

Welcome to the Board of Early Care and Learning

November 21, 2019

Approval of Agenda and Minutes

- Approve 11-21-19 agenda
- Approve 8-15-19 minutes

Inspiration

Debra Brock

Board Member Updates

Board members report on recent activities in their districts.

DECAL ALL STAFF Meeting October 2019 Board Members Welcome!!!



Commissioner's Update

Amy M. Jacobs
Commissioner

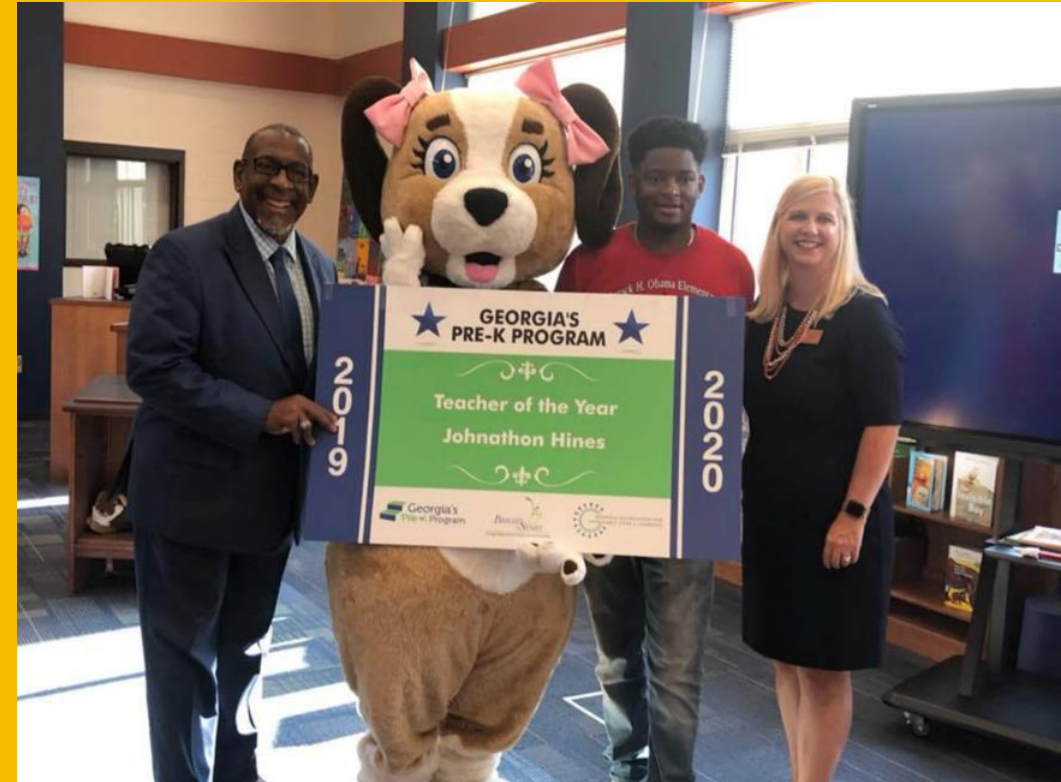
2019-2020 Pre-K Teacher of the Year, Child Care Center

Heather Williams
Central Georgia Tech
Houston County



2019-2020 Pre-K Teacher of the Year, Public School

Johnathon Hines
Barack H. Obama
Elementary
DeKalb County



TOTY Upcoming Activities

- **GA Public Broadcasting System Conference (December 2019)**
- **Meet and Greet with Governor Kemp (December 2019)**
- **Social Media Takeover Day (December 2019)**
- **DECAL Board Meeting (February 2020)**
- **Zell Miller Foundation Gala (February 2020)**

Quality Rated Language and Literacy Endorsement Update

DECAL charged by Governor Kemp to develop and offer an “added” endorsement to Quality Rated providers who want to raise literacy standards and practices for children in their care.





Quality Rated Early Language and Literacy Endorsement Update *(continued)*

- Expert Committee met May, June, and September 2019.
- Recommendations for endorsement drafted and feedback solicited
- Draft recommendations currently being finalized
- Public comment period, stakeholder engagement, and finalizing recommendations conducted by end of 2019
- Implement pilot of endorsement early 2020



Quality Rated Early Language and Literacy Endorsement, *Draft Recommendations*

1. Endorsement should support programs in continuous quality improvement.
2. Only programs with a 2- or 3- star rating will be eligible to earn endorsement.
3. Endorsement process should prioritize programs and communities serving high proportions of children and families from vulnerable and underserved populations.
4. DECAL will develop professional learning supports based on available data, past experience, and knowledge of best practices.
5. Endorsement should require professional learning based on the individual needs of programs, teachers, and families.
6. Endorsement should be awarded after a program successfully completes professional learning and develops a DECAL-approved plan for sustaining practice and professional learning.



Georgia Pre-K Week 2019

A Celebration of Early Learning in Georgia

What is Georgia Pre-K Week?

- Georgia Pre-K Week is a weeklong celebration of Georgia's nationally recognized Pre-K Program and other quality early education programs.
- Georgia Pre-K Week gives leaders from across the state a chance to visit Pre-K classrooms in their districts where they can read to a Pre-K class, actively engage in early learning, and tour the center.

DECAL Participation

Thank you to...

- **Commissioner Jacobs, Liz Young, Meghan McNail, and Reg Griffin** for the countless hours and hard work put into making Pre-K Week 2019 such a success!
- Board members **Jen Bennecke** and **Debra Brock** for going on visits
- The **40 DECAL consultants and managers** who visited Pre-K sites
- The following individuals for going on Pre-K Week site visits:
 - Deputy Commissioner Susan Adams, *Pre-K and Inst. Support*
 - Deputy Commissioner Rian Ringsrud, *Finance and Administration*
 - Faith Duncan, *Director of Field Operations*
 - Jackie Shivers, *Director of Quality Support*
 - Clayton Adams, *Community Partnership Coordinator*
 - Edward Rowell, *Community Partnership Coordinator*
 - Bridgett Washington, *Community Partnership Coordinator*
 - Glenda Davis-Canteen, *Community Partnership Coordinator*

Pre-K Week Launch 2019

The Junior League of Atlanta joined DECAL and Voices at the Georgia State Capitol on February 25th, 2019, to officially announce Georgia Pre-K Week 2019.

Reach Out and Read Georgia donated 300 copies of this year's book, *Llama Llama Red Pajama*, to be placed on the chamber desks of each legislator along with an invitation to participate in Pre-K Week.

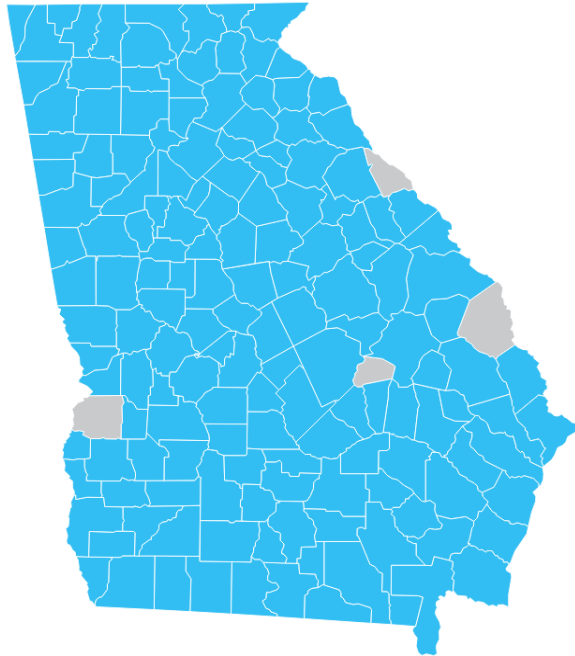


A Landmark Year!

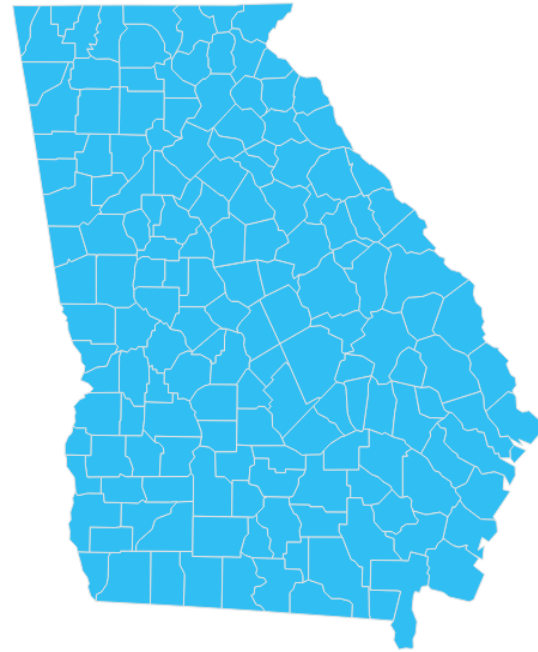
The ninth annual Georgia Pre-K Week took place on October 7-11, 2019.

Over the last eight years, 155 of 159 counties (97%) have participated in Pre-K Week. This year, the remaining four counties registered to participate. That means 2019 marks the year, since the inception of Pre-K Week, that we have **100%** county participation!

2018



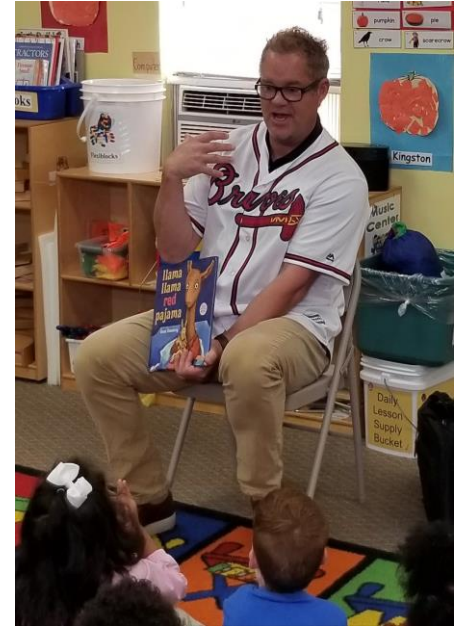
2019



State Leader Involvement

More than 190 visits to Pre-K centers were made by 134 state leaders including:

- **41%** of the Georgia Senate (**23 of 56**)
- **46%** of the Georgia House (**81 of 178**)
- **50%** of new legislators participated this year! (**21 of 42**)
- First Lady Marty Kemp made 2 visits
- **9** Commissioners & **3** State Agency Reps
- **5** Georgia Congressmen & **4** Congressional Reps
- **9** other state leaders, including:
 - President/CEO of the Georgia Lottery, members of Governor Kemp's staff, members of Lt. Gov. Duncan's staff, as well as leaders from other organizations







Beyond State Leaders

- In total, we had a **record-breaking 782** Pre-K Centers participate in Pre-K Week!
- Local leaders hosted by these centers included:
 - Mayors
 - City council members
 - Local businessmen
 - Firemen
 - Policemen
 - Members of the Armed Forces



A Week of Partnerships

- Georgia Pre-K Week is organized by Voices for Georgia's Children and endorsed by the Georgia Department of Early Care and Learning.
- A record-breaking **29** organizations across the state joined Voices as community partners this year.
- Pre-K Week 2019 was sponsored by Georgia Power and Reach Out and Read Georgia.

Community Partners

1. Atlanta Public Schools Office of Early Learning
2. Black Child Development Institute - Atlanta
3. Boys & Girls Clubs of Metro Atlanta
4. Georgia Association for the Education of Young Children
5. Georgia Child Care Association
6. Georgia Early Education Alliance for Ready Students
7. Georgia Family Connection Partnership
8. Georgia Organics
9. Georgia Partnership for Excellence in Education
10. Georgia Public Library Service
11. Georgia School Boards Association
12. Georgia Vision Project
13. Jumpstart
14. Junior League of Athens
15. Junior League of Atlanta
16. Junior League of Cobb – Marietta
17. Junior League of Columbus
18. Junior League of DeKalb
19. Junior League of Douglas County
20. Junior League of Gainesville – Hall County
21. Junior League of Savannah
22. Junior Leagues of Georgia State Public Affairs Committee
23. Learn for Life
24. Literacy for All
25. Quality Care for Children
26. Sheltering Arms
27. U.S. Census Bureau
28. United Way of Greater Atlanta
29. YMCA of Metro Atlanta



Summer Transition Spotlight

- In its second year, 6 key legislators made 6 visits to Summer Transition classes during the summer of 2019.
- The program was highlighted through multiple communication materials including 2 fact sheets and a social media toolkit.



A Growing Platform

- Georgia Pre-K Week reach continues to grow every year. In 2019:
 - Senator Butch Miller authored an Op-Ed in the Gainesville Times
 - At least 11 unique media pieces around the state were published
 - #GaPreKWeek on Twitter alone had 1,301 tweets. With a potential impact of 2 million (meaning that's how many *times* it could've been seen) and a reach of 627,714 (meaning that's how many *users* could've seen it).



Georgia



Pre-K
Week



Thank
You!

Questions/Comments for the Commissioner



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Finance, Legislative, and Administrative Update

Rian Ringsrud
Deputy Commissioner for Finance and Administration

Finance Update Q1 SFY 2020



Data as of Sept. 30th	Budget	Expenditures*	Remaining Balance	% Remaining
BY PROGRAMS				
Child Care Services	\$268,787,348	\$107,750,626	\$161,036,722	60%
Pre-K + (HS)	\$378,878,805	\$75,287,651	\$303,591,154	80%
Quality Initiatives	\$38,083,515	\$10,853,570	\$27,229,945	72%
Nutrition	\$148,000,000	\$43,686,815	\$104,313,185	70%
Total Expenses	\$833,749,668	\$237,578,662	\$596,171,006	72%

BY FUNDING SOURCE				
State General	\$61,841,364	\$11,005,157	\$50,836,207	82%
State Lottery	\$378,703,805	\$75,232,898	\$303,470,907	80%
Federal	\$391,102,499	\$151,131,198	\$239,971,301	61%
Other	\$2,102,000	\$209,410	\$1,892,590	90%
Total Funds	\$833,749,668	\$237,578,662	\$596,171,006	72%

* Includes encumbrances.



Child Care Services Program

4% for AFY 2020	6% for FY 2021
\$438,826	\$658,239

- Eliminate one vacant position
- Redistribute funding for DECAL Foundation
- Limit the implementation of additional FY 2020 CAPS funding from legislature

Prekindergarten Program

4% for AFY 2020	6% for FY 2021
\$476,920	\$715,379

- Reduce temporary staff positions allocated to Pre-K
- Reduce spending for computer equipment
- Reduce and reprioritize contractual obligations

Proposed Budget
Reductions for
AFY 2020 and
FY 2021



2019 Summer Food Service Program Overview

- Four kickoff events around the state
- 84 sponsors approved
- 154 counties with a summer food site
- 1,571 approved feeding sites
- 4,785,385 meals served to Georgia's children
- Reimbursed sponsoring organizations \$15,303,250 for providing healthy meals to children this summer



This Summer,
Kids Eat Free

For more info, text **"SUMMER MEALS"**
to **97779** | Decal.Ga.gov

BRIGHT START
The START
Georgia Department of Early Care and Learning

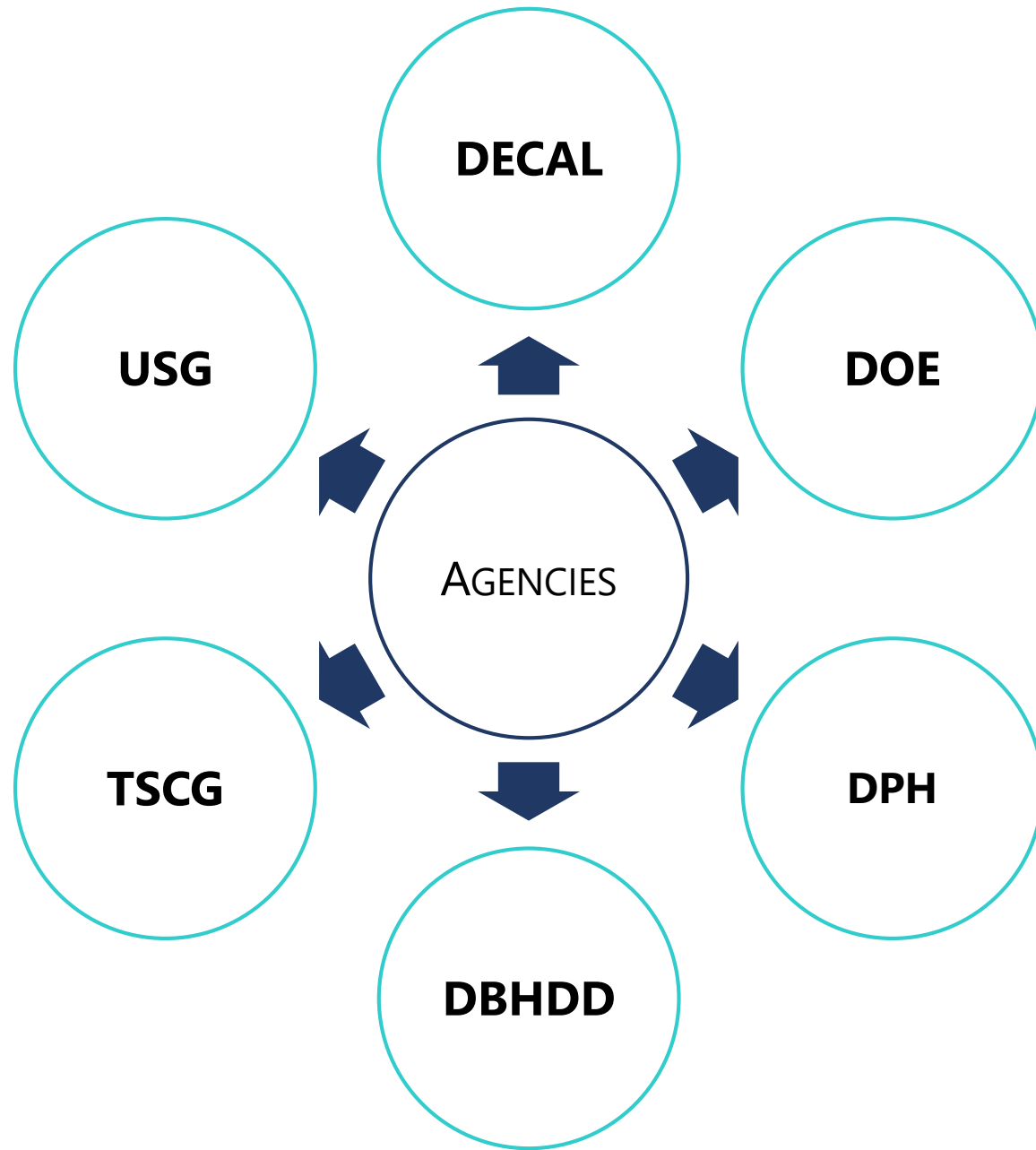


Georgia's Pre-K Program & Instructional Supports Update

Susan Adams

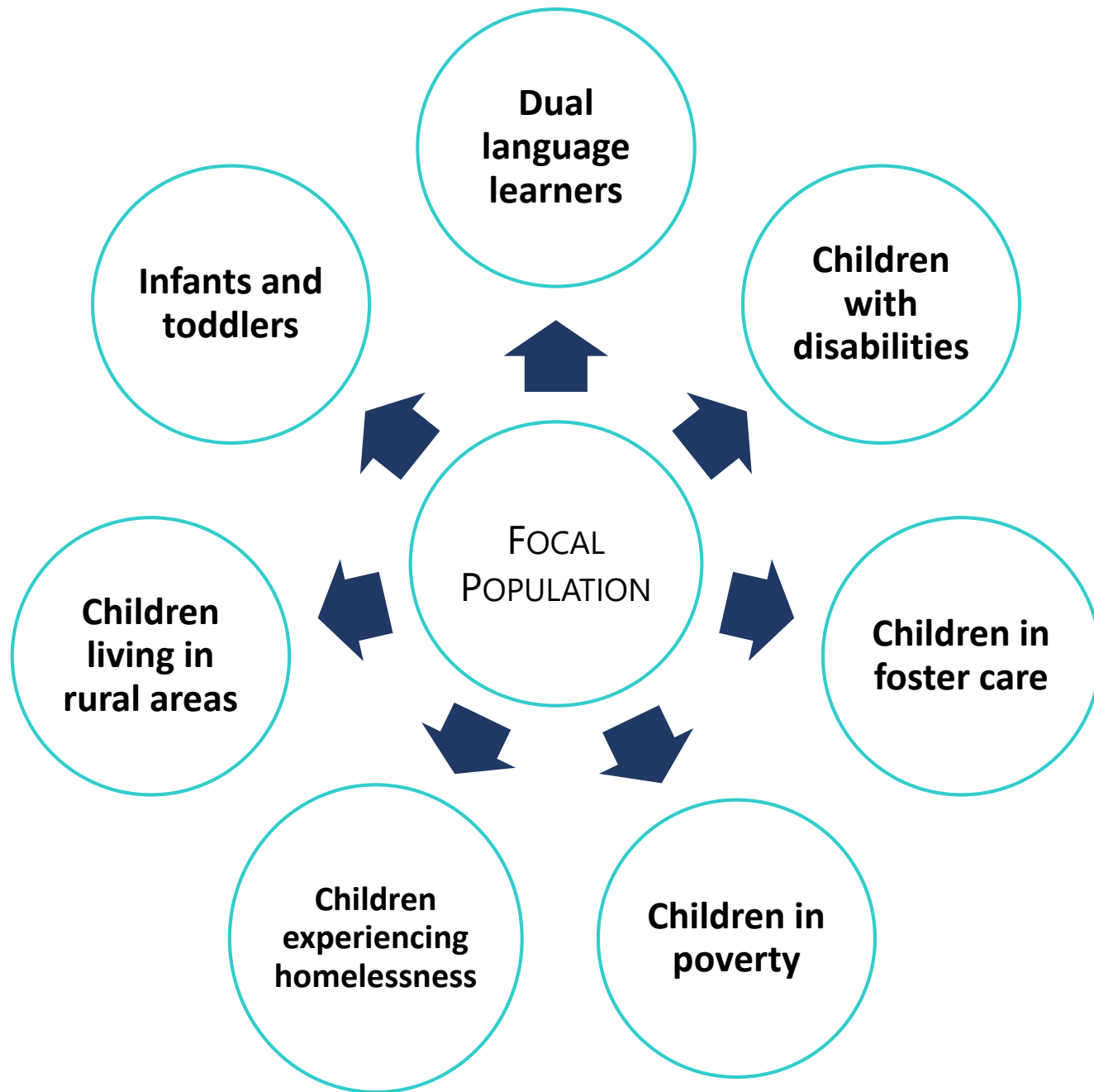
Deputy Commissioner for Pre-K & Instructional Supports

Preschool Development Grant



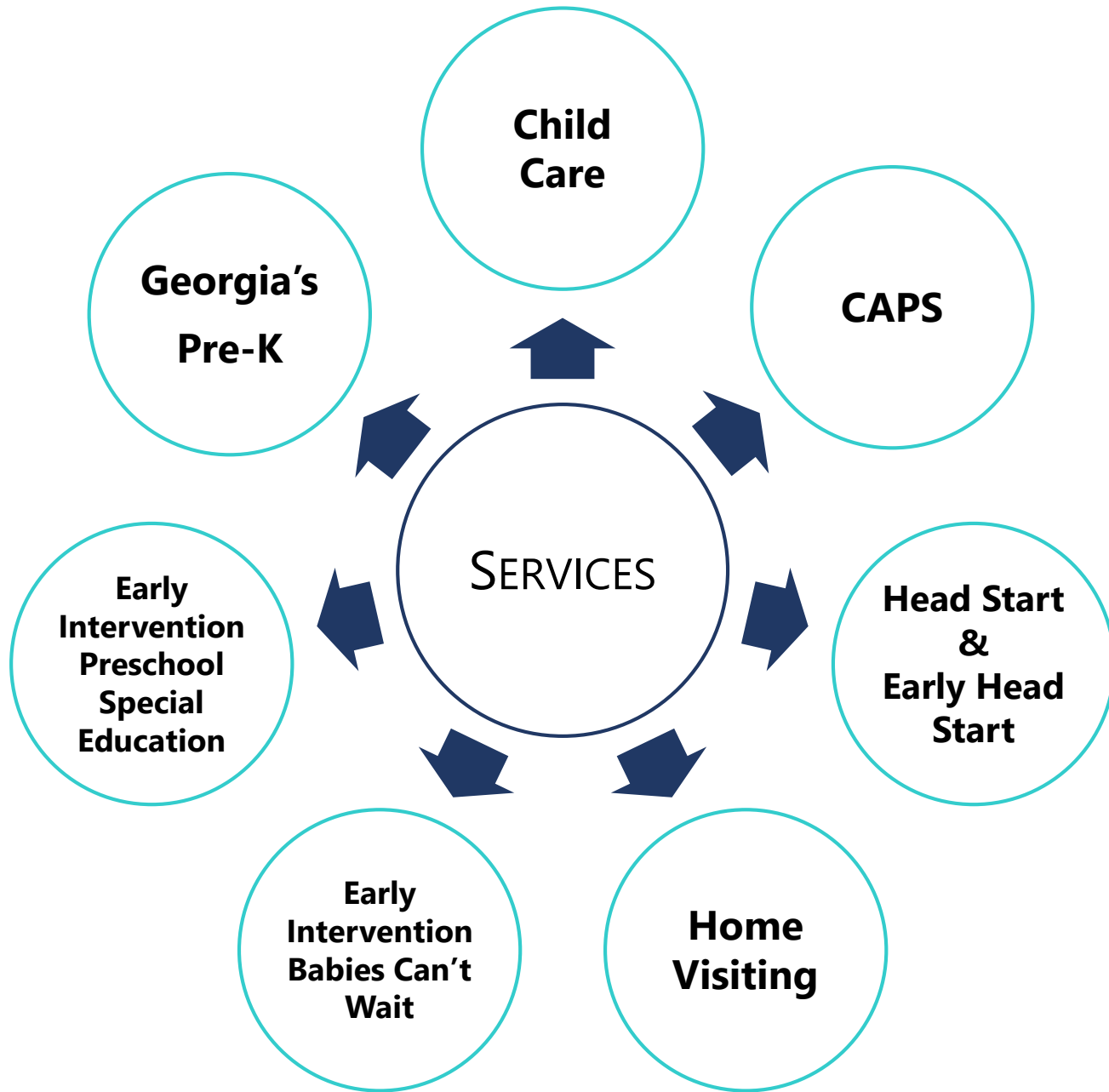
State Level Partners





Vulnerable and Underserved B-5 Populations





Early Childhood and Care Education Services



1

Needs Assessment

2

Strategic Plan

3

Maximizing Parental Choice and Knowledge

4

Sharing Best Practices



Next Steps

- Needs Assessment Report
- Strategic Planning
- PDG Renewal Application Submitted November 5

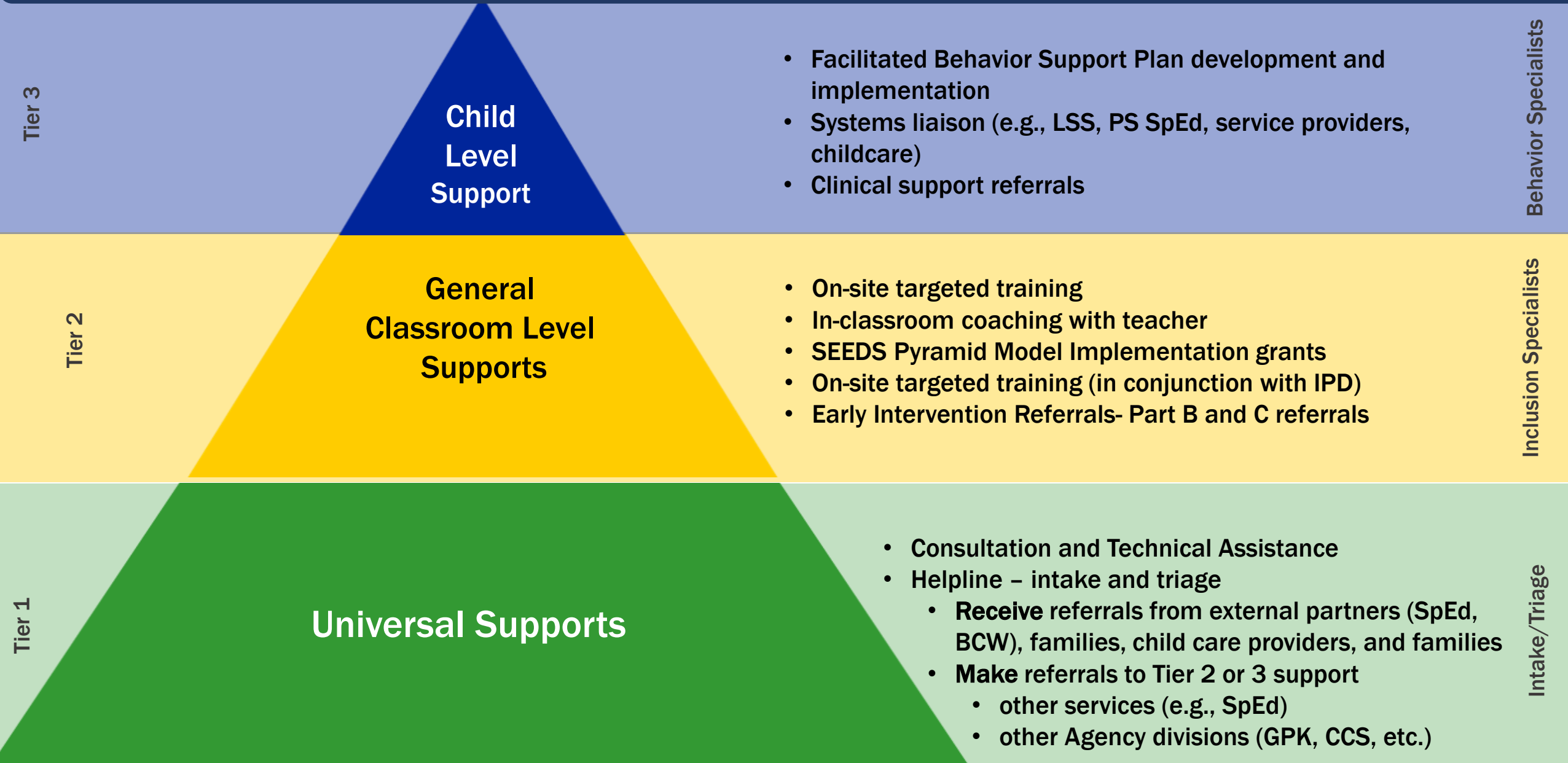
GEORGIA

SEEDS

FOR SUCCESS



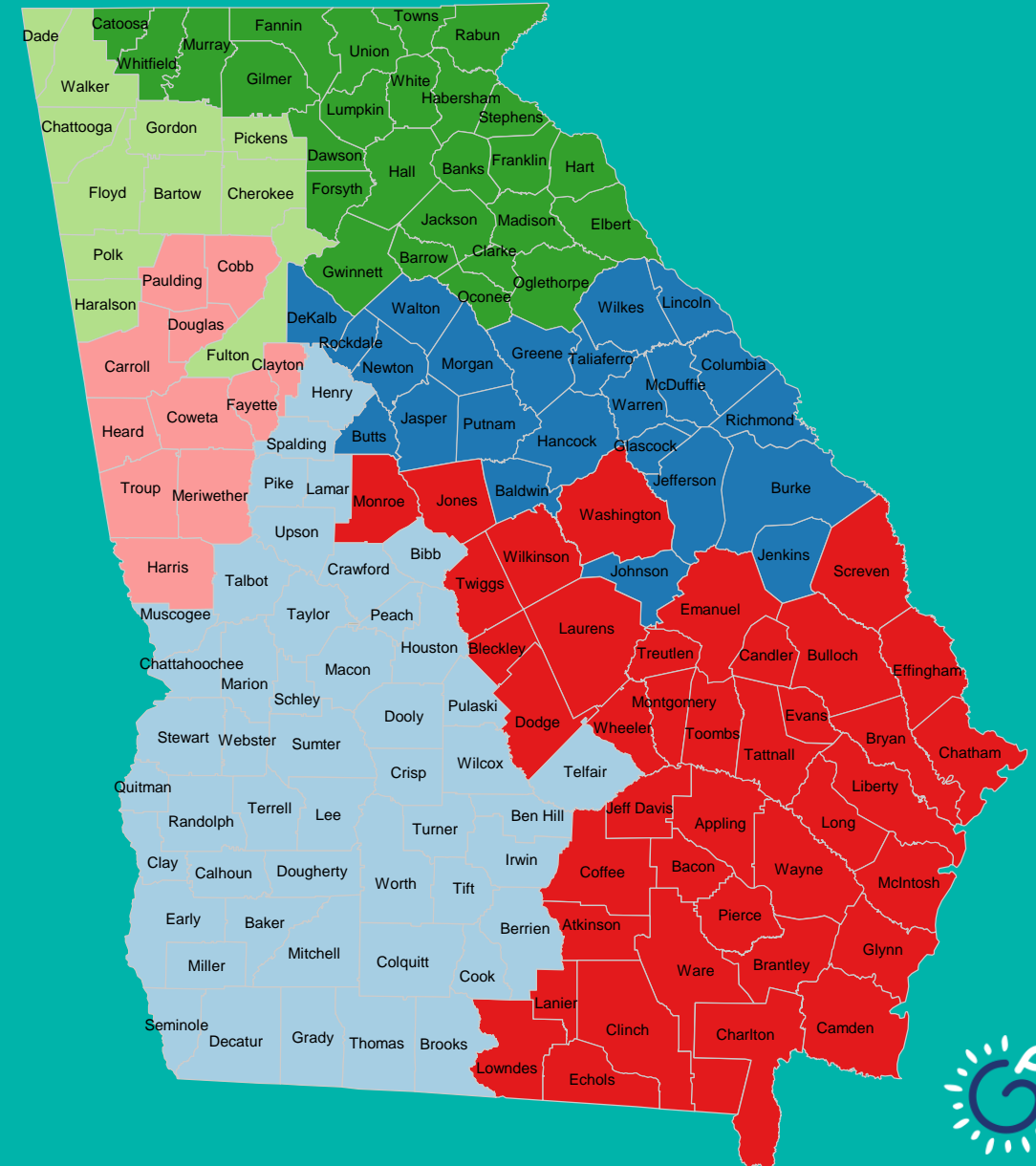
Early Learning Multi-Tiered System of Support



Statewide Support

21 Regionally-based Staff:

- 12 Inclusion Specialists
- 6 Behavior Support Specialists
- 3 Regional Supervisors



1.833.354.HELP

GEORGIA SEEDS for SUCCESS



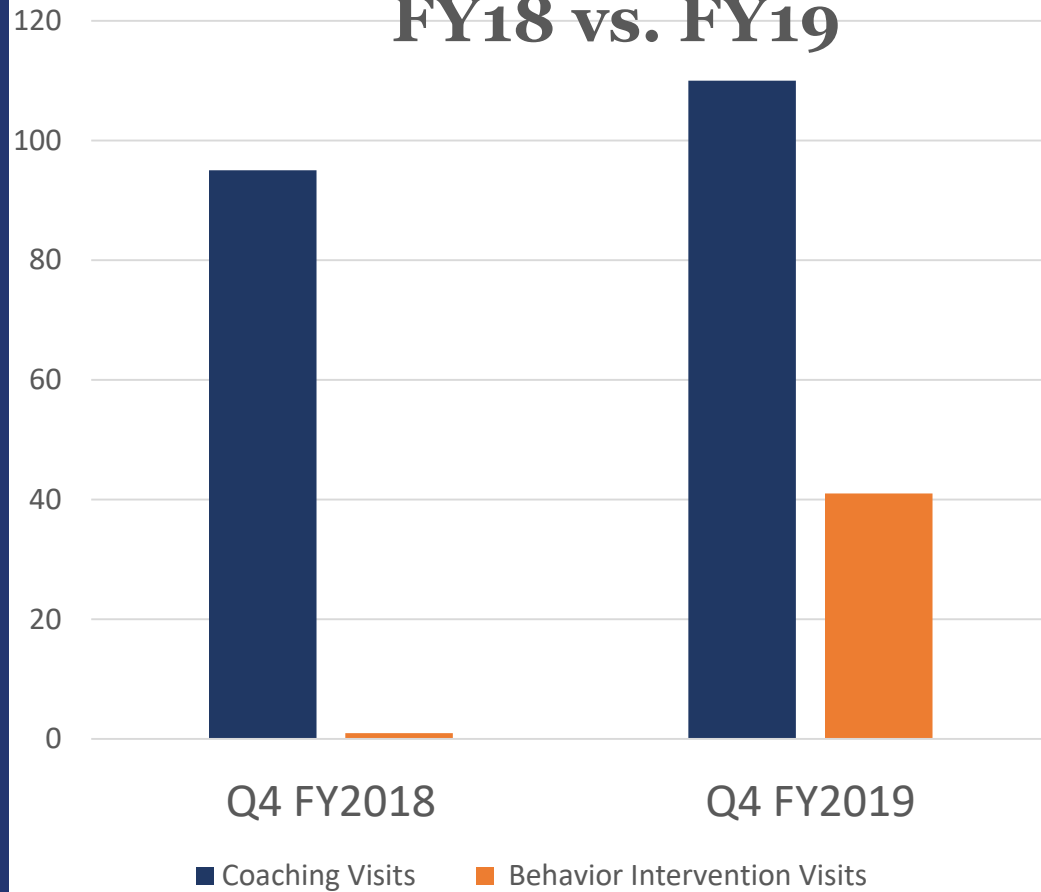
A listening ear from birth to thrive

inclusion@dec.al.ga.gov



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Coaching and Behavior Intervention Visits FY18 vs. FY19



**More
Intensive
Support for
Providers**



Communications Update New Branding

Reg Griffin
Chief Communications Officer

DECAL Branding: Immersion Session

July 2019

- Amy Jacobs
- Rian Ringsrud
- Susan Adams
- Dr. Bentley Ponder
- Pam Stevens
- Elisabetta Kasfir
- Ira Sudman
- Dennis Brice
- Reg Griffin
- Danielle Williams

PHASE 3



DECAL Branding: New Logo

October 2019

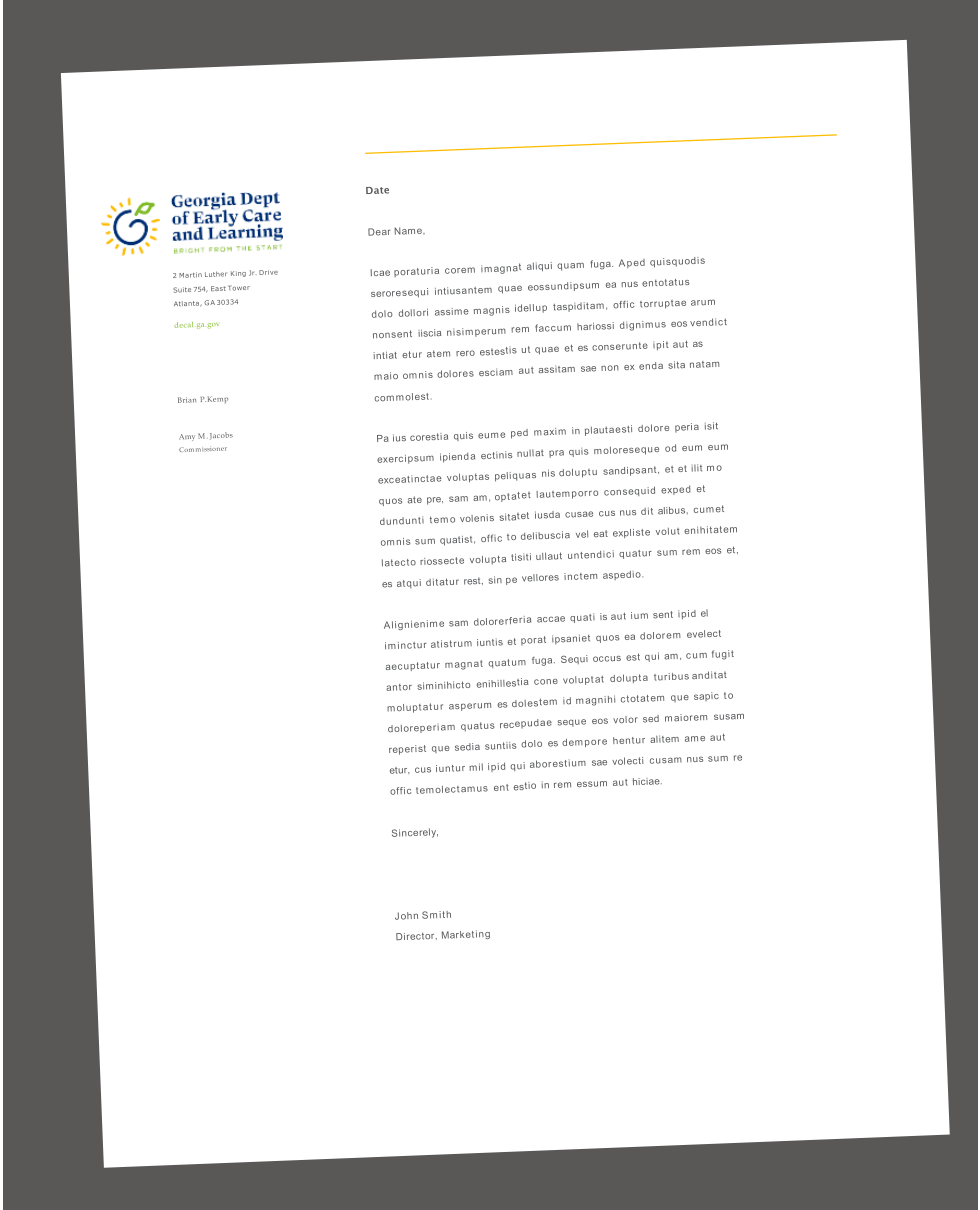


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DECAL Branding: New Brand Expression



BRAND TYPEFACES

Plantin Reg
Gotham

UNIVERSAL
TYPEFACES

Georgia
Verdana

ELEMENTS



GA DECAL BRAND EXPRESSION

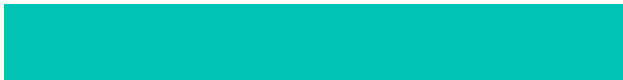
PHOTOGRAPHY



PRIMARY COLORS

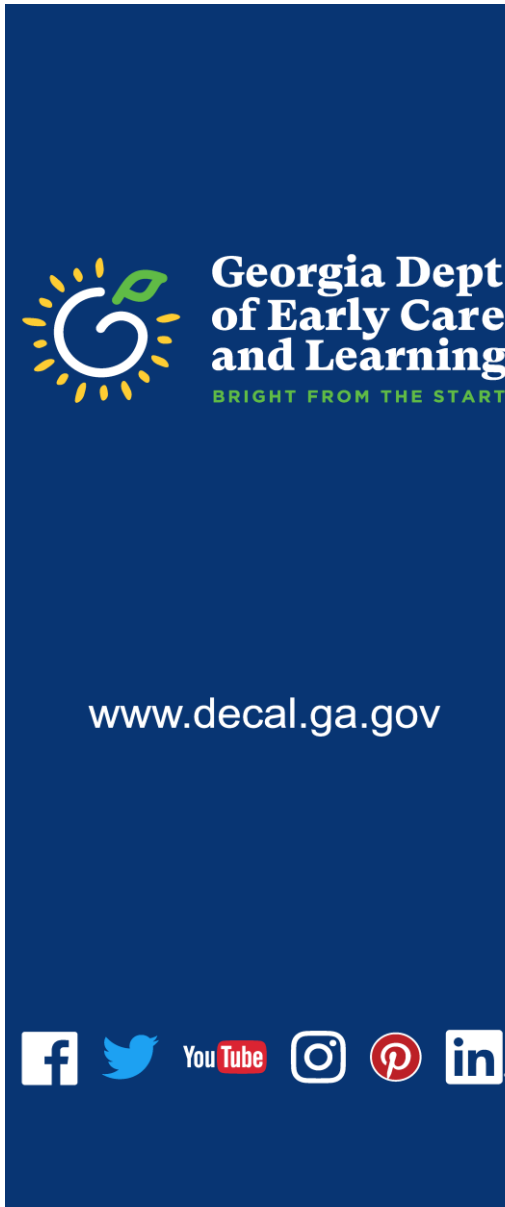


SECONDARY COLORS



DECAL Branding: Implementation Committee

- The committee will meet in December to discuss implementing the new branding within the agency.
- This includes DECAL banners, signs, and other agency related materials.



Break

“Take 10”

Child Care Services Update

Pam Stevens
Deputy Commissioner for Child Care Services

The Quality Connection

Issue 1 - September 2019



CCLC – 591-1-1-.03(5)(a)

FCCLH – 290-2-3-.09(1)(a)

Beyond the Rule

Activities: Indoor and Outdoor Play

Creating **quality** age-appropriate and functional indoor and outdoor play environments.

Highly rated, quality programs:



Schedule and engage in at least:

- One (1) hour of outdoor play a day for infants.
- One and a half (1.5) hours of outdoor play a day for children ages one-year and older.



Include a variety of materials and equipment.

Simple, but appropriately challenging toys; soft and child-sized furnishings.

- Foster diverse learning, creativity and various types of play; give children a sense of control.
- Materials should be durable, in good condition and properly cleaned and maintained.

The Quality Connection



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The Quality Connection



New resource for CCS
consultants and providers



Make connections between
licensing requirements and
higher quality practices



Crosswalk
CCS Rules-Quality Rated-
Pre-K

Technical Assistance Unit Pilot

Pilot program using *coaching* strategies and **training** for newly licensed programs

Goal of TA Pilot

Provide **positive and proactive support** to new programs and help them create systems to maintain compliance

Since December 2018, **267** programs in **Support** or **Deficient** compliance status were assigned to six CCS TA consultants. Of those programs assigned, **15%** had been licensed less than 12 months.

During the same time period, **122** programs underwent a Change of Ownership, and **12%** of those programs fell out of compliance within 12 months of the new owner operating the program.

Pilot Program Components

- Complete initial needs assessment
- Coaching/TA visits every two weeks
- Explanation of licensing visit expectations
- In-depth review of DECAL KOALA
- In-depth review of enforcement chart and possible adverse actions

Business Practices Training

- Core rules overview for CCLC & FCCLH programs
- Manager series based on McCormick Center training
- Topics include: Leadership Practices, Preventative Practices, Effective Communication, and Staff Morale

- Pilot programs will be tracked for **12-24 months** after intensive support has ended to monitor compliance level.
- Newly licensed programs can choose to receive intensive TA and coaching to help them maintain compliance after being licensed.

Head Start Collaboration Office

Allison Setterlind

A focus on local partnerships this fall

- **Department of Public Health-Babies Can't Wait and Department of Education:**
 - Early Intervention Partnership Forums focused on the transition of children with disabilities:
 - Ninth District counties-September 2019
 - Bibb, Monroe, Putnam, Hancock counties- December 2019
- **Department of Community Affairs:**
 - DCA is funded by HUD to serve youth and families who are homeless in 152 rural Georgia counties.
 - Community Partnership Forums focused on the housing, child care, and employment needs of families experiencing homelessness.
 - Brunswick-November 2019
 - Statewide DCA Conference-February 2020
- **Georgia Head Start Association Partnership Directory Updated**
 - Task facilitated by DECAL Research Division.
 - Benefits partner agencies like Department of Children & Family Services who provide foster care referrals to Head Start through a statewide MOU.

Head Start Collaboration
Offices (HSCO) facilitate partnerships between **Head Start** agencies and other state entities that provide services to benefit low-income children and their families.

The state HSCO is awarded federal funds under Section 642B of the 2007 **Head Start Act**.



Head Start by the Numbers

- **24,735:** total funded enrollment FY2019.
- **24:** The number of grantees in Georgia who exceeded the 10% mandate for services to children with disabilities.
 - **13:** the number who exceeded 20%
- **336:** The number of locations where children are served.
 - **260:** the number of DECAL licensed center locations.
 - **50:** the number of new licensing applications for new center licenses as a part of the GHSA initiative this year.





Countdown to 2020

Elisabetta Kasfir

Bentley Ponder



Organization

- Defining the Goal
- Goal Background
- Research and Data Support
- Current Efforts
- Post 2020





All CAPS providers must be star rated (1, 2, or 3 stars) by December 31, 2020, to continue to receive CAPS funding.

- Ensure supply of high quality care to promote parent/family choice for all Georgia's children and families
- Provide more high quality programs serving our most vulnerable children
- Commit responsible stewardship for early education supports and resources
- Support Georgia's efforts to encompass high quality ECE in Georgia's education pipeline

2020 Goal Context

- Recommendation from Early Education Subcommittee (now DECAL Advisory)
- Agency-wide goal
 - CAPS
 - Quality Rated
 - Instructional Supports
 - CCS
 - Pre-K
- Feasible due to GA's strong ECE foundation

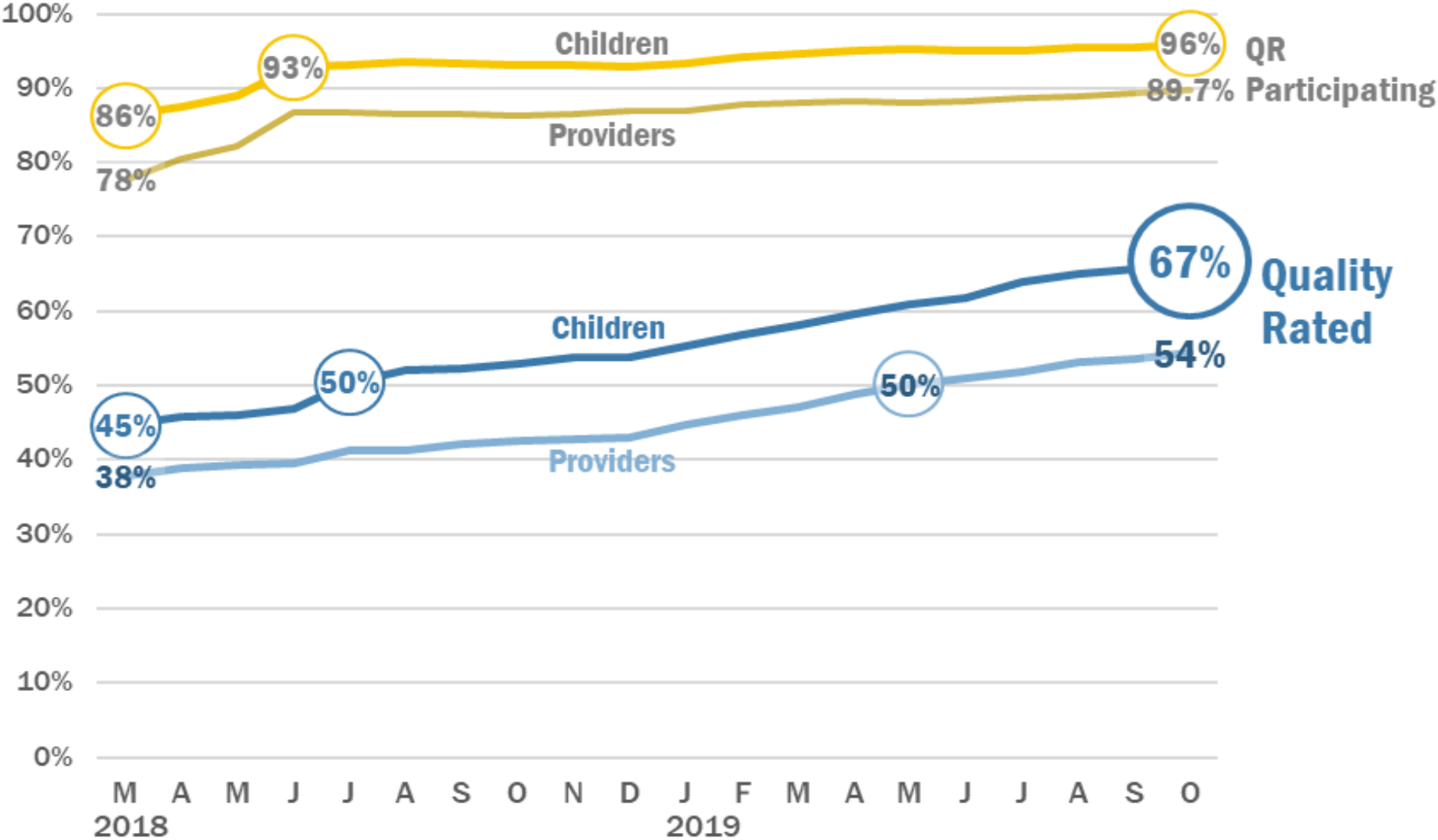




Data and Research Takeaways

- Goal data trending upward
- Research supports QR as appropriate quality framework
 - Context of early education benefiting all children but especially those from focal populations
- Data supports providers' intentions to become rated

67% of **children** receiving subsidies are in **Quality Rated** care.
 54% of **CAPS providers** are Quality Rated.



Quality Rated

- Georgia's system to assess, communicate, and improve quality
- Implemented 2012
- Exponential growth 2014–present
- Administration: DECAL
- Technical Assistance: CCR&R



Parent Testimonials

“If your child is going to a Quality Rated center, they are getting a great education.”

“The teachers here are amazing!”

“We get surprised every time we come home and that’s because she is in Quality Rated care.”

“The Quality Rated program is really important for kids.”

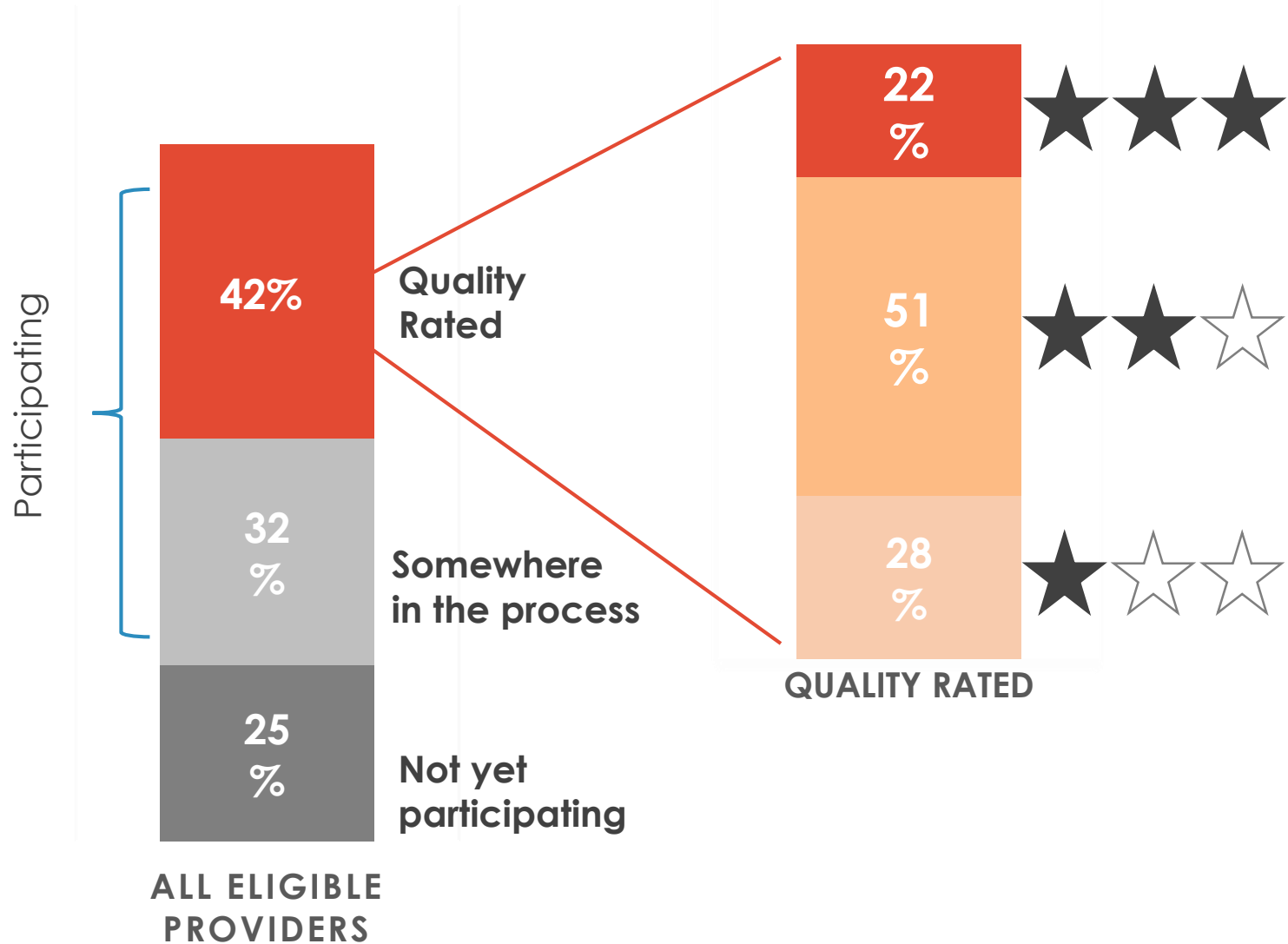


Ensuring access to quality rated child care for Georgia’s children benefits our families, our employers, and our future

“Having a Quality Rated program allows them to feel safe and encourages learning.”



Of Georgia's 4,660 eligible programs, 1,970 are Quality Rated.



The quality of most child care programs is still unknown.



Georgia's Quality Rated Validation Study



Fall 2017:

What Makes Up a
Quality Rated Star
Rating?



Winter 2018:

A Further Look at
the Programs in
Quality Rated



Fall 2018:

Provider
Perceptions of
Quality Rated



Spring 2019:

Ratings, Quality,
Child Outcomes,
and Work
Climate



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Quality Rated Validation Study 4th Report – Summary Findings



Center-based programs and FCCLHs with the highest Quality Rated star rating were generally of higher quality than lower-rated programs.



Preschool children in higher-rated programs learned more than children in lower-rated programs in some, but not all, domains.



In center-based programs with higher star ratings, the work climate was better in terms of turnover, wages, and employee benefits.

Quality Rated Validation Study 4th Report – Recommendations



Continue current revisions to the rating system



Moving to ITERS-3 and FCCERS-3



Focus quality improvement efforts for infants and toddlers



Programs continue to need support once they are rated



Continue efforts to improve compensation of the workforce



Continue to focus on all areas of children's development

CAPS

- Georgia's federally funded program to provide child care subsidies to low-income families
- Funded through the Child Care & Development Fund (CCDF)
- Committed to serving 50,000 children at any given time
- Full transfer of the program to DECAL occurred in 2017
- DECAL's implementation includes Scholarships and Family Support



CAPS Provider Types & Children Served

Most children receiving CAPS scholarships are in licensed centers.

CAPS PROVIDERS

2,209
(71%)

512
(16%)

325
(10%)

72
(2%)

Licensed Center

Family Child Care

Exempt

Informal

CHILDREN SERVED

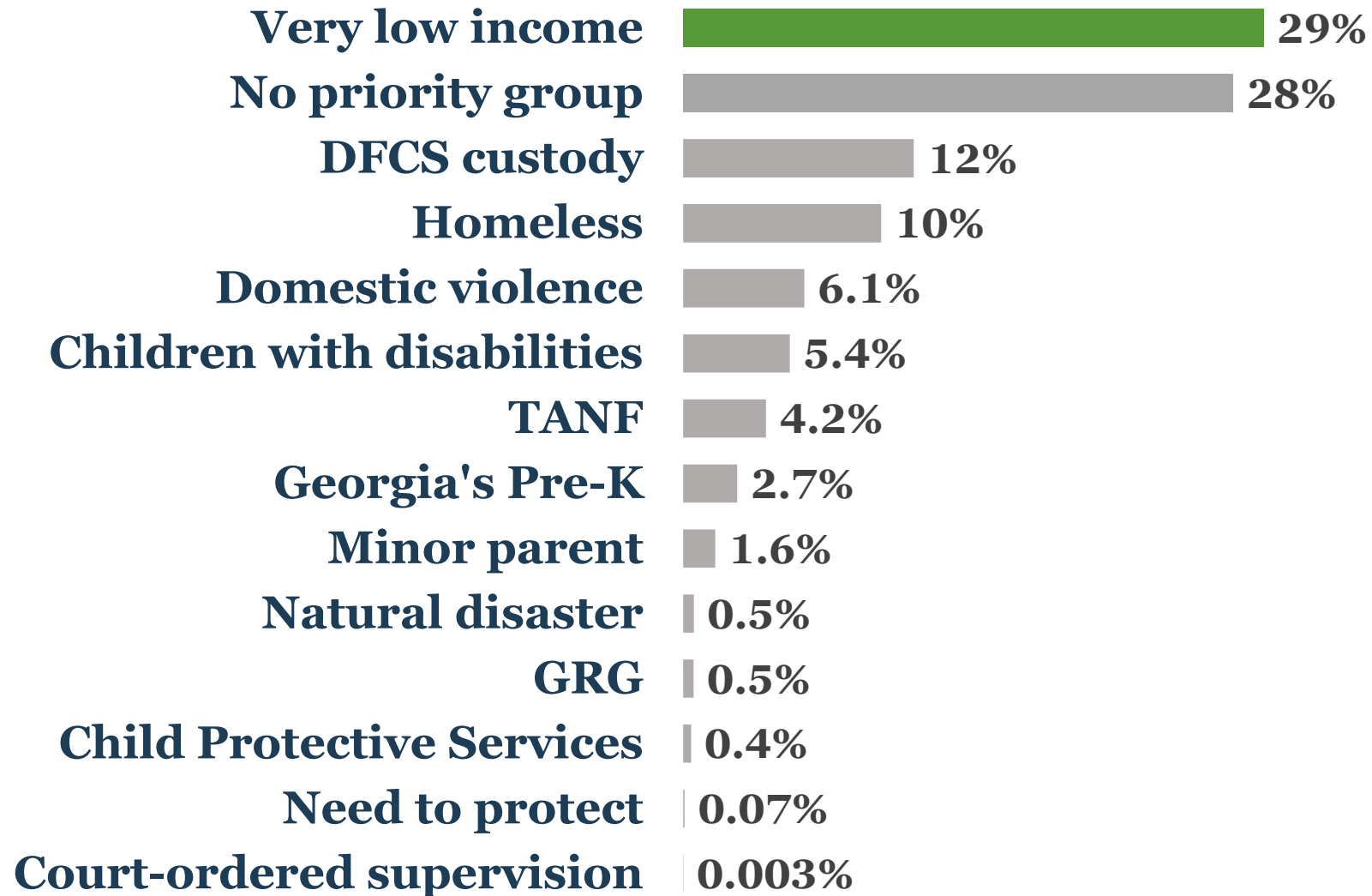
65,545
(95%)

1,908
(3%)

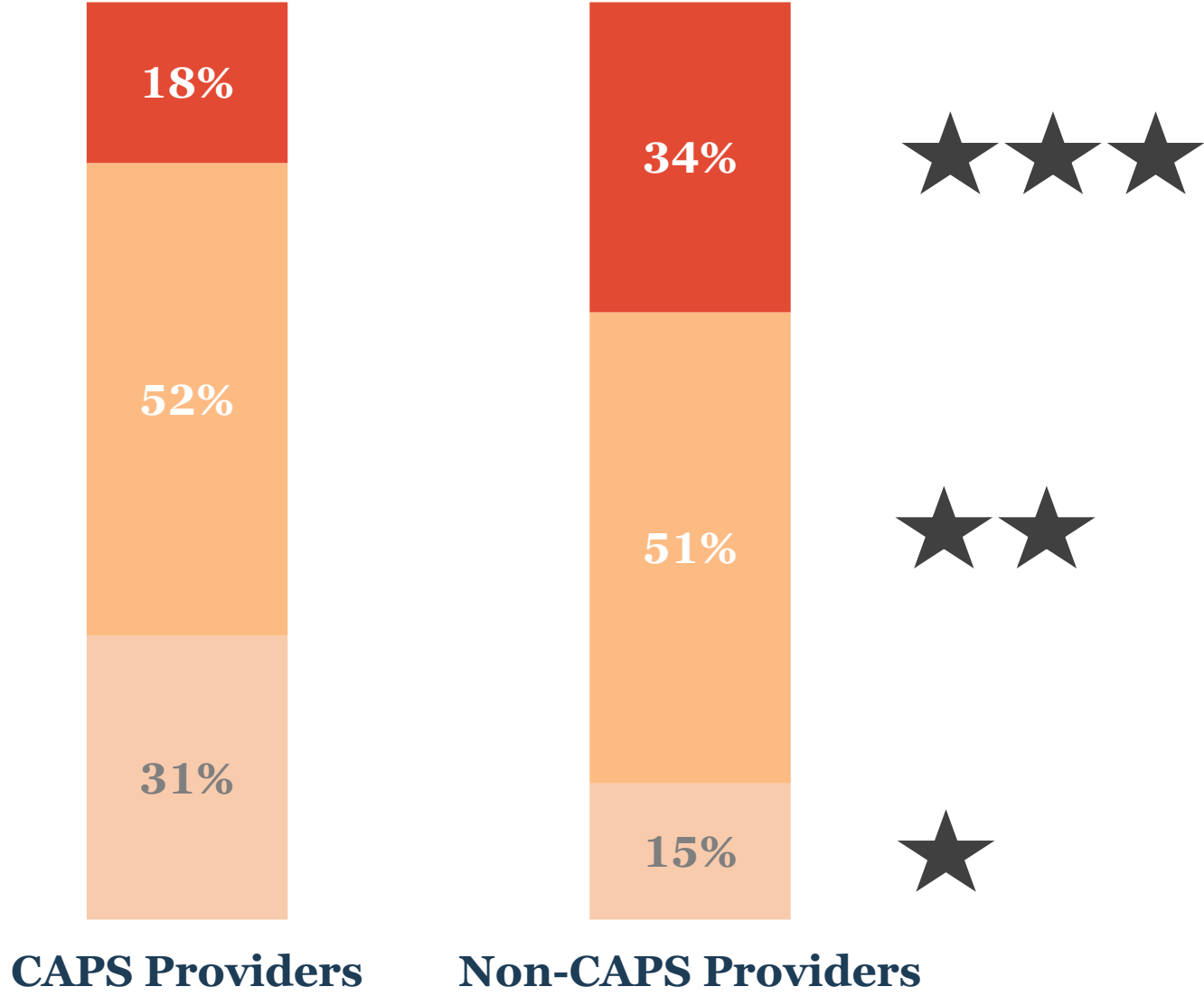
1,666
(2%)

183
(<1%)

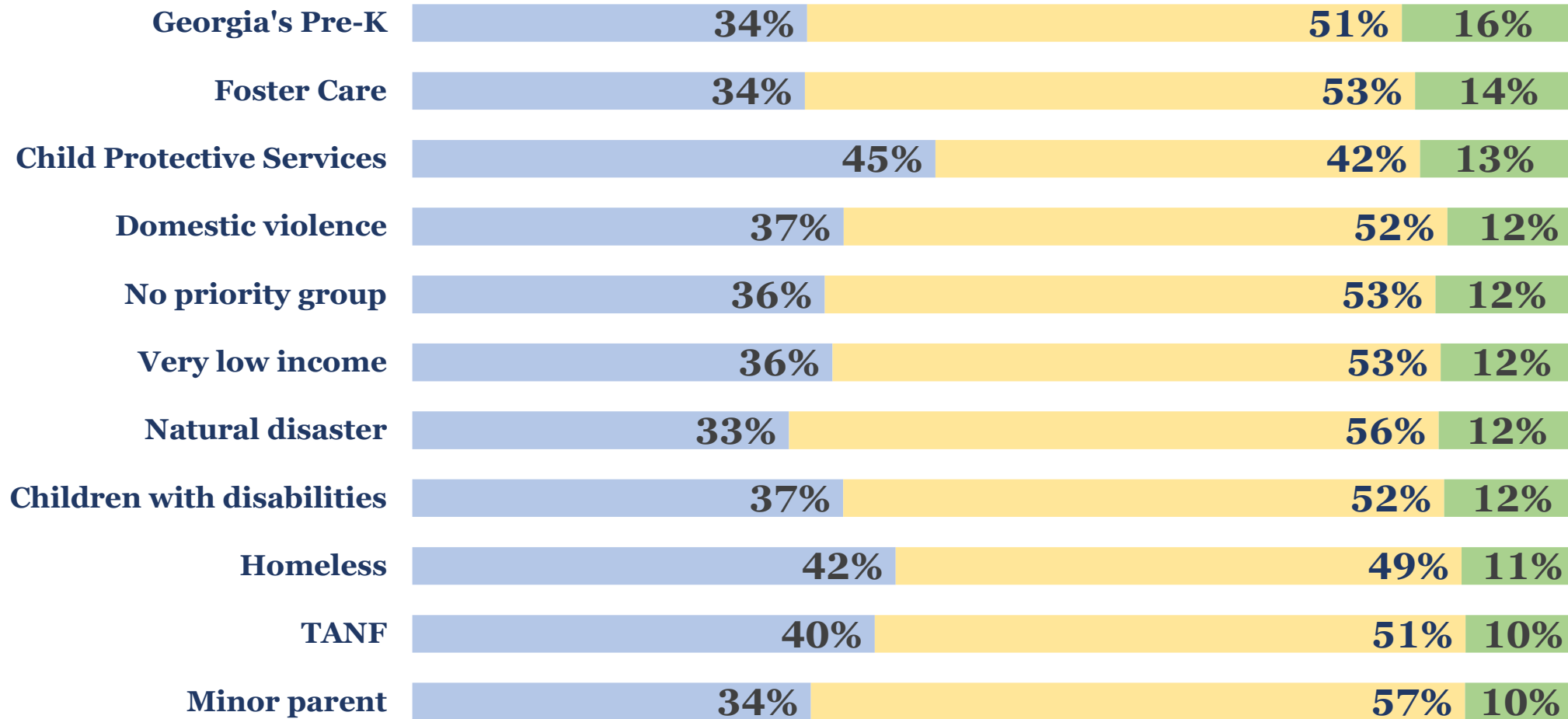
Priority Groups Supported by CAPS



CAPS providers are *less likely* to earn **3 stars** and *more likely* to earn **1 star** compared to non-CAPS providers.



Quality Rated Star Levels by Priority Group



■ 1 Star ■ 2 Stars ■ 3 Stars

Current DECAL Efforts

- Creating Cross-Agency Work Groups
- Implementing CAPS Staff QR Training
- Facilitating Stakeholder Engagement Opportunities
- Conducting Ongoing Data Review



Key Stakeholder Dates and Activities

October 15, 2019	Quality Rated Advisory Committee Meeting
November 1, 2019	Informational webinar on QR/CAPS policy and procedural changes and email to all providers
November 13, 2019	Critical Issues Forum
November 14, 2019	DECAL Advisory Group Meeting
November 14-20, 2019	Provider survey and public comment period (DECAL website www.decal.ga.gov)
November 25, 2019	Follow-up informational webinar and email to all providers
December 2019	Regional Community Information Sessions led by the Early Education Community Partnership Coordinators



33% of children enrolled in CAPS are receiving care at programs not yet Quality Rated.

- 1,130 CAPS providers do not have a rating.
- 527 of these CAPS providers have 11 or more active CAPS scholarships.
- If this specific group earns a star rating, 92% of children would be in Quality Rated child care.

IMPORTANT ANNOUNCEMENT

In order to continue to receive Childcare and Parent Services (CAPS) funding, eligible providers must be Quality Rated by **December 31, 2020**.

If you have not started the Quality Rated process, please consider doing so now by calling the Quality Rated helpdesk at 855-800-7747 or by visiting QualityRated.decal.ga.gov.

CAPS providers who earn a star rating will receive tiered reimbursement on their CAPS payments. Tiered reimbursement is a quality bonus that increases your total CAPS payment by 10% for one star, 20% for two stars, and 40% for three stars. Families at Quality Rated providers also receive a 15% discount on their family fee.

Please indicate below by selecting an option of your intent to continue to be a CAPS Provider.

I intend to be Quality Rated and remain a high-quality CAPS Provider.

I do not intend to be a CAPS Provider after December 31, 2020.

I do not have the authority to make this decision.

Only 4% of unrated CAPS providers responded that they did not intend to become Quality Rated and be a CAPS provider after December 31, 2020.

Unrated CAPS providers were surveyed. 1,015 respondents reported the following:

- 77% plan to earn a star rating.
 - 16% ready to submit portfolio
 - 56% receiving TA and portfolio in progress
 - 14% receiving TA and portfolio not started
 - 14% need more information about becoming Quality Rated
- 19% were unsure.
- 4% plan to opt out.

“Buckets” of Change



CAPS Milestone Dates



Family Communications



QR Policy and Operational Changes



Stakeholder Engagement Results



CAPS/QR Key Milestones



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Key Milestones Related to the CAPS/QR 2020 Deadline

- **May 1, 2020**
 - Providers who are not signed up for an observation slot may not accept new CAPS families.
- **January 2, 2021**
 - Providers not yet observed for a rating can no longer participate in CAPS. Scholarships of existing families receiving CAPS will be end dated at the time the family completes their redetermination in 2021.



Transition timeline of families to Quality Rated providers

After May 1, 2020,
families may
select only QR
providers or those
signed up for
observation

If provider not
star rated or
observed, families
move to QR
provider at next
renewal after
January 1, 2021

Deadline for
providers to be
observed
December 31,
2020



Communication with Families



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Family Communications

- DECAL developing multifaceted, ongoing communication plan.
- General communications about the benefits of choosing a Quality Rated provider have begun.
- Communications to all CAPS families around plans for the 2020 goal and what families can expect will begin in December 2019.
- Communications to all CAPS families will also occur before each major milestone.
- Targeted communications with families enrolled at non-rated providers will occur starting with their renewal that occurs after January 1, 2020.
- Targeted communications with families that remain enrolled at an unrated provider after December 31, 2020, will occur 45-60 days prior to their renewal in 2021.

Communication with Families



QR Policy and Operational Changes



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Permanent and Temporary Operational Changes

- Permanent
 - Quality Rated will implement a Cohort Group Sign-up System (slots) beginning December 1, 2019.
- Temporary
 - Providers who have a mandatory re-rating (required reassessment) in 2020 will be granted an automatic “hold harmless” year.
 - Voluntary reassessment requests will be suspended in 2020.

Slot-based portfolio submissions, along with the temporary changes, allow better management of the flow of observations



Proposed 2020 Rating Packages

Program Sign-Up Incentive

December	January
\$500	\$200

- Encourage early commitment to being observed

Program Rating Incentives

Observation Cohort	Director	Teacher	Program
Feb-Mar 2020	\$300	\$150	\$800
Apr-Jun 2020	\$200	\$150	\$400
Jul-Sep 2020	\$200	\$150	\$400
Oct-Dec 2020	\$150	\$150	\$0

- Encourage observations earlier in the year
- Payments made upon achieving a rating
- Available for initial ratings



DECAL will create and implement a *provisional* status.

- Research shows it can take up to a year to become Quality Rated.
- This will allow newly licensed programs to serve families in CAPS immediately.
- This can support current unrated, non-CAPS providers to choose to accept CAPS scholarships.

Provisional Status



DECAL will create and implement a *probationary* status.

- Despite best efforts, some programs complete the rating process and do not score high enough to receive a 1-, 2-, or 3-star rating.
- Some programs may allow their rating to lapse for some reason when it comes time for their 3-year renewal.
- Need a mechanism to ensure continuity of care for children and families.

Probationary Status



Stakeholder Engagement Conclusions



Georgia Dept
of Early Care
and Learning
BRIGHT FROM THE START

- General agreement with CAPS milestones dates
- Recommend comprehensive, immediate plan to communicate with families
- Agreement that 2020 rating incentives will motivate providers
 - High approval for workforce option
- Support provisional and probationary statuses
 - Recognize “devil is in the details”





Beyond 2020

- Changed Georgia ECE landscape
- QR revisions
- Continued need to support programs in increasing star level and CQI



Lunch

(Pick up as directed)

Committee Meetings

- *Programs – Oak*
- *Budget/Finance – Willow*
- *Quality Innovations and Partnerships – Hickory*

The public is welcome to attend/observe committee meetings but may not participate in the committee's discussion.



Welcome to the Board of
Early Care and Learning

Public Comments

November 21, 2019



Committee Reports

- Budget/Finance
- Programs
- Quality Innovations and Partnerships



Board Meeting Dates 2020

February 20, 2020

May 21, 2020

August 27, 2020

November 19, 2020

Until then...

Happy Holidays 2019!

