had over one million visitors in the last year, a substantial increase over the previous year. The average visit length is five-and-a-half minutes. The agency continues to work to make the website as user friendly as possible.

g. Finance Update

Leslie Lowe presented updates on the agency's finances. (See slides.) The Governor accepted the 8% cut to state funds that was submitted for the current fiscal year amended budget. The Governor also accepted a cut at the 10% level for fiscal year 2012. The agency is in conversation about how to fund Pre-K slots on a reduced lottery budget. Chair Purcell inquired if the legislature were to reduce slots, how many would be needed to cover the reduced budget. Ms. Lowe responded 5,500 to 6,000. She reported funds for ARRA projects will be fully spent by the end of August. Any unspent funds will go toward the 2011 summer transition program. The agency is still in negotiations with the Georgia Building Authority and the Governor's Office of Planning and Budget regarding the office move. She reported the agency's eighth consecutive year with no audit findings. Chair Purcell commented this achievement seems unprecedented.

6. Commissioner's Report

a. Stakeholder Engagement

The Commissioner shared his philosophy of consulting all affected groups on major decisions. He reported he has been meeting with stakeholders extensively and will continue to do so.

b. Openness/Transparency

The Commissioner stated the agency will work to provide public information

immediately upon request.

c. **Legislation and Media**

The Commissioner reported he has been meeting with legislators and presented several times to legislative committees, including on the Pre-K lottery funding issue. He has also given interviews to the media in response to the media attention on lottery funds. One point he has emphasized is what differentiates Pre-K from daycare. He has worked with the Governor's Office to ensure his message is aligned with where they are going, especially with regard to budget questions. He expressed his appreciation to board and stated their advocacy as the agency's ambassadors remains important.

d. **State Advisory Council**

The Commissioner presented an overview of the State Advisory Council on Early Care and Education and its current projects. The three priorities of the Council are to improve program quality, empower parents, and unify and coordinate data. The Council's work requires the development of a comprehensive plan. Because some Council members no longer occupy the required positions, a new executive order from the Governor is needed to name the appropriate new members. The Council is working to develop a board structure. Through an initiative of the United Way of Metropolitan Atlanta, the Council will work with the Georgia Early Education Alliance for Ready Students (GEEARS) on a public awareness campaign. They are looking for matching funds so the campaign will have enough impact. Ms. Kinard commented the public presence of GEEARS has been impressive. The Commissioner also reported the Council will work on a unified data system; responses to an RFP will be reviewed in the near future. Mr. Detweiler commented the state is ahead on this initiative because it has a dedicated agency for early education.

7. Committee Meetings/Lunch

8. Public Hearing, 1:00 - 2:00 p.m.

1. Carolyn Salvador, Georgia Child Care Association, commented outdated exemption rules need to be updated before summer camps begin. She stated the board should carefully examine what is entailed by national oversight of exempt programs. She commented exempt locations should be required to display they are exempt from licensing and should still meet basic requirements such as criminal background checks and CPR training.

2. Martin Nixon, Sprayberry Academy, commented he pays Pre-K assistant teachers more than he is reimbursed by Bright from the Start because having teachers who return each year is important to quality. He stated equipment funding is also inadequate and recommended as little of the budget cut be passed on to providers as possible.

3. Frank Bennett, Georgia Child Care Association, commented in states rated high by NACCRA for mandating high ratios, infant toddler care is not offered and the market goes underground. He stated it is better to incentivize quality than to mandate quality, and states with incentives have done very well. He pointed out only 30% of Georgia's children are in licensed care.

4. George Nixon, Sprayberry Academy, commented on the importance of parent choice. He stated owners must maintain a certain number of children to keep quality

up, but it is difficult to compete with low-cost, low-quality providers and afterschool programs.

5. Elisa Shepherd, Kids 'R' Kids International, commented many centers are concerned by the costs of Georgia's Pre-K. She stated programs have had to charge more for preschool programs to maintain the Pre-K program and expressed concern about the impact of any decrease in funding per slot on programs and on communities.

6. Mindy Goldenberg, Brookside Academy, commented on the dangers she has investigated with transportation offered by exempt programs. She stated no business should be exempt when it comes to the safety and well-being of children in Georgia.

7. Audrey Singleton, Richmond Hill Montessori, commented on the difficulty of providing high quality Pre-K with current funding. She reported one exempt summer program meets in a gym without air conditioning or a refrigerator, and two children were evacuated by ambulance last summer. She also commented meeting the CDA requirement for Pre-K staff has been much more difficult than expected because of course cancellations.

8. Dareen Norris, Savannah Youth University, commented coming Pre-K cuts are of high concern. She stated her center relies on its summer camp program to offset losses in the Pre-K program, and she is shocked by the quality of the unregulated summer programs to which they are losing children because of the economy. She asked the board to understand they cannot handle cuts in Pre-K funding.

9. Linda Owens, Legacy Academy, commented Pre-K providers want to work as a team with the agency but cannot bear the whole burden themselves and cannot offer high quality without adequate funding.

10. Zehlme Davis, Georgia Black Chamber of Commerce, commented on the importance of serving all Pre-K children. She stated the agency should open Pre-K lottery funding to all prekindergarten classes, remove all Pre-K consultants, have licensing consultants visit Pre-K classes, and remove resource coordinators.

11. Devin Ward, Minority Alliance for Child Care Development Advocacy, commented cutting Pre-K funding is harmful when subsidies from CAPS have also been put on hold. He expressed concern for parents losing access to Pre-K who do not have child care options available. He commented the lottery-funded program was designed for at-risk children and was made universal for political reasons. He stated he prefers a program for at-risk children.

12. Paul Walker, Favorite Time Academy, commented his Pre-K program has been punished by the agency cutting funding and oversaturating the market in his area, which now has 71 available slots they cannot fill.

13. Debra McDaniel, Super Kids/Kids World, commented it is unfair to cut Pre-K funding to providers if they lose a child in the program. She stated her programs transport children because the families need it, but the amount they are reimbursed for transportation does not meet costs. She commented the agency has been requiring unfunded mandates and is now requiring purchases of laptops for classrooms from limited equipment funds.

14. Barry Slay, Minority Alliance for Child Care Development Advocacy, expressed appreciation to Commissioner Cagle for meeting with his organization and with providers and stated he looks forward to a long-lasting, positive relationship with the

agency.

15. Ramona Hailey, Georgia Black Chamber of Commerce, commented only 37% of black underprivileged children are being served in Pre-K because providers cannot get Pre-K funding. She stated low-income children cannot afford to go outside their neighborhood for Pre-K, and this needs to be addressed as an issue of parent choice.

16. Nikita Burrell, Mothers Love, commented exempt afterschool and summer camp programs negatively affect child care owners. She stated these programs provide inadequate supervision, but licensed centers cannot compete with their extremely low costs. She requested the agency ensure these children are adequately supervised and cared for.

17. Vivian Smith, Georgia Black Chamber of Commerce Education Committee, commented the Pre-K program teaches discrimination and puts an unbearable burden on providers. She stated the program should use a sliding scale and encompass all four year olds. She commented Pre-K consultants are not needed because licensing consultants can be trained to visit the additional classes, and resource coordinators are not needed. She also commented all providers should have the right to participate in Georgia's Pre-K.

18. Scott Akridge, Riverstone Montessori Academy, commented Montessori education is recognized by the founders of Yahoo and Google as important to their education. He stated removing exemptions for Montessori programs applies unnecessary rules such as disallowing hand sanitizer. He also commented the agency's training requirements are not helpful in Montessori programs, while the rigorous Montessori training is not recognized by the agency.

19. Mike Martin, Cornerstone Schools, commented afterschool programs at centers should not have different standards than afterschool programs at unlicensed locations. He stated exempt programs should demonstrate compelling reasons no oversight is needed, and the agency should determine minimum regulations that apply to all locations. He asked if it is more important to have 80 pages of regulations that apply to 20% of Georgia's children, or 20 pages of regulations that apply to 80% of Georgia's children.

9. Committee Reports

a. Budget & Finance

Ms. Talton reported for the Budget and Finance Committee. The committee reviewed the budget and found the agency to be on target. Many options have been submitted regarding how to address the proposed cut in Pre-K funding. There was some discussion of how budget concerns affect timelines for programs. Ms. Adams shared a waiver process remains in place for the Pre-K assistant teacher credential.

b. Programs

Mr. Morgan reported for the Programs Committee. The committee discussed Child Care Services visits and monitoring changes. The committee expressed appreciation for what teachers go through in the credentialing process. Mr. Morgan congratulated the Even Start program administered by the agency for having no findings in federal audits. The committee also discussed the Pre-K program.

c. Ethics

Ms. Harper reported for the Ethics Committee. The committee did not have any specific issues to address, but did address plans for an ethics discussion session with board members in May. Vice Chair Mallory inquired into the financial disclosure statement required of board members; it is not due until July 1, but board members may complete it now. Ms. Lackey will send a link to the site.

10. Executive Session

Mr. Morgan motioned for the board to adjourn for an executive session to address personnel issues. Ms. Martinez seconded. An executive session was unanimously approved, and the board adjourned to a nearby room.

11. Adjournment

Chair Purcell stated the next board meeting is planned for the morning of May 19, 2011. Board bylaws call for a strategic planning session every year. This session has not been held the last couple of years because of budget constraints, but she stated she believes it would be valuable now that there is a full board. The Chair proposed moving the board meeting to Thursday afternoon and holding a strategic planning session the following morning at Evergreen Conference Center at Stone Mountain. Ms. Kinard suggested a late morning start time that would conclude the board meeting ahead of traffic. Ms. Lackey will work with board members to determine who needs accommodations.

Board members expressed their welcome to Commissioner Cagle. Ms. Kinard expressed appreciation for the Commissioner taking time to meet with many of the public presenters. Ms. Martinez expressed appreciation for being open to the public.

Vice Chair Mallory motioned to adjourn. Ms. Kinard seconded. The Chair adjourned the meeting at 2:18 p.m.

In closing, a video of a musical reading by the author of Pete the Cat: I Love My White Shoes was shown.

Motion made by: Mr. Ted Mallory
Motion seconded by: Dixie Kinard

Voting
Unanimously Approved

Board Chair

Board Secretary

DECAL - Bright from the Start**Meeting Minutes**

Printed : 7/23/2014 9:16 AM EST

**Board of Early Care and Learning Meeting
5/19/2011 11:00:00 AM**

Department of Human Services
2 Peachtree St. NW, Atlanta, GA 30303, 29th
Floor, Room 250
Bobby D. Cagle, Commissioner

Attendees - voting members

Dr. Luann Purcell	Board Vice Chair, District 8
Ms. Carlene Talton	Board Member, District 5
Dr. Carolyn Ormsby	Board Chair, District 4
Susan Harper	Board Member, District 2
Mr. Phil Davis	Board Member, District 7
Janice Gallimore	Board Member, District 10
Mr. Victor Morgan	Board Secretary, District 11
Ms. Kay Ford	Board Member, District 12

Attendees - other

Susan Adams	Assistance Commissioner of Pre-K
Mr. Bobby D Cagle	Commissioner
Craig Detweiler	CIO/COO
Cecelia Dorsey	Administrative Assistant
Carol Hartman	Assistant Commissioner for Programs
Kay Hellwig	Assistant Commissioner for Child Care
Sophal Lackey	Board Liaison
Megan Larkins	Office of Planning & Budget
Leslie Lowe	Chief Financial Officer
Stacey Moore	Public Relations Director
Rob O'Callaghan	Research & Evaluation Assistant
Ashley Peacock	Chief Legal Officer

1. Call to Order

Additional Public Guests: Scott Akridge, Hazel Buffet, Loretta Johnson, Ben Hill, Carolyn Salvador, Debbie Webb

Additional Staff Guests: Rhonda Gunn (Personnel Officer), Lisa Rambhajan (IT Administrator)

Chair Luann Purcell called the meeting to order.

2. Approval of Agenda and Minutes

- a. *Approve agenda for 5/19/11 meeting

Motion made by: Mr. Phil Davis

Motion seconded by: Janice Gallimore

Voting

Unanimously Approved

- b. *Approve minutes from 2/10/11 meeting

Motion made by: Mr. Phil Davis

Motion seconded by: Dr. Carolyn Ormsby

Voting

Unanimously Approved

3. Inspiration

Chair Luann Purcell presented an inspirational slideshow of pictures she took visiting preschool centers in Russia.

4. Board Member Updates

Chair Luann Purcell expressed well wishes for Ted Mallory, Gabrielle Braswell, and Dixie Kinard following their resignations from the board. Kay Ford was welcomed as the newest member of the board.

5. Committee Meetings/Lunch

Committee meetings were held in separate rooms over lunch. All committee meetings are open to the public.

6. Committee Reports

- a. Programs

Mr. Morgan reported for the Programs Committee. The committee discussed the study of family child care quality in Georgia, conducted by FPG Child Development Institute at the University of North Carolina at Chapel Hill. The study used the FCCERS-R to measure quality. Three-quarters of homes were found to be in the "low" range for quality. The study will be released tomorrow along with an agency response. It is an accurate study that shows where challenges are for Georgia. The committee also discussed the Pre-K summer program, the Grade Level Reading Campaign, and the phase out of the Even Start program.

Chair Luann Purcell commented studies are important in order to pursue improvement. Commissioner Bobby Cagle credited the previous commissioner for pursuing these studies.

- b. Budget & Finance

Ms. Talton reported for the Budget and Finance Committee. The committee discussed the end of the fiscal year finances. The agency's office move was also discussed. Regrets for Leslie Lowe's decision to leave the agency were also expressed. The Commissioner commented Ms. Lowe has been a valuable employee and will be missed.

- c. Ethics

Ms. Harper reported for the Ethics Committee. In light of board vacancies due to recent resignations, the committee discussed the attendance policy for board members. Ashley Peacock will investigate the policies of other state boards. The

committee will look into whether the attendance policy needs review, given the importance of regular attendance at meetings for the work of the board.

7. Public Hearing, 1:00 - 2:00 p.m.

At 1:00 p.m. a public hearing was held before the board. A summary of comments follows.

1. Carolyn Salvador, Georgia Child Care Association, commended the Commissioner and administration for being open to listen and for the agency's flow of communication to providers. Although no one is happy about losing their Pre-K classrooms, the agency was clear in its criteria and used a fair method for determining classes to close. With summer camps coming up, the Georgia Child Care Association has been able to discuss updates to exemption rules with the agency. They believe there is work still to be done with consultants in their interactions with providers. She stated the Commissioner should next meet with providers out in districts.

2. Debbie Webb, Georgia Child Care Association, expressed appreciation for the agency's collaborative spirit. The agency has listened to the needs and desires of providers to employ Pre-K teachers for 180 days, and they have been able to work out a solution. The agency's pursuit of a Quality Rating and Improvement System is a positive direction that will help parents understand quality and give recognition to providers. Such a system does need to consider incentives to providers, because quality does come at a cost.

3. Scott Akridge, Riverstone Montessori Academy, commented on the need for Bright from the Start to go beyond policing minimum rules to recognizing programs that achieve high standards. Montessori teaching staff go to great lengths to receive high-quality academic training related to Montessori education, yet this does not meet the agency's training requirements. Programs that achieve high academic outcomes for children should be celebrated and granted some leeway for alternate methods.

8. Bright from the Start Presentations

a. Child Care Services Update

Kay Hellwig presented updates on Child Care Services (CCS). (See slides.) The Quality Improvement Program is moving into its final stretch. Intensive technical assistance visits have been completed, and over 5,000 teachers have received free training on core rules. A payment of \$1,500 will be paid to providers who become compliant in June and July 2011. FPG Child Development Institute will evaluate the project, and results will guide the agency's ongoing technical assistance. 94% of programs are now compliant after one regulatory visit. The Commissioner reported visiting a director who credited this program for turning their child care program around.

Ms. Hellwig gave an update on license fees. 59 programs had not paid by February 1, and 28 programs were closed due to revocations for non-payment. The agency believes these are programs that decided no longer to operate. For newly licensed programs, the license fee is due after the initial licensing inspection and before a license is issued. Chair Luann Purcell clarified the funds

collected go to the State Treasury, not the agency. The amount collected is equal to two thirds of the agency's state funds. The cost to the agency to begin collecting was approximately \$200,000.

Several kinds of programs receive exemptions from the requirement to be licensed. Exemption rules date from 1983, and the agency has been looking at how to revise these over the last year. An internal workgroup continues to research and review comments. A stakeholder workgroup will begin meeting to review exemption rules in June.

b. Pre-K Update

Susan Adams presented updates on Pre-K. (See slides.) The final budget preserves a 6.5 hour instructional day, but increases the class size from 20 to 22 and shortens the school year from 180 to 160 instructional days. Slots for 86,000 children will be funded, an increase of 2,000. Pre-K is working with programs on the reduced academic calendar; some programs are using local funds, looking at a tuition-based 20-day session, or carrying over funds to maintain 180 instructional days. Training and Experience pay is being capped at current levels for current teachers, and new teachers will not be eligible for Training and Experience.

Significant turnover in public teachers is being anticipated this school year, and the agency is discussing with the Governor's office how to better pay teachers. Over the next year teacher turnover and how it affects classrooms will be monitored. The agency is looking at focusing training more on supporting new teachers, including online trainings and resources for directors. Because of the increase in class size, there will be a waiver process for additional children if programs are not able to move classrooms to a large enough space to meet license requirements.

The increase in class size required a reduction in the number of classrooms to stay under the cap of 86,000 students. 270 classes have been closed statewide. 30 additional class closures will be needed before the fall, which are expected through attrition.

Pre-K will once again run a Summer Transition Program through funding from the Department of Human Services, with plans to offer 60 classes serving 960 students statewide. Basic skills, book skills, and Individual Growth and Development Indicator assessments will be done in the first and last week of the program to measure impact. As Pre-K goes forward with longitudinal research it is hoped that links to Kindergarten can be established for children in the program.

c. Quality Initiatives & Nutrition Services Updates

Carol Hartman presented updates on Quality Initiatives and Nutrition Services. (See slides.) The number of meals served through Nutrition Services was reported as well as the number of trainings and applications. Nutrition consultants make monitoring visits and provide technical assistance, and the agency processes payments to reimburse programs for meals served. The Commissioner commented this is a federal open-ended entitlement, so it is advantageous to recruit as many eligible participants as are available in the state. In difficult economic times, it is important to many families that their children are able to receive a free, nutritious breakfast and lunch. Recruitment

efforts this year included outreach to legislators.

Ms. Hartman reported on the agency's use of Child Care and Development Funds (CCDF) to increase access to and quality of child care. The 2012-2013 CCDF State Plan addressing the state's early learning system will be submitted to the United States Administration for Children and Families (ACF) on July 1. For the first time this year, the plan included a question from ACF about a Quality Rating and Improvement System to align initiatives. The agency is excited to report the agency is developing such a system.

C

hair Luann Purcell congratulated Susan Adams and Carol Hartman on their promotions to Assistant Commissioner positions.

d. Break

e. Legal Update

Ashley Peacock presented updates on the Legal Unit. (See slides.) The 2011 legislative session passed two bills of importance to early care and learning. SB 185 gives the agency the ability to initiate emergency closures of programs in a shortened time period in cases of an accidental death of a child or if a child is in imminent danger. SB 152 was introduced in the Senate but has not yet gone to the House and would provide licensing exemptions to religious organizations. The agency hopes to be able to resolve this issue without future legislation. The Commissioner stated the agency is concerned that basic safety rules and criminal background checks that protect children would no longer apply to these programs.

f. Technology Update

Craig Detweiler presented updates on technology. (See slides.) The agency hopes to seamlessly integrate Race to the Top data with the Georgia Department of Education for longitudinal research. The State Advisory Council has determined an award from the RFPs received for the design of a unified data system. The development of the KOALA database system is now on track after having to design the online license fee collection. Screenshots of the current manual system for tracking consultant activity were compared with the new, streamlined KOALA TIME system, which will go live July 1. Eventually it is hoped the system will autofill consultant time and expense reports as well, depending on the progress of the state system. The Commissioner commented on the high value of having an IT professional within the agency instead of having to contract out IT work.

g. Finance Update

Leslie Lowe presented updates on the agency's finances. (See slides.) Adopted state fund cuts for the current fiscal year amended budget and the fiscal year 2012 budget were presented. She gave an update on ARRA project expenses, to be fully spent by the end of August. Remaining ARRA funds for the summer program and incentives for staff credentials will be used soon. Finance and HR have moved to the agency's new location early to get working on year end closeout. Remaining staff have a June 24 relocation date. The agency is committed to having phone lines continuously open for parents and providers over the course of the move. A draft version of the agency's strategic plan is available on website. Over the summer, the agency will work on the budget

request for the board's approval at the August meeting. She commended Margie Landers for eight straight clean audits. The board applauded Ms. Lowe's service to the agency.

9. Commissioner's Report

- a. Stakeholder Engagement
- b. Quality Rating & Improvement System (QRIS)

The Commissioner stated the agency will pursue the establishment of a voluntary, statewide Quality Rating and Improvement System (QRIS). The success of the system will require wide provider participation. Representatives of the agency attended the national Smart Start conference in North Carolina and met with other states on their QRISs. The agency is exploring an easily identifiable quality measure, with marketing expertise for the system provided by the Blank Foundation and GEEARS. A QRIS is expected to improve quality, increase demand, increase professional development and reward programs of higher quality. Parent and consumer education efforts will be a key component to implementation. A child health and physical activity standard will be unique to Georgia's system. Financial incentives for pursuing quality are being pursued. The Commissioner will discuss a tiered reimbursement strategy with the Georgia Department of Human Services.

Multiple supports will be available for providers, but monetary supports are limited. The agency is also looking for private and nonprofit investments. The Blank Foundation has been supportive in gathering potential funders. The agency would like to partner with the Small Business Association on improving business practices and also hopes to create opportunities for group purchasing. A drawback of tiered reimbursement is covering fewer children with subsidies.

10. Board Elections

Ms. Purcell explained the process for elections of board officers. Ballots were collected and tabulated by Ashley Peacock, with two notaries present. The Chair position resulted in a tie. Carlene Talton declined the nomination to Board Chair. After a second ballot, Dr. Carolyn Ormsby was elected Chair of the Board, Luann Purcell was elected Vice Chair of the Board, and Victor Morgan was elected Secretary of the Board. Certification was presented to the current Chair.

11. Adjournment

Motion made by: Dr. Carolyn Ormsby

Motion seconded by: Mr. Phil Davis

Voting

Unanimously Approved

12. Dinner

Board members met for dinner at the Evergreen Conference Center.

Board Chair

Board Secretary

DECAL - Bright from the Start**Meeting Minutes**

Printed : 7/23/2014 9:17 AM EST

**Board of Early Care and Learning Strategic
Planning Meeting****5/20/2011 8:00:00 AM**Evergreen Marriott Conference Center
4021 Lakeview Drive · Stone Mountain,
Georgia 30083

Bobby D. Cagle, Commissioner

Attendees - voting members

Dr. Luann Purcell	Board Vice Chair, District 8
Ms. Carlene Talton	Board Member, District 5
Dr. Carolyn Ormsby	Board Chair, District 4
Susan Harper	Board Member, District 2
Mr. Phil Davis	Board Member, District 7
Janice Gallimore	Board Member, District 10
Mr. Victor Morgan	Board Secretary, District 11
Ms. Kay Ford	Board Member, District 12

Attendees - other

Susan Adams	Assistance Commissioner of Pre-K
Mr. Bobby D Cagle	Commissioner
Craig Detweiler	CIO/COO
Cecelia Dorsey	Administrative Assistant
Carol Hartman	Assistant Commissioner for Programs
Sophal Lackey	Board Liaison
Leslie Lowe	Chief Financial Officer
Stacey Moore	Public Relations Director
Ashley Peacock	Chief Legal Officer

1. Welcome & Overview

Bright from the Start Board of Early Care and Learning held its annual balanced scorecard strategic planning meeting on May 20, 2011 at Evergreen Conference Center in Stone Mountain, Georgia.

Opening Activities – Dr. Luann Purcell welcomed everyone to the planning meeting and thanked members for their participation, beginning with the sharing of stories during dinner last night. She introduced Rebecca Reeves, who served as facilitator. Ms. Reeves led attendees through a “personality test” activity based on the children’s book, *The Treasure Tree* (Smalley, et al). She stated that the purpose of the activity was to give Board members language that might be useful in discussing the different stylistic approaches to the work.

Commissioner Bobby Cagle extended a welcome to everyone and noted that Ms. Kay Ford is a new member. Regarding the desired outcomes of the meeting, Commissioner Cagle indicated that he wanted this to be a time of gaining perspective from events that have occurred over the last few months, while also coming up with plans for the next fiscal year.

2. The Year in Review

During a time of reflection about the past fiscal year activities, which covered a

period of leadership by two DECAL Commissioners, Board members and staff identified and discussed accomplishments, challenges, and lessons learned.

3. Board Operations

Reinforcement of Board Ethics, Roles and Responsibilities, and Expectations – Today's meeting was used as an opportunity to review and reinforce overall expectations of Board members as outlined in the Board's By-Laws and Georgia's State Ethics Act. One recurring theme was the expectation and duty of members to fully participate in Board activities. Following a review of ethics, roles, responsibilities and expectations, members worked in pairs to apply their insights regarding several board dilemmas. The entire Board discussed solutions to the dilemmas and was provided commentary on the dilemmas by Ashley Peacock, Chief Legal Officer.

4. Connecting with Stakeholders & Customers

Stakeholders and Customers: Who Are They and What Do They Want? –There was extensive discussion about the Board's stakeholders and customers. In general, stakeholders are viewed as individuals, groups, and entities that have a vested interest or stake in the Board successfully discharging its duties. Customers are those who receive one or more of DECAL's services. The Board identified the following list of stakeholders:

- The Governor
- Citizens
- Business People
- State Agencies
- Legislators
- Associations
- Advocacy Groups
- K-12 Private & Public Schools
- Educators (Birth-College)
- Higher Education
- Vendors
- Federal Government
- DECAL Staff
- Board Members
- Children and Families
- Providers
- The Media

5. Review of Board Annual Self-Assessment

The Board self-assessment was completed online by 8 members between April 18, 2011 and May 6, 2011. The 15 items found on the self-assessment are rated on a scale from 5-1, where 5 is Very Good and 1 is Very Poor. Respondents also have the option to rate an item Not Sure for a rating of 0. The complete results of the self-assessment are shown in Attachment 2. Major findings included:

High Overall Ratings of Very Good

- Item #3. The Board has clear organizational structure (Officers, committees, assigned staff) 100%
- Item #7. The Board receives regular reports on finances/budgets, program performance, and other important matters- 87.5%

Review of Board Balanced Scorecard Possible Areas of Improvement Based on Fair to Poor Ratings

- Item #5. The Board engages in strategic planning and bases its actions on the results -42.9%
- Item #6. The Board regularly monitors and evaluates progress toward its strategic goals -42.9%

6. Overview of BFTS Balanced Scorecard & Board Strategy Map

Leslie Lowe, Chief Financial Officer, provided an overview of the department's recently updated strategic plan, which contains the balanced scorecard. Ms. Lowe explained that the balanced scorecard has been cross-walked to the Office of Planning and Budget's (OPB's) plan requirements. For example, OPB's plan format requires "goals", while the balanced scorecard format uses "themes". Balanced scorecard metrics are reviewed by the department's Senior Leadership Team on a quarterly basis. Ms. Lowe indicated that several changes have been made to the department's strategic plan, including:

- Four "themes remain the same with slight rewording of two as shown in brackets: Quality [and Access], Professional Development, Communication, and Organizational [Excellence].
- Vision and mission statements were tweaked.
- The strategy map was updated and changes were made to the following strategies: C-3, C-4, E-4, F-1, F-2, I-2, I-5, and I-8.
- Lead and lag measures will be added to the metrics in the balanced scorecard.

Ms. Lowe reported that a new "citizen-centric" financial report will be created in the near future.

7. Lunch

8. Action Planning

Board members watched a five-minute video on the Pre-K Program at Drew Elementary School in the Eastlake Community of Atlanta. The video was prepared by the Atlanta Speech School's Rollins Center on Language and Literacy, the professional development provider for the Pre-K program staff. The video showed the high emphasis placed on language and literacy throughout the day in centers, child led activities, and adult-led activities in preschool classrooms.

Prior to convening in small strategic action planning groups, Board members recapped the list of needs that had emerged from various activities throughout the day (see list below). Identified needs were also classified under one or more of the balanced scorecard themes (see bold, underlined wording for themes).

- Strategic Planning
 - o Monitoring – Organizational Excellence
- Board Training – Professional Development
 - o Create Board Manual
 - o Conduct formal orientation with new board members
 - o Get Board members to host/attend community forums to learn needs of constituent groups
 - o Invite constituent groups to provide overviews of their work/needs to entire Board within a training context
 - o Get DECAL staff to provide fact sheets on programs Board members will be visiting
 - o Board members rotate attendance at conferences with registrations paid by DECAL
- Communication
 - o Keep Board Abreast with enough information -Communication
 - o Consistent face-to-face communication among members
 - o Attendance at forums, meetings, etc.
- Work with Constituents
 - o Providers – Quality and Access
 - o Legislators - Communication
- By-Laws
 - o Social Media – Organizational Excellence
 - o Censure

Strategic plans that were drafted in small groups were presented to the entire Board for additional feedback. The resulting draft plans are shown as an attachment to the minutes.

9. Recap Outcomes & Next Steps

Dr. Purcell and Commissioner Cagle thanked the Board for their contributions to a successful planning session.

Board Chair

Board Secretary

DECAL - Bright from the Start**Meeting Minutes**

Printed : 7/23/2014 9:17 AM EST

**Board of Early Care and Learning Called
Telephone Meeting****7/19/2011 6:00:00 PM**2 Martin Luther King Jr. Drive, SE, East Tower,
8th Floor, Hickory Room
Atlanta, GA 30334
Bobby D. Cagle, Commissioner**Attendees - voting members**

Ms. Carlene Talton	Board Member, District 5
Susan Harper	Board Member, District 2
Mr. Phil Davis	Board Member, District 7
Janice Gallimore	Board Member, District 10
Mr. Victor Morgan	Board Secretary, District 11
Ms. Kay Ford	Board Member, District 12

Attendees - other

Mr. Bobby D Cagle	Commissioner
Ray Higgins	CFO
Sophal Lackey	Board Liaison
Stacey Moore	Public Relations Director
Ashley Peacock	Chief Legal Officer

1. Call to Order

Additional Attendees: Dee Bolden, DECAL Project Director; Elisa Shepherd, Public Guest

Victor Morgan, Board Secretary and Program and Rules Committee Chair, called the meeting to order and welcomed attendees. The board meeting was specially called to vote on the emergency transportation rule revisions. Board members were present via teleconference.

2. Program & Rules Committee Report**a. Emergency Rule - Transportation**

Secretary Morgan asked Ashley Peacock, Chief Legal Officer, to briefly describe the rules and explained the emergency rule process. Mr. Peacock stated the emergency rules being proposed are for child care centers (Rule 291-1-1-0.3-.36 entitled "Transportation") and group day care homes (Rule 290-2-1-0.20-.11, entitled "Operations, Health, Safety and Activities"). See attachment rules. These rules were forwarded to stakeholders for comments. Once approved, the emergency rules become effective for 120 days. After the 120 days, the emergency rules expire and revert to the current rules. However, the department plans to follow the rule revision process to make the emergency rules permanent. Subsequently, the rules will be open for public comments, and based on those comments additional changes may be made. The department will schedule community forums this fall to solicit more feedback and input from both customers and stakeholders.

On behalf of the Programs and Rules Committee, Secretary Morgan made a

motion to approve the emergency rule revisions. Janice Gallimore seconded the motion. Secretary Morgan asked for comments and any discussion from the board. Phil Davis asked if the rules are in a self-contain process. Mr. Peacock explained after the 120 days, the revisions will come back to the board for reconsideration. Mr. Davis also asked if the tragic death of the child left in the van was due to a violation of the existing rule. He cautions that the new rules may not impact or prevent future noncompliance. Mr. Davis supports the rule and stresses the need to be sensitive to placing administrative burdens on center, when the rule change may not have the intended impact.

Mr. Peacock shared the department conducted research by reviewing other states' transportation rules. Tennessee and Arkansas have similar rules, and Tennessee's has a more comprehensive transportation rule. The department views these revised transportation rules as additional safeguards.

Kay Hellwig explained her visit with a center in the Childcare Network. She noted the center has a second person checking, as well as an alarm system. Ms. Hellwig does not foresee an additional financial burden. Feedback from stakeholders also indicates many of the centers already follow these procedures. Mr. Davis stated some centers or group day care homes may currently be compliant but may not have the staffing to comply with the new requirements of having a second designated person checking children during transportation.

i. Voting Items

Secretary Morgan clarified these additional concerns should be addressed when the emergency rules are pursued for permanent adoption. He called for the other board members vote.

The board voted unanimously to approve the emergency rules.

Voting
Unanimously Approved

3. Adjournment

Secretary Victor thanked the department staff for a job well done and for the comments shared by board members. He invited Commissioner Cagle to make final remarks. Commissioner Cagle stated the department will continue gathering feedback on these emergency rules to make sure these rules are not adversely affecting providers. He thanked everyone for joining the called telephone board meeting.

The meeting adjourned 6:30 p.m. The next regular board meeting is scheduled August 18, 2011.

Board Chair

Board Secretary

**Board of Early Care and Learning Meeting
8/18/2011 9:00:00 AM**

Twin Tower - West Tower, 5th Floor, SPA
Board Room 512,
2 Martin Luther King Jr. Dr. SE, Atlanta, GA
30334

Bobby D. Cagle, Commissioner

DECAL - Bright from the Start

Meeting Minutes

Printed : 7/23/2014 9:17 AM EST

Attendees - voting members

Dr. Luann Purcell	Board Vice Chair, District 8
Ms. Carlene Talton	Board Member, District 5
Dr. Carolyn Ormsby	Board Chair, District 4
Susan Harper	Board Member, District 2
Mr. Phil Davis	Board Member, District 7
Janice Gallimore	Board Member, District 10
Mr. Victor Morgan	Board Secretary, District 11
Ms. Kay Ford	Board Member, District 12

Attendees - other

Susan Adams	Assistance Commissioner of Pre-K
Mr. Bobby D Cagle	Commissioner
Craig Detweiler	CIO/COO
Cecelia Dorsey	Administrative Assistant
Carol Hartman	Asssistant Commissioner for Programs
Kay Hellwig	Assistant Commissioner for Child Care
Ray Higgins	CFO
Sophal Lackey	Board Liaison
Stacey Moore	Public Relations Director
Rob O'Callaghan	Research & Evaluation Assistant

1. Call to Order

Additional Guest:

Staff: Ira Sudman, Legal Services Offiver; Lou Brienza, Nutrition Services Director; Deidrea Bolden, Special Projects Director
Pubic Guests: Margaret Betzel, Governor's Office of Planning and Budget, Ayana Dereef, Donna Merrett, Laura Murphy

Chair Carolyn Ormsby called the meeting to order. Board member Janice Gallimore was welcomed via teleconference. Regrets Ted Mallory. She welcomed Ray Higgins as the agency's new Chief Financial Officer. Points of order included office move and reappointment as lead agency of the State Advisory Council. Regrets were expressed over the resignation of Darrell Wilder from the board. A gift was presented to Vice Chair Luann Purcell in appreciation of her previous service as board chair.

2. Approval of Agenda and Minutes

- a. *Approve agenda for 8/18/11 meeting

Kay Ford moved to accept the agenda for the day. Susan Harper seconded. The agenda was unanimously accepted.

Motion made by: Ms. Kay Ford

Voting

Unanimously Approved

- b. *Approve minutes from 5/19/11, 5/20/11, AND 7/19/11 meeting

Ms. Ford moved to approve the minutes of the May 19, 2011, meeting of the board. Ms. Harper seconded. Minutes were unanimously approved. Phil Davis moved to approve the minutes of the May 20, 2011, meeting of the board. Dr. Purcell seconded. Minutes were unanimously approved. Ms. Ford moved to approve the minutes of the July 19, 2011, called meeting of the board. Ms. Harper seconded. Minutes were unanimously approved.

3. Inspiration

Ms. Harper presented an inspirational slideshow in honor of the late Board Vice Chair Ted Mallory. Commissioner Cagle commented Mr. Mallory was a true leader in everything he did and expressed the agency's appreciation for his service.

4. Board Member Updates

Chair Ormsby reported on her participation in the Georgia State Advisory Council on Early Childhood Education and Care. Last year was the first year of a three-year federal grant supporting the Council's activities. The agency has been reappointed by Governor Deal as the lead agency for the Council. The Council is conducting a statewide needs assessment through the Carl Vinson Institute of Government at the University of Georgia. A contract has been awarded and work has begun on the design of a unified data system connecting the state's services for young children.

5. Bright from the Start Presentations

- a. Child Care Services Update

Kay Hellwig presented updates on Child Care Services (CCS). (See slides.) The Quality Improvement Program has completed providing technical assistance and training for non-compliant child care centers and homes that receive child care subsidies from the Georgia Department of Human Services (DHS). The incentives portion of the program is nearly complete. 91% of participating programs improved compliance. The Chair inquired about the programs that opted out of the program. A few failed to participate and were reported to DHS, but most opted out due to a change of ownership.

Ms. Hellwig reported 94% of child care programs are now compliant after one regulatory visit. She gave an update on license fees. Chair Luann Purcell clarified the \$752,220 in license fees collected went to the State Treasury, not to the agency. Victor Morgan clarified the agency receives \$1.1 million in state funds for Child Care Services.

Ms. Hellwig reported on the interrater reliability process for child care consultants. The methodology for determining compliance based on core rule violations will be systematically reviewed toward the end of the year. Exemption rules continue to be reviewed. A stakeholder work group has been meeting to make recommendations to the agency. Community meetings on the

proposed exemption rules will be held in September.

b. Pre-K Update

Susan Adams presented updates on Pre-K. (See slides.) Budget reductions for the current school year were reviewed. Many programs are choosing to increase the length of the school year by supplementing with local funds. Programs were allowed flexibility to use some of their professional development days as instructional days. Title I funds are usually used in K-12 but can be used for preschool in some cases.

Ms. Adams reported on the status of American Recovery and Reinvestment Act projects including funding for Pre-K equipment, the Professional Development Registry, alignment of content standards from birth to third grade, the development of online teaching modules for teachers of children aged zero to five, and the 2011 Pre-K Summer Transition Program. Recommendations have been received from Drs. Sharon Lynn Kagan and Catherine Scott-Little on content standards to prepare Pre-K students for the new, more rigorous kindergarten standards. Child outcomes from the Summer Transition Program are forthcoming.

c. Quality Initiatives Update

Kay Hellwig presented updates on Child Care Services (CCS). (See slides.) The Quality Improvement Program has completed providing technical assistance and training for non-compliant child care centers and homes that receive child care subsidies from the Georgia Department of Human Services (DHS). The incentives portion of the program is nearly complete. 91% of participating programs improved compliance. The Chair inquired about the programs that opted out of the program. A few failed to participate and were reported to DHS, but most opted out due to a change of ownership.

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d. Break

e. Legal Update

Ira Sudman presented updates on the Legal Unit. (See slides.) SB 185 on the emergency closure of early care and education programs was signed into law on May 12, 2011. The emergency transportation rules approved by the board expire November 19. The agency would like to make these permanent at the November 17 meeting of the board, following community forums in September and a public hearing in November. The community forums are not required by law, but the agency wants to facilitate receiving comments from those who

cannot easily make it to the public hearing in Atlanta. Since there may be a time period when the rule is not in effect, the board will also be asked to vote on another emergency rule to be in effect for a limited time period. The Commissioner reported a legislator is contemplating presenting a law requiring emergency devices in all vehicles similar to the devices delineated in the emergency rule.

f. Technology Update

Craig Detweiler presented updates on technology. (See slides.) The KOALA Time scheduling system was introduced for consultant use on July 1. The agency is working with other departments on the Race to the Top longitudinal study of Pre-K through college.

Ms. Adams reported on a second longitudinal study specifically of Georgia's Pre-K. Funding was provided to begin a study this year through the FPG Child Development Institute with a representative sample of Pre-K students and a control group of children not attending Pre-K. Pre-tests of children will begin in the next couple of weeks. The study will also include CLASS observations.

Mr. Detweiler reported on the development of the unified data system for the Georgia State Advisory Council. North Highland was selected as the vendor from the bidding process. They began work last month, and the design completed by the end of year to be ready to build out if additional funding becomes available.

The current professional development system includes the Professional Development Registry (PDR) and the training approval system but is missing an enrollment piece. GA TRAINS will create a statewide system to allow teachers to register for approved training and automatically update their records in the PDR. The agency is meeting with stakeholders now prior to putting this system into production.

g. Finance & Nutrition Update

Ray Higgins presented updates on the agency's finances and the nutrition program. (See slides.) He reported final expenditures for FY 2011 and projections for the FY 2012 budget.

Mr. Higgins reported the number of meals served in the Child and Adult Care Food Program and the Summer Food Service Program. The number of existing agreements for providing nutrition services is less than the number of sites because a single agreement may be entered into with an organization that manages multiple sites.

6. Commissioner's Report

Pew Charitable Trusts Meeting: The Commissioner reported attending the National Business Leader Summit on Early Childhood Investment, sponsored by the Pew Charitable Trusts. A video on early childhood brain development produced for this meeting by the Harvard Center on the Developing Child was shared with the board. In addition to the importance of cognitive gains in the early years, the Commissioner commented on the need for physical activity and nutrition for young children in order to combat rising health risks related to obesity.

a. Stakeholder Engagement

The Commissioner reported on stakeholder engagement activities of the agency. A number of advisory committees representing various stakeholder groups are being formed. A conversation with faith-based providers is ongoing, and the Commissioner is committed to work with faith-based organizations providing early care and education services. The agency is also pursuing a systematic way to engage the philanthropic community. The primary meeting mechanism for the advisory committees will be through conference calls and webinars in order to reduce costs. The Commissioner will be making regional visits with legislators, major stakeholders, and other local leaders. He invited board members to join him on site visits as well as to host community visits.

b. Communication Plan

The Commissioner stated he has been working with Stacey Moore to develop an agency communication plan, including building the agency's branding through positive association and instant identification. A variety of means of internal and external communication are being implemented. Customer service and media training will be emphasized in internal communications. Stacey Moore will become the central point of contact for all newsletters to ensure consistency. The agency is developing an annual report and pursuing alternate ways of releasing press reports, including the web, YouTube video announcements and Twitter updates. Legislative communications will include e-mail blasts to all legislators as well as meetings with key legislators. The Chair requested the agency provide board members with talking points to address with legislators.

c. Race to the Top: Early Learning Challenge Grant

The Commissioner reported Georgia may be the only state whose Race to the Top grant included an early learning component. The Early Learning Challenge Grant is a new, soon to be released Race to the Top competition focused specifically on early learning. The agency will be the lead agency for the application. Priorities include the use of early learning standards and kindergarten entry assessments as well as the implementation of a tiered QRIS.

7. Board Strategy Map

Sophal Lackey presented the draft strategy map developed by the board during their May 20, 2011, meeting. (See slides.) The quality and access, professional development, communication, and organizational excellence themes were reviewed. She suggested identifying clear targets for the communication theme that would better distinguish it from professional development. The next step is to further refine the language. Chair Ormsby stated she would call a phone meeting to discuss the strategy map.

8. Committee Meetings/Lunch

9. Public Hearing, 1:00 - 2:00 p.m.

At 1:00 p.m. a public hearing was held before the board. A summary of comments follows.

1. Ayana Dareef, Utopia, Inc. stated child care center directors often do not have a copy of child care licensing rules because of the inconvenience of accessing and using them. She stated there needs to be a greater focus on the rules in the agency's

technical assistance with directors. She presented board members with copies of a compiled version of the rules in an easy-reference format

10. Committee Reports

a. Budget & Finance

i. Voting on Budget Requests

Motion made by: Ms. Carlene Talton

Motion seconded by: Mr. Phil Davis

Voting

Unanimously Approved

b. Programs & Rules Committee

Mr. Morgan reported for the Programs Committee. Ms. Hellwig presented an overview of the rule changes being developed including emergency transportation rules, permanent transportation rules, and rules governing exemptions from licensing.

c. Ethics

Ms. Harper reported for the Ethics Committee. The board's policy for emergency rules, including how many times an emergency rule can be renewed, was discussed. Commissioner Cagle assured the board emergency rules would not be raised for its consideration except under highly extenuating circumstances.

11. Adjournment

Vice Chair Purcell commented she appreciated seeing the new offices of the agency. Chair Ormsby extended the board's gratitude to the Commissioner and staff. Mr. Morgan motioned to adjourn. Mr. Davis seconded. The Chair adjourned the meeting at 1:20 p.m. In closing, a video created by the agency for the Early Learning Challenge Grant stakeholders meeting was shown.

Board Chair

Board Secretary

DECAL - Bright from the Start**Meeting Minutes**

Printed : 7/23/2014 9:18 AM EST

**Board of Early Care and Learning Called
Telephone Meeting****10/12/2011 9:00:00 AM**2 Martin Luther King Jr. Drive, SE, East Tower,
8th Floor, Hickory Room
Atlanta, GA 30334
Bobby D. Cagle, Commissioner**Attendees - voting members**

Ms. Carlene Talton	Board Member, District 5
Dr. Carolyn Ormsby	Board Chair, District 4
Susan Harper	Board Member, District 2
Mr. Phil Davis	Board Member, District 7
Janice Gallimore	Board Member, District 10
Mr. Victor Morgan	Board Secretary, District 11

Attendees - other

Mr. Bobby D Cagle	Commissioner
Kay Hellwig	Assistant Commissioner for Child Care
Sophal Lackey	Board Liaison
Ashley Peacock	Chief Legal Officer

1. Call to Order

Additional Guest: Staff, Deidrea Bolden, Special Projects Director

Dr. Carolyn Ormsby, Board Chair, called the meeting to order and welcomed attendees. The called board meeting was specially called to vote on proceeding with issuing a public hearing for the proposed transportation and exemption rule revisions. Board members were present via teleconference and GoToMeeting.

2. Program & Rules Committee Report**a. Proposed Rule Amendments**

Dr. Ormsby called on Victor Morgan, Board Secretary and Program & Rules Committee chair to introduce the proposed rule revisions. Secretary Morgan informed the board of the past conference calls that some of the members attended to review and discuss the proposed rule revisions. On behalf of the committee, Secretary Morgan asked Ashley Peacock, Chief Legal Officer, to the review the proposed rules to the board.

i. Proposed Emergency Transportation Rules

Mr. Peacock stated the proposed rule revisions are related to transportation for the group day care homes (Rule 290-2-1-0.20-.11, entitled "Operations, Health, Safety and Activities") and for child care centers (Rule 291-1-1-0.3-.36 entitled "Transportation"). See attached documents. Mr. Peacock reviewed the two sets of transportation rule revisions. He summarized that these revisions reflect the emergency transportation rules and include specific procedures for checking the vehicle with or without an alarm safety device.

Dr. Ormsby asked the board's vote on moving forward with issuing a public hearing for the proposed transportation rules revisions. Janice motioned. Phil seconded. Board voted a unanimous yes.

Motion made by: Dr. Carolyn Ormsby

Motion seconded by: Janice Gallimore

Voting

Unanimously Approved

ii. Proposed Exemption Rules

Dr. Ormsby asked for Kay Hellwig to review the exemption rules. Ms. Hellwig reviewed the changes to the board. See attached presentation. She asked if the board had any questions. Mr. Morgan motioned to move forward on the proposed exemption rules. Janice seconded. Board voted unanimous yes.

Motion made by: Mr. Victor Morgan

Motion seconded by: Janice Gallimore

Voting

Unanimously Approved

3. Board Strategy Map

Dr. Ormsby reviewed the changes to the board strategy map. The Board agreed with the changes to the professional development theme. Susan Harper said having more training will be helpful, especially to new board members. Mr. Morgan said board members will need to get involved. Ms. Harper emphasized the importance of attending board meeting and attending outside events. She noted how the meetings have been helpful. Meeting would be encouraged and coordinated with DECAL staff members. Commissioner Cagle agreed on the value of visiting centers and these visits should be made with DECAL staff. Phil asked about state id. Sophal Lackey replied board members will be issued a state id at the November board meeting.

Ms. Harper suggested bringing a book to read the book when visiting the centers. Victor said he is in schools all the time, which allows him the opportunity to visit Pre-K classrooms. The board fully agreed on adding the measure: Active board members make at least one visit per year. (Mr. Morgan had to leave the called meeting to attend another meeting). Dr. Ormsby asked for a motion to make the changes to the board's strategy map in time for final approval at the November board meeting. Ms. Harper motioned. Ms. Gallimore seconded. The board voted a unanimous yes.

Motion made by: Dr. Carolyn Ormsby

Motion seconded by: Janice Gallimore

Voting

Unanimously Approved

4. Adjournment

Dr. Ormsby thanked the board for their time, and the staff for their assistance. Mr. Davis motioned for adjournment. Carlene seconded. The meeting adjourned at 10 a.m. The next regular board meeting is scheduled November 17, 2011, with the

public hearing held the day before on November 16th at Rockdale Career Academy.

Board Chair

Board Secretary

DECAL - Bright from the Start**Meeting Minutes**

Printed : 7/23/2014 9:18 AM EST

**Board of Early Care and Learning Meeting
11/17/2011 9:00:00 AM**Twin Tower - East Tower, 12th Floor, DNR
Board Room 12502 Martin Luther King Jr. Dr. SE, Atlanta, GA
30334

Bobby D. Cagle, Commissioner

DRAFT AGENDA

Attendees - voting members

Dr. Luann Purcell	Board Vice Chair, District 8
Ms. Carlene Talton	Board Member, District 5
Dr. Carolyn Ormsby	Board Chair, District 4
Ms. Susan Harper	Board Member, District 2
Mr. Phil Davis	Board Member, District 7
Ms. Janice Gallimore	Board Member, District 10
Mr. Victor Morgan	Board Secretary, District 11
Ms. Kay Ford	Board Member, District 12

Attendees - other

Susan Adams	Assistance Commissioner of Pre-K
Mr. Bobby D Cagle	Commissioner
Craig Detweiler	CIO/COO
Cecelia Dorsey	Administrative Assistant
Carol Hartman	Asssistant Commissioner for Programs
Kay Hellwig	Assistant Commissioner for Child Care
Ray Higgins	CFO
Sophal Lackey	Board Liaison
Rob O'Callaghan	Research & Evaluation Assistant
Ashley Peacock	Chief Legal Officer

1. Call to Order

(Additional DECAL staff attending: Dee Bolden, Stacey Moore, Mark Waits, Wilda Pipkin, Shalema Blue, and Margie Landers)

(Other Guests: Kerry Wilson, Governor's Office of Planning and Budget, Julie Barnett, Jay Bryan, Hows King, Ann Mintz, Ann Rosenthal, Carolyn Salvador, and Elisa Shepherd)

Chair Carolyn Ormsby called the meeting to order. She welcomed guests attending the meeting. Board member Janice Gallimore was welcomed via teleconference. She welcomed other guests.

(Additional Senior Leadership Team members attending: Dee Bolden, Mark Waits, Wilda Pipkin, Shalema Blue, and Margie Landers)

(Other Guests: Kerry Wilson, Governor's Office of Planning and Budget, Julie Barnett, Jay Bryan, Hows King, Ann Mintz, Ann Rosenthal, Carolyn Salvador, and Elisa Shepherd)

2. Approval of Agenda and Minutes

- a. *Approve agenda for 11/17/11 meeting

Phil Davis moved to accept the agenda for the day. Susan Harper seconded. The agenda was unanimously accepted

Motion made by: Mr. Phil Davis

Motion seconded by: Ms. Susan Harper

Voting

Unanimously Approved

- b. *Approve minutes from 8/18/11 Board Meeting and 10/12/11 Called Board Meeting

Mr. Davis moved to approve the minutes of the August 18, 2011, meeting of the board. Victor Morgan seconded. Minutes were unanimously approved. Mr. Morgan moved to approve the minutes of the October 12, 2011, meeting of the board. Mr. Davis seconded. Minutes were unanimously approved.

Motion made by: Mr. Phil Davis

Motion seconded by: Mr. Victor Morgan

Voting

Unanimously Approved

3. Inspiration

Mr. Davis presented an inspiration based on his involvement with the Dream House, a charity bringing together community, family and friends to care for medically fragile children. He emphasized that the board has a central role in impacting the lives of children in Georgia.

4. Board Member Updates

Susan Harper reported on her participation in a meeting of the Georgia Partnership for Excellence in Education (GPEE). The key point was the central importance of a viable public education system for the nation's future success. One speaker, representing the business community, stressed the education system needs to better produce students for entry into the business workforce.

Ms. Gallimore reported on the Commissioner's visit to Greensboro Academy as part of the GPEE bus tour to see some of the best examples of quality education in Georgia. Greensboro Academy was one of the stops during the bus tour. The academy is an example of an excellent charter school. The Commissioner commented Ms. Gallimore was instrumental in opening this school.

Chair Ormsby reported on board member attendance at recent public hearings concerning proposed rules. She also reported on the meeting of the Joint Education Board Liaison Committee, where Governor Nathan Deal discussed the need to improve college preparation and college graduation rates in Georgia.

5. Bright from the Start Presentations

a. Finance, Nutrition, & Legislative Update

Ray Higgins presented updates on the agency's finances and the nutrition program. (See slides.) He provided an update on year-to-date expenditures for FY 2012. He reported the agency's ninth consecutive clean audit and congratulated Margie Landers and her team for making this possible.

Mr. Higgins reported the number of meals served in the Child and Adult Care Food Program and the Summer Food Service Program.

Mr. Higgins also reported on potential legislation being developed by the Governor's Office, including extending background checks to all child care employees, revising the administrative hearing process in compliance with federal law, and redefining family day care homes to remove a loophole allowing a higher number of children in care. Additional costs for background checks are estimated at \$200,000 to \$500,000 per year, depending on the language of the law, with higher costs for the first year. Having the providers or applicants bear some of the costs is under consideration. Efforts are being made to keep costs down. The Commissioner stated the specifics will be needed by mid-December for this to be a viable piece of legislation.

b. Child Care Services Update

Kay Hellwig presented updates on Child Care Services (CCS). (See slides.) She reported the agency is reviewing how it determines compliance to ensure the system promotes health and safety. In a separate project, the effectiveness and efficiency of the monitoring process will also be reviewed. The agency is also pursuing an internal quality assurance process.

In response to positive feedback from the core rules training, which was funded by the American Recovery and Reinvestment Act, the agency will continue the training by offering two-day sessions to child care providers on core rules. Ms. Hellwig presented a preview of short training videos on core rules, which will be available online.

Ms. Hellwig gave an update on license fees. A total of 25% of providers have paid to date. Vice Chair Luann Purcell clarified the fees collected go to the State Treasury and not to the agency.

c. Pre-K Update

Susan Adams presented updates on Pre-K. (See slides.) She presented a video from BuildingBetterTeachers.org of Bob Pianta, of the University of Virginia, discussing the importance of improving the quality of teacher-child interactions. Ms. Adams reported on Pre-K's participation in Georgia's Race to the Top award. Georgia is one of a few states that included an early childhood component in their application. The early childhood portion of the award is based on the Classroom Assessment Scoring System (CLASS) developed by Bob Pianta. She reported CLASS scores for Georgia compared to the national average. Four professional development modules based on the CLASS, of varying intensity, are being tested and compared over the next three years in Race to the Top districts. The two most intensive modules include financial incentives for participating teachers.

Mr. Davis asked about benchmarks to aim at for the CLASS scores. Ms. Adams responded in the first two domains Georgia meets the benchmarks already, but in the third domain research shows significant gains in student outcomes when teachers can reach the mid range, which is the target for Georgia. Chair Ormsby expressed concern that public providers are already stressed to implement Class Keys (the teacher evaluation instrument being developed by the Department of Education for Race to the Top) and asked if this is too much to add at once in Race to the Top districts. Ms. Adams stated Pre-K has discussed this with the Department of Education. Programs were contacted individually and this was not raised as a concern. Pre-K staff will undergo Class Keys training in January to better understand the connections or conflicts between CLASS and Class Keys. Information on the Class Keys will be shared with the board.

Dr. Ormsby also inquired about teacher retention rates following the funding cuts in the Pre-K program. Ms. Adams stated preliminary reports show a significant drop in the retention rate of public schools. The agency does not know conclusively where teachers who leave Pre-K go to. Kay Ford reported her local community's legislative priority list includes putting funding back into Pre-K. Mr. Morgan commented on the importance of instructional support for Georgia's classrooms.

d. Break

e. Quality Initiatives Update

Carol Hartman presented updates on Quality Initiatives. (See slides.) She reported on the state's application for the Early Learning Challenge Grant, a second Race to the Top grant focused on early learning and development. Georgia is eligible for a reward of \$70 million. Georgia's theme was moving the state's early learning and development system from good to great. Georgia's proposal includes 11 projects, with an overall goal to align the state's various programs into a seamless system. An executive summary is posted for board members' review.

Ms. Hartman reported Georgia's Child Care and Development Funds, including child care subsidies, will be consolidated within the agency.

Georgia's tiered quality rating and improvement system, Quality Rated, was officially announced this fall at the annual conference of the Georgia Association for Young Children. A video of Governor Deal's announcement was shown. The statewide launch is on schedule for January 2012, following analysis of the current pilot. The agency is targeting 700 programs to participate the first year; child care resource and referral agencies are currently working with 300 programs on quality improvement. Many chains may have all their locations apply simultaneously. The agency understands future system improvements will be needed.

Ms. Hartman reported the agency has hired infant toddler specialists, who are offering technical assistance to programs statewide.

f. Legal Update

Ashley Peacock presented updates on the Legal Unit. (See slides.) The legal unit has been meeting a number of open records requests from the media. The

unit also worked with the Attorney General's Office on the Early Learning Challenge Grant application process. Mr. Peacock reminded the board if the board approves proposed transportation rules today, another emergency rule will also need to be approved to cover the period until the new rules become effective.

g. Technology Update

Craig Detweiler presented updates on technology. (See slides.) The design of the unified data system for the Georgia State Advisory Council is scheduled to be completed by the end of 2011. The goal is to design a cross-agency child data system; several state agencies as well as Head Start and Early Head Start are participating in the project. Privacy issues need to be considered in the design, particularly with health information. Assigning the Georgia Testing Identifier (GTID), used in the state K-12 system, will link early childhood information with K-12 information. The GTID was already assigned to all Pre-K children in FY2010.

The design process has shown parents have difficulty finding information for the birth-to-five age group. Information is being consolidated into a new Parent Resource Center website.

The current professional development system includes the Professional Development Registry (PDR) and the training approval system but is missing an enrollment piece. If funding is available, GA TRAINS will create a statewide system to allow teachers to register for approved training and automatically update their records in the PDR.

6. Commissioner's Report

a. Recent Meetings & Events

The Commissioner reported on the activities of the Georgia State Advisory Council. The Governor will chair the Council, and a representative from the business community will co-chair. A needs assessment is currently being pursued by the Council. The agency is pursuing a public awareness campaign in partnership with Georgia Early Education Alliance for Ready Students (GEEARS) to communicate quality care and education programs to parents.

The Commissioner reported on visiting Pre-K centers with state legislators during Pre-K week (October 3-7). He also visited Scholastic in New York to learn about their new division working on family and community engagement. He participated in the GPEE bus tour, visiting a number of quality education settings and talked with kindergarten and first grade teachers about the value of Georgia's Pre-K for school readiness. He also participated in the GPEE Partnership Forum with former Secretary of Education Margaret Spellings.

b. Stakeholder Engagement

The Commissioner stated a number of stakeholders will be consulted on any department decisions affecting them. Stakeholder advisory committees are being formed and webinar meetings planned. He reported dinner meetings with providers regarding participation in the quality rating and improvement system. He also has been meeting with the philanthropic community. A stakeholder group offered input on the Early Learning Challenge Grant application and will

assist in its implementation if awarded. The Commissioner also reported on his recent visits with state legislators. Dr. Ormsby requested names of legislators to whom the board can reach out. He expressed his appreciation to board members for their high involvement.

c. Media Activity

The Commissioner stated the agency has been inundated with open records requests. A number of Atlanta Journal Constitution articles have been written since September on child care in Georgia. In response to this scrutiny, the agency is developing a plan for improving media relations with a goal to maintain openness and transparency. The senior leadership team will be trained to develop interview skills; this training will also be available to board members. Media questions should be directed to Stacey Moore.

7. Committee Meetings/Lunch

8. Public Hearing, 1:00 p.m. to 2:00 p.m.

At 1:00 p.m. a public hearing was held before the board. A summary of comment follows.

1. Carolyn Salvador, Georgia Child Care Association, thanked the agency and the board for changes made under Commissioner Cagle, particularly the agency offering more support to partners in the field and working in collaboration with the child care industry.

9. Committee Reports

a. Budget & Finance

Ms. Talton reported for the Budget and Finance Committee. The committee reviewed the FY2012 budget. The agency was congratulated for its ninth straight clean audit.

b. Programs & Rules Committee

Mr. Morgan reported for the Programs Committee. The committee recommended approval of proposed transportation rules and emergency transportation rules for child care learning centers and group day care homes. Proposed exemption rules were also discussed and recommended for approval. All rule amendments and the emergency transportation rules were brought to a vote and unanimously approved by the board.

The Board expressed concerns regarding the day camp exemptions category and requested the department convene a work group composed of early care and education stakeholders so that further study and recommendations concerning this category could be made to the Board at their next meeting in February 2012.

Voting

Unanimously Approved

- i. Voting on Proposed Transportation Rules
 - 1. Transportation Rules for Child Care Learning Centers
 - 2. Transportation Rules for Group Day Care Homes
- ii. Voting on Proposed Exemption Rules
- iii. Voting on Emergency Transportation Rules

c. Ethics

Ms. Harper reported for the Ethics Committee. The committee discussed the legislative process as well as the appropriate use of statistics.

10. Adjournment

Motion made by: Dr. Luann Purcell
Motion seconded by: Mr. Phil Davis

Voting
Unanimously Approved

Board Chair

Board Secretary