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**First 8 Memphis Board Meeting**

**Date:** July 25, 2020

**Time:** 10:00am - 12:00pm

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**Board Members Present:** Kathy Buckman Gibson, Marion Hare, Tanya Hart, Tomeka Hart Wigginton, Amber Huett Garcia, Dr. Carol Johnson Dean, Keva Latham <sup>[P]</sup>, Yvonne Madlock, Patrice Robinson, Mary McDaniel, Alex Smith, Michael Whaley, and Rebecca Yeung <sup>[P]</sup>  
*<sup>[P]</sup>= by phone*

**Board Members Absent:** Jim Boyd, Dr. Antonio Burt

**Staff Present:** LeAmber Hill, Ginny Renfroe, Dr. Kandace Thomas, and LaDora Watkins

**Visitors:** Ronda Hughey (Hughey's Debits and Credits)

*The First 8 Memphis Board of Directors meeting was held electronically in the Zoom platform. Electronic means of conducting business is "critical to limiting the community spread of COVID-19".*

### Call to Order and Opening Remarks

Chairperson Buckman Gibson called the meeting to order at 10:09 a.m.

### Board Business

#### Approval of Meeting Minutes

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A motion to approve the board meeting minutes from May 5, 2020, May 12, 2020, and June 29, 2020 was made by Director Whaley with a second from Director McDaniel. Board members unanimously approved the minutes without objection.

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#### Executive Director Report

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Dr. Kandace Thomas' update included a report from the Early Success Coalition (ESC), a First 8 Memphis partner. ESC was invited to provide an update via PowerPoint as the First 8 Memphis staff wanted to give the board a holistic view of the four pillars of its early childhood work. Some of the themes highlighted in ESC's presentation:

- ESC has a referral network that is widely used by home visiting programs as well as center-based programs.
- Home Visiting data across the country shows that home visiting helps reduce infant mortality. In 2017, ESC reported that the infant mortality rate was 1.2% across its programs. By 2019, it was 0%. This is a huge win for the work happening across the ESC network. Roughly 90% of babies born in 2017 and in 2019 were born at a healthy birth rate. Additionally, in 2009, 50% of women received adequate prenatal care. By 2019, 96% of pregnant women who participated in an evidence-based home visiting program received prenatal care.
- ESC has a "No Wrong Door" approach, which is an approach that essentially benefits the parents because no matter what the passthrough is for enrollment, the ESC network is structured so that the intake process is done once and there is capacity for interagency sharing of resources to families.
- ESC is partnering with Parent Plus in an outreach and awareness campaign to reach families, reduce the stigma of home visiting, and connect families to resources.
- ESC wants to point out that the need for home visiting resources has not diminished in the COVID-19 environment, but programs have struggled to hire new staff. In person outreach has stopped and programs have reported difficulty in getting outside referrals. As of July 2020, programs were at 86% capacity. That number is not likely to increase until national trainings that are delayed due to COVID-19 can resume for the newest staff hires.

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## Committee and Working Group Reports

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- Finance Committee
  - Director Whaley provided a high-level summary of the audit findings for First 8 Memphis. Dixon Hughes Goodman provided a thorough review and noted there to be no audit findings. The auditors made two recommendations which did not influence their opinion. They suggested that F8M research the City and County joint ordinance to identify if there are any requirements that F8M must follow related to cybersecurity and handling of personal identifiable information with Pre-K operators. They also recommended increasing financial controls around operator invoicing

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and payments. Director Whaley noted that an amendment to the financial policies and procedures satisfies that recommendation. **He moved that the audit report be accepted as approved. Director McDaniel seconded and there were no objections made. The board unanimously approved the amended financial policies procedure.**

- The board heard about the major revisions to the budget for FY21. A grant award from the Ballmer Group totaling \$1M was added to income and expense. Other adjustments were made to reflect a reduction in rental fees due to First 8 Memphis sharing an office with Junior Achievement, insurances, office equipment rentals and classroom expenses. **The motion from the Finance Committee to accept the updated budget revision had a second from Director Latham. There were no objections to accepting the updated budget revision. The motion was approved unanimously.** Chairperson Buckman Gibson noted that a date should be added to the budget document to identify the version of the document.
- Accounting procedures were updated to specify transfer actions specific to the operator payments. **Director Whaley made a motion to accept the amended procedure to the financial policies; Tanya Hart seconded. There was unanimous board approval.**
- We are coming off a shortened fiscal year so the board should expect to have year-end financials (Jan 2020-Jun 2020) before the next board meeting in October 2020.
- Onboarding Working Group
  - The working group had two meetings with Dr. Thomas in which they provided input on the agenda in preparation for the board retreat. They also spent time identifying executive coaches that Dr. Thomas can consider. In the coming weeks, this group will consider Key Performance Indicators Dr. Thomas for this next year. Dr. Thomas was appreciative of this group's time and support.

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## Pre-K Outcomes Financing

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Dr. Thomas provided a high-level overview of the outcomes financing program in preparation for the 2020-2020 school year.

Outcomes financing project came about as Shelby County was in jeopardy of losing 1,000 Pre-K seats due to the expiration of the PDG grant. The City and the County made a commitment to expand universal needs-based Pre-K in the community. After much thought partnership and work, First 8 Memphis was birthed with the intention of administering the Pre-K program. F8M Pre-K classes have a max size of 20 students

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with one qualified teacher and one qualified education assistant. There is a minimum of 5.5 hours of instructional time with teachers; all teachers use an approved early learning curriculum. Each classroom benefits from wraparound services, including family support and family service workers.

F8M is currently wrapping up year one and planning for year two of the three-year strategy in the outcomes financing portfolio. To date, we had 64 classrooms; our contract with ASD is pending approval to increase to 66 classrooms. The total budget for year one was \$11M. As we enter year two of the program, we wanted to have nominal growth due to COVID-19. The budget is \$12.5M. 80 classrooms are anticipated for school year three/school year 2021-2022 with a budget of \$14M.

F8M believes that next year is an opportunity to continue best practices and transition to a long-term, sustainable funding model for the program. Highlights for year two include:

- Child and family well-being are the focus for year two during the COVID-19 pandemic.
- There are 75 classrooms expected within the portfolio; 50 are financed and 25 are non-financed/direct funded.
- F8M has budgeted to fund classrooms at two levels: \$145k for non-financed/direct funded classrooms and \$150K for financed classrooms.
- Success measures will mirror measures used in year one with a few changes to accommodate appropriate changes due to COVID-19.
  - *Pre-K growth measures:* Two Pre-K growth measures will be used – I Station (reading development and growth) and Brigance (developmentally informed Pre-K growth assessment that measures seven domains of growth including, social emotional, cognitive, physical, etc.).
  - *K-Readiness assessments:* F8M Pre-K classrooms will continue to use NWEA MAP. However, Pre-K operators will have the option to also administer EasyCBM, AIMSweb, as well as I-Ready. Seeing Success is working to make sure all four assessments correlate to each other which will allow for data comparison.
  - *Attendance:* F8M along with private investors and Pre-K operators have discussed changing the attendance threshold from 90 to 80%. F8M is working with Pre-K providers to add value to the program management and strategic direction of Pre-K as well as leverage the learnings as a partnership across providers.

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Overall, our goal is to have 90% of students K-ready by 2025 and serve over 8500 families by 2025. We would like to continue providing comprehensive wraparound services and family engagement opportunities. Another underlying goal is to create a seamless data infrastructure to track student outcomes across a child's educational experience. Ultimately, F8M would like to explore local funding to sustain outcomes financing if the model continues after the three-year period ends. It was noted that the year two proposal of outcomes financing is subject to approval by the City and County.

**A motion to approve the Pre-K financing budget listed above utilizing outcomes financing provided by Maycomb Capital and TUCI was made by Director Hart Wigginton with a second by Director McDaniel. No objections were made. The board passed the motion unanimously.**

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### Open Meetings

Director Hart Wigginton spoke on behalf of the Working Group that convened to discuss the open meetings policy and outstanding questions.

Director Hart Wigginton, Director Johnson, and Director Robinson met with Dr. Thomas and staff to discuss the strict open meetings act that First 8 Memphis is subject to. First 8 Memphis is compliant with Tennessee's Open Meetings Act.

A meeting is defined as a time when two or more people discuss an item that may require a board vote. This type of meeting should be held in public view. Adequate notice must also be given. Per the FAQ document included in the board packet, First 8 Memphis will provide a notice of five days. Director Hart Wigginton also explained that the working group spent time making the distinction between executive sessions and closed meetings. The board can maintain attorney-client privilege for closed meetings if there is pending or threatening litigation. In that instance, the meeting with an attorney is considered a closed meeting. Director Hart Wigginton cautioned the board against having attorney-client meetings without the presence of an attorney. Additionally, confidential information can be protected but those in the room must keep it confidential to maintain the privilege. In privileged meetings, the attorney should be the notetaker as he/she can have the "protected communication" under the law. Executive sessions in which trade secrets and proprietary information is discussed will have to be noticed publicly. For the record, anytime there is an executive session, the attendees will include the First 8 Memphis leadership and the board. Staff will not attend. Minutes must be taken in these meetings, but they can be broad.

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### FY21 Proposed Meeting Dates

Chairperson Buckman Gibson led the board through review of the proposed meeting dates handout. It was noted that Director Robinson cannot meet on the 1st and 3rd Tuesdays of the month. The FY21 meeting dates selected for the board meetings are the

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second Tuesday of the month except for the last meeting of the fiscal year - that meeting was scheduled for Tuesday, June 15th and was changed to Tuesday, June 8th per the request of Chairperson Buckman Gibson. The board agreed that 1:00 p.m. – 3:00 p.m. is a good time to have the board meetings. Chairperson Buckman Gibson indicated that the Executive Committee meeting times be set at 1:00 p.m. as well. It was noted that the Executive Committee is composed of the Board Chair, the standing committee chairs, and the officers of the board. The chairs of each standing committee will be responsible for determining the meeting times of their committees.

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### **Year Two Pre-K Financed and Non-Financed Classrooms**

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Ginny Renfro took the board through the slides regarding Pre-K classrooms and operators for year two of the Pre-K program. First 8 Memphis' Pre-K operating partners will increase from 11 to 14 in FY21. There have been some challenges to expanding, this includes:

- Memphis Scholars, a current operator, will not open a Pre-K class for FY21. They will not host the class they had in year one either.
- Zip code 38106 appears to be the zip code impacted most by closures. There are three locations that will not operate classrooms: KIPP Corry, Memphis Scholars, and Hamilton High.
- The Hamilton High location will be moved to White Station Elementary.
- Enrollment numbers are down county wide but there may be opportunity to look at childcare centers in the area to stand up a Pre-K classroom.

The board engaged in an extensive discussion about the impact of school closures and to neighborhoods. A meeting on July 29 with First 8 Memphis operators will explore what supports are needed to boost enrollment. Dr. Thomas has learned that there may be larger systems issues because Pre-K is not required in Shelby County and as such, operators may feel that Pre-K is the first resort in budget cutting or space needs.

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### **Next Memphis Update and Discussion**

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Chloe Moore, Executive Director of Next Memphis, joined the meeting to provide an update on the Next Memphis organization. Her updates included:

- 11 partners were selected in February 2020 by Next Memphis to participate in the shared services program. The partners are undergoing weeks of assessments to
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identify where they are and where they would like to be. Next Memphis is focused on a few areas of service that include supporting childcare centers with infrastructure for HR, Finance, Maintenance, and Marketing. The marketing aspect is currently being bolstered due to COVID-19. Next Memphis is also purchasing curriculums that are evidenced based for providers. The staff uses a parent focused approach to assess needs for transportation, employment, housing, and school.

- As of March 13th, Next Memphis transitioned to virtual operations and communications. Next Memphis was able to pivot support and provide childcare disaster relief to providers.
- A survey was issued, and Next Memphis learned about the state of childcare centers in Shelby County. Most centers were struggling with attendance and obtaining supplies. Porter-Leath was able to leverage its vendors and submit bulk orders for supplies. Beyond the 11 partners, any childcare provider that needed supplies was able to get them.
- Currently, Next Memphis is at the end of hiring a 52-member team to provide support for this work. Chloe Moore reported that the fallout from COVID-19 is devastating. A June study conducted by NAEYC showed that 40% of operators stated that they would close permanently if there is no support from the state and federal level.

Chloe Moore made an appeal to the board and asked the board to support a letter of intent for childcare programs in the Family Day Home setting to receive the same shared services supports through Wonder school in Fall 2020. Next Memphis will shoulder the cost of the program.

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## Adjourn

The meeting adjourned at 12:04 p.m.