

HHS/E&C COMMITTEE #1  
October 31, 2022  
**Update**

**MEMORANDUM**

October 26, 2022

TO: Health and Human Services Committee  
Education and Culture Committee

FROM: Vivian Yao, Legislative Analyst

SUBJECT: Update on the Children’s Opportunity Alliance, the County’s Early Care and Education Coordinating Entity

PURPOSE: Receive a progress update on the Children’s Opportunity Alliance (COA)

**Expected Participants:**

- Kevin Beverly, Board Chair, COA
- Patricia Ruppert, Board Vice-Chair, COA
- Tiffany Jones, Board Secretary, COA
- Dira Treadvance, Chief, Children, Youth and Family Services (DHHS) and COA Board member

**I. BACKGROUND**

***Bill No. 42-21, Child Care – Early Care and Education Coordinating Entity – Established***

On February 15, 2022, the County Council enacted Bill No. 42-21, Child Care – Early Care and Education Coordinating Entity – Established. The bill recognized that ECE is an essential service and economic imperative for the well-being of the County’s children, families, employers, and the greater community. The legislation requires the Council to designate a single nonprofit corporation as the County’s Early Care and Education Coordinating Entity and establishes guidelines for the designation. The legislation also establishes the role of the Coordinating Entity convening stakeholders, developing priorities, and supporting the development of an equitable, robust system of high quality, accessible and sustainable ECE focused on children from birth to 5 years old.

***Designation of Children’s Opportunity Alliance***

Pursuant to Bill No. 42-21, the Council designated the nonprofit Montgomery County Children’s Opportunity Alliance Incorporated as the County’s ECE Coordinating Entity by

resolution on July 12, 2022. The Executive approved this resolution. The designation resolution required that the newly constituted Board of Directors of the County’s Early Care and Education Coordinating Entity develop and adopt bylaws that comply with the requirements of County Code Section 10A-12 and that a copy of the adopted bylaws be submitted to the Council.

### ***COA Board***

The Council has acted on the following appointments for the COA Board with Board officers indicated:

- Kevin Beverly, KBH Consulting, Board Chair
- Patricia Ruppert, Ruppert Companies, Board Vice-Chair
- Tiffany Jones, Precious Moments Family Childcare, Board Secretary
- Vernessa Broddie, Imagination Education/The Nurturey Preschool
- Amy Cropp, MCPS
- Raymond Crowel, DHHS
- Chandra Curtis, Parent Representative
- Hannah Hahn, The Morris and Gwendolyn Cafritz Foundation
- William Hegwood, CareerCatchers
- Deborah Lambert, Office of Management and Budget
- Nora Morales. Identity, Inc.
- Taniesha Myles, Parent Representative
- BB Otero, County Executive’s Office
- Nichelle Owens, MCPS
- Myrna Peralta, Centro Nia
- Sonia Pruneda-Hernandez, Montgomery College
- Sobia Qureshi, Bright Futures Early Learning Program
- Theresa Ramsaroop, Parent Representative
- Wayne (Chris) Saxton, Universities at Shady Grove
- Dira Treadvance, DHHS
- Vivian Yao, County Council

## **II. COA UPDATE**

A progress summary provided by Board Chair Beverly is attached at © 8-11. To date, the COA Board has met three times, and some of the accomplishments of the new organization include the following:

- ***Legal status:***
  - COA filed articles of incorporation with the State of Maryland, and the organization’s 501(c)(3) status is pending.
  - The COA Board developed and adopted bylaws that comply with the requirements of County Code Section 10A-12. See ©1-7.

- **Officers:** Elected Board Chair, Vice-Chair, and Secretary.
- **Fiscal Activities:**
  - Established the organization’s fiscal year from July 1 to June 30.
  - Received authorization to use DHHS Children, Youth and Family Services and MCPS funding to support COA operations.
  - **Executive staff have indicated that \$425,000 funding in the FY23 Children’s Opportunity Fund (COF) NDA may support the efforts of the COA.<sup>1</sup>**
  - COA has also coordinated the transfer of Bender Foundation grant funding from MMF to COA.
- **Operational activities:** Contracted technical, administrative and interim Executive Director support.

Additional activities that the Board has begun to discuss include the organization budget, team building and training activities, committee structure, strategic planning and work plan activities, formalizing the relationship with the Greater Washington Community Foundation as the COA fiscal sponsor. See also draft work plans and data collection timelines at ©19-22 that have been presented to the Board, but not acted on.

A Board has discussed the organization’s FY23 budget; however, it has not approved a budget to date and additional work is needed by the Board’s budget committee. Key actions that the Board will likely need to address with due speed include hiring key positions, e.g., the Executive Director, developing a Strategic Plan, and approving a work plan (including consideration of some of the questions raised on ©11). Because COA will have access to amounts in the COF NDA and CYF and MCPS budgets, it appears that there is sufficient funding to engage in these initial activities, until the Board is in a better position to assess its fiscal situation through the end of FY23.

**Thus, Council staff does not recommend appropriating additional funding for COA at this time; however, the Joint Committee should request another update prior to FY24 budget discussions in February to March timeframe when more is hopefully known about the staffing and the strategic direction of the organization.**

The packet contains the following attachments:

	<u>Circle #</u>
COA Board Approved Bylaws	1-7
COA Progress Summary	8-11
Board meeting minutes approved and draft	12-18
Draft Work Plan and Data Collection Timeline (Not yet approved by Board)	19-22

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<sup>1</sup> A portion of these funds may be needed to support COF operations and are earmarked for a grant to the Imagination Library.

**MONTGOMERY COUNTY CHILDREN'S OPPORTUNITY ALLIANCE INCORPORATED**

**BYLAWS**

Article I.      FORMATION

Section I.01 Name. The name of the Corporation is the "Montgomery County Children's Opportunity Alliance Incorporated".

Section I.02 Articles of Incorporation. The Corporation was formed on February 25, 2022, as a Maryland nonstock, nonprofit corporation pursuant to the Corporations and Associations Article of the Maryland Code (the "Act"). The Corporation's Articles of Incorporation (the "**Charter**") were most recently amended and restated on July 1, 2022.

Section I.03 Principal Office. The street address of the principal office of the Corporation in Maryland is 5603 Northfield Road, Bethesda, MD, 20817 or at such other place as the Board of Directors may determine from time to time. The Corporation shall at all times have its principal office in Montgomery County, Maryland (the "**County**").

Section I.04 Additional Offices. The Corporation may have additional offices at such places as the Board of Directors may from time to time determine or the business of the Corporation may require.

Section I.05 Resident Agent. The resident agent of the Corporation for service of process in the State of Maryland shall be that person or entity and location reflected in the Corporation's Articles of Incorporation, if any, or such other agent as the Board may from time to time designate as provided by the Act.

Article II.      MEMBERS

Section II.01 Members. The Corporation has no members. The business and affairs of the Corporation shall be conducted under the direction of, and the control and disposal of the Corporation's properties and funds shall be vested in its Board of Directors (the "**Board**", each member of the Board a "**Board Member**"). For purposes of any law or rule relating to members of a nonstock corporation, the Board Members, as Directors, shall constitute the members of the corporation; and when meeting as Directors, may exercise the rights and powers of members.

Article III.     PURPOSE; NONPROFIT STATUS

Section III.01 Purpose.

- (a) This Corporation is not an instrumentality of the County, and is incorporated for the purpose of serving as the County's Early Care and Educations Coordinating Entity under the provisions of Section 10A-12 of the Montgomery County Code, as amended.
- (b) The Corporation is organized and operated exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (Code). The Corporation shall receive contributions and fees, and shall distribute its funds for civic, charitable, and/or educational purposes, as set forth in its Articles of Incorporation. In carrying out its corporate purposes, the Corporation shall have all the

powers allowed corporations by the Maryland General Corporation Law, which applies to both stock and nonstock corporations, unless a specific provision or the context of a provision clearly provides or suggests otherwise; this is provided, however, that the Corporation shall not have or exercise any power inconsistent with or prohibited by its Articles of Incorporation.

- (c) As limited by Section 501(c)(3) of the Code, it is expressly not the purpose of the Corporation, and the Corporation is not empowered, to participate or intervene in (including the publication or distributing of statements) any political campaign on behalf of, or in opposition to, any candidate for public office, nor to devote more than an insubstantial part of its activities to carrying on propaganda. The Corporation may only act to influence legislation to the extent permitted by the provisions of the Code for organizations exempt from Federal income taxes pursuant to Section 501(c)(3) of the Code.

Section III.02 Nonprofit Status. No part of the net earnings of the Corporation shall inure to the benefit of any private shareholder or individual, and the Corporation shall not carry on any activities not permitted to be carried on (i) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Code (or the corresponding provision of any future United States Internal Revenue Law), or (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code (or the corresponding provision of any future United States Internal Revenue Law).

#### Article IV. BOARD OF DIRECTORS

Section IV.01 Number. The Board of Directors shall consist of twenty-one (21) Board Members, as set forth in Section 10A-12 of the Montgomery County Code, as amended.

Section IV.02 Qualifications. Each Board Member must reside or work in the County.

Section IV.03 Election. All Board Members must be appointed by the Montgomery County Executive (the “**Executive**”) and subsequently confirmed by the Montgomery County Council (the “**Council**”). The Executive shall appoint the Board Members as follows:

- (a) The Executive should appoint the following *ex officio* voting Board Members to represent the public interest:
- i. a Council staff member with expertise in early childhood education;
  - ii. two (2) representatives jointly designated by the County Board of Education and the Superintendent of Montgomery County Public Schools;
  - iii. Three (3) representatives of the County Department of Health and Human Services;
  - iv. a representative of the Office of Management and Budget;
  - v. a representative of Montgomery College; and,
  - vi. a representative of the Universities at Shady Grove.
- (b) The Executive should appoint the following voting Board Members:

- vii. three (3) parents or guardians with children in childcare and/or pre-kindergarten programs, including 2 low income parents or guardians;
  - viii. two (2) center based early care and education providers;
  - ix. two (2) family child care providers;
  - x. two (2) representatives of an employer who is not an early childhood education provider;
  - xi. a representative of a philanthropic foundation; and,
  - xii. two (2) representatives of a nonprofit corporation focused on equity and inclusion, youth development, economic development, or workforce development.
- (c) The Executive may appoint new Board Members for any vacancies arising at any time and from any cause.

Section IV.04 Term. Each Board Member shall serve a three-year term. The individual terms of the voting Board Members must be staggered. Of the voting Board Members appointed during the Fiscal Year beginning July 1, 2022, approximately one-third must be appointed for an initial 1-year term, approximately one-third must be appointed for a initial 2-year term, and approximately one-third must be appointed for a initial 3-year term. A voting Board Member appointed to fill a vacancy serves the rest of the unexpired term. The Executive may reappoint a Board Member, but a Board Member who is not a government official or a designee of a government official must not serve more than two (2) consecutive full terms, not including any portion of an unexpired term. A voting Board Member continues in office until his or her successor is appointed by the Executive and confirmed by the Counsel.

Section IV.05 Removal. The Executive may remove a Board Member for a violation of law or other good cause, as may be specified in these Bylaws, after giving the Board and the Council at least 15 days' notice of the proposed removal.

Section IV.06 Compensation.

- (a) Except as provided in paragraph (b), a Board Member must serve without compensation. The Corporation may reimburse a member who is not a government official or a designee of a government official for expenses incurred in attending meetings or carrying out other duties, including travel and dependent care costs at rates established by the County.
- (b) The Corporation may adopt guidelines based on need to provide stipends to members appointed as a parent of a child enrolled in an early child care or early education program.
- (c) A Board Member is not eligible to receive benefits under any County retirement system for serving as a Board Member.

## Article V. MEETINGS

Section V.01 Annual Meetings, Regular Meetings: The Regular meetings of the Board shall be held at such place and time as they determine, but not less than four (4) times each

year. The Board shall designate one Regular Meeting per year to serve as the Annual Meeting.

Section V.02 Special Meetings. Special Meetings of the Board may be called at any time by the Chair, Vice-Chair or by a majority of the Board by vote at a meeting, or in writing with or without a meeting. A special meeting of the Board shall be held on such date and at any place as may be designated from time to time by the Board.

Section V.03 Notice of Meetings; Waiver of Meetings. Not less than 10 nor more than 60 days before each meeting of the Board, the either the Secretary shall give written notice of the meeting to each Board Member. The notice shall state the time and place of the meeting, the means of remote communication, if any, and, if notice of the purpose of the meeting is required by statute, the purpose of the meeting. Notice shall be given to a Board Member by (a) personal delivery, (b) overnight courier service, or (c) electronic transmission, including without limitation, electronic mail. Notwithstanding the foregoing provisions, each Board Member may waive this notice requirement in writing or by being present at the meeting.

Section V.04 Quorum; Voting. Unless otherwise required by the Act, the Articles or these Bylaws, a quorum shall consist of a majority of the Board Members authorized . Each Member shall have one vote. Unless otherwise required by the Act, the Articles or these Bylaws, all decisions by the Board shall be by vote of a majority of those Board Members present, whether or not in person, and voting, but not less than one-half (1/2) of the Board Members serving Board Members may vote in person or by phone.

Section V.05 Permitted Meeting Participants. The Board must permit the Executive, the Council's Lead for Early Care and Education, and the President of the Montgomery County Board of Education, or a designee of each public official, to attend and participate at each Board meeting without voting.

Section V.06 Compliance with Maryland Law. The Corporation shall at all times comply with the Maryland Open Meetings Act, codified in Title 3 of the General Provisions Article of the Maryland Code and the Maryland Public Information Act, codified in Title 4 of the General Provisions Article of the Maryland Code.

## Article VI. OFFICERS

Section VI.01 Number and Qualifications. The Officers of the Corporation shall consist of a Chair, one or more Vice-Chairs, a Secretary, a Treasurer, and such other Officers (collectively, the "**Officers**") as may be deemed necessary or desirable by the Board. All Officers must be Board Members. A Board Member may hold more than one office at a time, except Chair and Vice-Chair.

Section VI.02 Election and Term. The Officers of the Corporation shall be elected, for a term commencing on election, by the Board at the Annual Meeting or by Written Consent. Each Officer shall hold office for a term of one (1) year or until his or her successor shall have been duly elected and shall have qualified, or until his or her earlier death, resignation, or removal.

**Section VI.03 Removal.** Any Officer of the Corporation may be removed by the Board, with or without cause, whenever in its judgment the best interests of the Corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Removal requires a majority vote or Written Consent of the Board as applicable.

Section VI.04 Vacancies. Any Officer may resign at any time, subject to any rights or obligations under any existing contracts between the Officer and the Corporation, by giving written notice to a Board Chair or the Secretary. An Officer's resignation shall take effect at the time specified in such notice, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. A vacancy in any office, however occurring, may be filled for the unexpired portion of the term by action of the Board.

Section VI.05 Authority and Duties of Officers. The Officers of the Corporation shall have the authority and shall exercise the powers and perform the duties specified by the Board in a resolution, or these Bylaws, except that in any event each Officer shall exercise such powers and perform such duties as may be required by applicable law.

#### Article VII. CONFLICT OF INTEREST:

Section VII.01 Conflict of Interest Policy. Any Board Member or employee having an interest in a contract, grant or other transaction or determination presented by the Board of Directors for recommendation, authorization, approval or ratification shall give prompt, full and frank disclosure of his or her interest to the Board of Directors prior to its acting on such contract, grant or other transaction. The body to which such disclosure is made shall thereupon determine by majority vote, whether the disclosure shows that a conflict of interest exists or can reasonably be construed to exist. If a conflict is deemed to exist, such person shall not vote on, nor use his or her personal influence on, nor participate (other than to present factual information or to respond to questions) in the discussions or deliberations with respect to such contract, grant or other transaction or determination. Such persons may not be counted in determining the existence of a quorum for purposes of any vote on such contract, grant, transaction or determination. The minutes of the meeting shall reflect the disclosure made, the vote thereon and, where applicable the abstention from voting and participation, and whether a quorum was present. There will also be an annual review for all Members of the Board of Directors to discuss any potential conflicts of interest.

#### Article VIII. DISSOLUTION

Section VIII.01 Process for Dissolution. The dissolution or forfeiture of the Charter shall be effected as provided in Title 3 of the Act and § 5-208 of the Act. In dissolution or on forfeiture of the charter of the Corporation, the directors have the powers and duties of directors of a stock Corporation under this article.



Section VIII.02 Distribution of Assets. Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes

Article IX. INDEMNIFICATION:

Section IX.01 Indemnification. The Corporation shall indemnify its Board Members and Officers to the fullest extent permitted by the Act and federal law including the payment of related legal expenses.

Article X. NON-DISCRIMINATION:

Section X.01 Non-Discrimination Policy. The Montgomery County Children's Opportunity Alliance Incorporated shall not discriminate against any person on the basis of any characteristic described in Section 27-1(a) of Chapter 27 of the Montgomery County Code or on the basis of political opinion or affiliation in any of its policies, procedures or practices.

Section X.02 Racial Equity and Social Justice Policy. The Board must adopt and implement a racial equity and social justice policy that applies a racial equity and social justice lens into all aspects of the Corporation's operations in alignment with the County's racial equity and social justice strategic plan.

Article XI. MISCELLANEOUS

Section XI.01 Fiscal Year. The fiscal year of The Montgomery County Children's Opportunity Alliance Incorporated is based upon the fiscal year of the grants provided by the County; therefore, the fiscal year is from July 1 to June 30.

Section XI.02 Anti-Retaliation Policy.

- (a) The Corporation strictly prohibits any form of retaliation against an employee, Board Member or Officer who in good faith makes a complaint, raises a concern, provides information or otherwise assists in an investigation or proceeding regarding any conduct that the person reasonably believes to be in violation of the Corporation's Articles of Incorporation or Bylaws, or applicable laws, rules or regulations.

- (b) No Board Member, Officer or employee will be discharged, demoted, suspended, threatened, harassed, intimidated, coerced, or retaliated against in any other manner as a result of making a good faith complaint or assisting in the handling or investigation of a good faith complaint, that a provision of the Corporation's Articles of Incorporation or Bylaws, or an applicable law, rule or regulation has been violated. The Corporation prohibits Board Members, Officers or employees from being retaliated against even if their complaints are proven unfounded by an investigation, unless the Board Member, Officer or employee knowingly made a false allegation, provided false or misleading information in the course of an investigation, or otherwise acted in bad faith.
- (c) Any Board Member, Officer, or employee who violates this policy is subject to disciplinary action, up to and including termination of service.

Section XI.03 Financial Management. The finances of the organization must be maintained in a professional manner. The Treasurer shall report the financial condition to the Board on a periodic, at a minimum quarterly, basis. The Board may from time to time request additional reporting or accounting oversight from a Certified Public Accounting Firm.

Section XI.04 Amendments. These Bylaws may be altered, amended, repealed, or added to by a majority vote of the Board Members present in person, or by electronic device, at the next meeting at which a quorum is present.

Progress Summary

# Children's Opportunity Alliance

## Progress:

- **Montgomery County Children's Opportunity Alliance (COA) Incorporated in the State of Maryland**
- **IRS 501c(3) Determination Letter pending**
- **Six-month Work Plan developed and is being implemented**
- **Bylaws ratified**
- **Three Board meetings completed in compliance with the Open Meetings Act**
- **Memos received from MCPS and DHHS to GWCF to allow use of COF funds**
- **Board Officers Elected**
- **Fiscal Year established (July 1 – June 30)**
- **Budget Drafted**
- **Data Collection Timeline developed for the ECE landscape analysis**
- **An ECE Systems Building Organizations Survey developed and distributed as part of the ECE landscape analysis**

# **Children's Opportunity Alliance**

## **Actions Underway**

- **Conducting team building activities for the Board**
- **Finalizing the budget**
- **Establishing committee structure and membership**
- **Preparing for strategic planning activities**
- **Developing calendar for Board training.**
- **Formalizing the relationship with the GWCF as COA fiscal sponsor**

## Unresolved

- Determining County funding for FY23 and FY24 (Executive and County Council Decision)
- Clarifying COA/COF relationship – Will COA assume all work currently underway at the Children's Opportunity Fund (COF)? Will the County continue to provide funding for COF? ( County and Board decision)
- Defining COA Grantmaking scope – Will COA be a grantmaking organization? For activities for ages 0-5 only, or in some cases for ages 5-8? (Board decision)
- Clarifying the use of the County's \$425,000 currently held by the Community Foundation. May COA use it? For operating expenses? For grants? For both? (DHHS/Council decision)
- Creating a shared vision and productive working relationships among the Board (Board/COA staff action)
- Clarifying division of labor with existing partners (DHHS, MCPS, etc) (action and agreement needed by all key partners)

## **Minutes for Childrens Opportunity Alliance Board September 21, 2022**

### **Call to order**

A board meeting of the Children's Opportunity Alliance was held on September 21, 2022 at MCEDC's first floor conference room. It began at 6:02 pm and was chaired by Interim Chair Kevin Beverly and Interim Secretary Pat Ruppert.

### Voting members in attendance:

Kevin Beverly  
Vernessa Broddie  
Raymond Crowel  
Chandra Curtis  
Hannah Hahn  
William Hegwood  
Tiffany Jones  
Deborah Lambert  
Nora Morales  
Nichelle Owens  
Myrna Peralta  
Sonia Pruneda-Hernandez  
Sobia Qureshi  
Theresa Ramsaroop  
Pat Ruppert  
Wayne (Chris) Saxton  
Dira Treadvance  
Vivian Yao

### Guests in attendance:

Jennifer Arnaiz  
Franca Brilliant  
Sharon Friedman  
Chris Hakenkamp  
Laura Jahromi  
Ralph Morales  
Brittany Owens  
Joan Schaffer  
Beth Shuman  
Zelda Wafer

### Members not in attendance:

Dr. Taniesha Woods Myles  
BB Otero

### **Approval of minutes:**

A motion to approve the July 21, 2022 minutes was made by Pat Ruppert.

**Bylaws report:**

Interim Chair Kevin Beverly presented draft bylaws as reviewed by pro bono counsel Lerch Early and Brewer and as ok'd by County Attorney.

**Main motion:** Moved by Vivian Yao to approve bylaws as presented. The motion carried by unanimous vote of 18 board members present, with the following amendment:

“These Bylaws may be altered, amended or repealed by a super-majority of the entire Board (two-thirds). Voting may be in person or electronically.”

**Workplan report:**

COF board member Joan Schaffer presented a 6-month work plan submitted to serve as a guide for the new COA board.

**Budget report:**

COF board member Joan Schaffer presented a draft budget for COA consideration. An ad hoc committee formed to make revisions to the draft budget and then to submit for board approval at a future meeting.

**Unfinished business:**

- Nominations for Executive Committee (Chair, Vice Chair, Treasurer, Secretary, Governance) will take place prior to the next Board meeting. Entire board is invited to nominate and/or self-nominate.
- The training on this meeting's agenda will need to happen at a future date.

**Next meetings:** October 12, 2022 and November 9, 2022

**Adjournment:**

Pat Ruppert moved that the meeting be adjourned and this was agreed upon at 8:00 pm.

Interim Secretary signature: Patricia M. Ruppert

Date of approval: 9/28/22



## **Minutes for Children's Opportunity Alliance Board October 12, 2022**

### **Call to order**

A board meeting of the Children's Opportunity Alliance was held on October 12, 2022 at MCEDC's first floor conference room. It began at 6:00 pm and was chaired by Interim Chair Kevin Beverly. Interim Secretary was Pat Ruppert.

### **Voting members in attendance:**

1. Kevin Beverly
2. Vernessa Broddie
3. Amy Cropp
4. Chandra Curtis
5. Hannah Hahn
6. William Hegwood
7. Tiffany Jones
8. Deborah Lambert
9. Nora Morales
10. BB Otero
11. Nichelle Owens
12. Myrna Peralta
13. Theresa Ramsaroop
14. Pat Ruppert
15. Dira Treadvance
16. Taniesha Woods Myles
17. Vivian Yao

### **Members not in attendance:**

1. Raymond Crowel
2. Sonia Pruneda-Hernandez
3. Sobia Qureshi
4. Wayne (Chris) Saxton

### **Guests in attendance:**

1. Franca Brilliant
2. Sharon Friedman
3. Busy Graham
4. Brittany Owens
5. Kristen Tribble

### **Approval of minutes:**

A motion to approve the September minutes was made by Myrna Peralta. The motion carried by unanimous vote of 17 board members present.

### **Executive Committee Nominees:**

Interim Chair Kevin Beverly presented the slate for the following positions on the Executive Committee:

Chair: Kevin Beverly  
Vice Chair: Pat Ruppert  
Secretary: Tiffany Jones

**Main motion:** Moved by Myrna Peralta to approve slate as presented. The motion carried by unanimous vote of 17 board members present.

**Presentation: “What is the Role of the COA?”**

Sharon Friedman of Montgomery Moving Forward presented on COA’s role per Montgomery County Council Bill 42-21.

**Budget discussion:**

COF board member Joan Schaffer presented changes that had been made in committee since the previous board meeting.

**Main motion:** Moved by Vivian Yao to set our fiscal year to match Montgomery County Council: July 1 through June 30. The motion carried by unanimous vote of 17 board members present.

**Unfinished business:**

- Budget will go back into committee and will be presented for vote at a later date.
- Nominations for Treasurer are requested by October 18.
- Members are asked to send training suggestions to Kevin Beverly.

**Next meeting:** November 9, 2022; time to be determined by Doodle Poll

**Adjournment:**

Pat Ruppert moved that the meeting be adjourned at 8:16 pm. The motion carried by unanimous vote of 17 board members present.

Interim Secretary signature: Patricia M. Ruppert  
Date of approval: 10/19/22



Montgomery County Children's Opportunity Alliance  
Board of Directors Meeting Minutes  
July 21, 2022  
(Meeting was held via Zoom)

The following Board members were present:

Kevin Beverly, KHB Consulting  
Vernessa Broddie, Imagine Education/The Nurtery Preschool  
Chandra Curtis, Parent Representative  
Hannah Hahn, The Morris and Gwendolyn Cafritz Foundation  
William Hegwood, CareerCatchers  
Tiffany Jones, Precious Moments Family Childcare  
Deborah Lambert, Montgomery County Office of Management and Budget  
Nora Morales, Identity, Inc.  
Dr. Taniehsa Woods Myles, Parent Representative  
BB Otero, Montgomery County Department of Health and Human Services  
Myrna Peralta, CentroNia  
Dr. Sonia Pruneda-Hernandez, Montgomery College  
Sobia Qureshi, Bright Futures Early Learning Program  
Theresa Ramsaroop, Parent Representative  
Patricia Ruppert, Ruppert Companies  
Wayne (Chris) Saxton, Universities of Shady Grove  
Dira Treadvance, Montgomery County Department of Health and Human Services

The following Board members were absent:

Dr. Raymond Crowell, Montgomery County Department of Health and Human Services

The following attendees were present, consistent with the requirements of the Open Meetings Act:

Larry Bram, Easterseals  
Franca Brilliant, Nonprofit Montgomery  
Lavontte Chapman, Nonprofit Montgomery  
Joi Chester, Children's Opportunity Fund, Greater Washington Community Foundation  
Amy Cropp, Montgomery County Public Schools  
Sharon Friedman, Montgomery Moving Forward, Nonprofit Montgomery  
Anna Hargrave, Greater Washington Community Foundation  
Michelle Harman, Children's Opportunity Fund, Greater Washington Community Foundation  
Ralph Morales, Children's Opportunity Fund, Greater Washington Community Foundation  
Nichelle Owens, Montgomery County Public Schools  
Kimberly Rusnak, Children's Opportunity Fund, Greater Washington Community Foundation

Joan Schaffer, Member of the Public  
Vivian Yao, Montgomery County Council

*Mr. Beverly moderated the meeting and called the meeting to order at 6:00 pm. A quorum of the Board Members was present. Michelle Harman was designated to take minutes.*

### **Introductions**

Mr. Beverly welcomed everyone to the first meeting of the Children's Opportunity Alliance Board Meeting. As a result of the new County legislation, The Alliance was created and designated and is required to follow the Open Meetings Act. Mr. Beverly requested that all board members complete the training.

Next, all Board Members and other individuals present took turns introducing themselves.

### **General Organizational Updates**

Ms. Rusnak gave an informational overview of the need for an early childhood coordinating entity in Montgomery County.

Mr. Beverly gave an account and brief history of the set of the Children's Opportunity Alliance (COA) and commented on its relationship to the COF and the GWCF.

Actions: recommended that Mr. Beverly appoint interim officers to pull together a slate of nominees for the entire board to vote on. Mr. Beverly agreed to work on selecting an interim executive board.

### **New Entity Developments**

Mr. Beverly reminded the group that the new organization would combine multiple voices: parents, providers, government, philanthropy, business, and nonprofits. The entity is to represent the community and it is our responsibility to address the community need related to kindergarten readiness.

Ms. Rusnak shared the link for the new COA website (<https://mocochildren.org>) and asked for input. The development of the website was paid for with private philanthropy funds.

### **Budget Report**

Mr. Beverly shared with the Board of Directors information about the current COA budget. The legislation to create COA does not have funding provided for the new entity within the legislation that was passed. Public funding from DHHS, the County Executive and MCPS was discussed.

Ms. Treadvance reported on what funds COA would be receiving from the County. There was discussion around if COA will be able to provide grant funds in the future. Ms. Treadvance stated there is a funding need and the deficit issues should be tabled for now to be discussed later.

### **New Business**

Mr. Beverly suggested adding wording to the current by-laws to allow the Board to hire/appoint an Executive Director.

Actions:

Ms. Peralta put forth a motion that the newly appointed Board of Directors, as this is the first official meeting recognizes its authority to appoint an interim Executive Director until such time as the entire Board can put together and complete the process to hire an Executive Director. Ms. Qureshi seconded the motion. The motion was passed by unanimous vote. There were no abstentions.

### **Closed Session**

Actions:

Pursuant to § 3-305(b)(13), on motion by Ms. Peralta and seconded by Ms. Ruppert, the members of the Board voted unanimously to move into closed session at 7:35 pm to discuss a confidential personnel matter. There were no abstentions.

By resolution Ms. Kimberly Rusnak was, by unanimous vote, approved as the interim Executive Director of the COA. Mr. Beverly will work out the details of this arrangement with the GWCF, her current employer.

Mr. Beverly will speak on behalf of the Board in negotiations with the transition of the COF to the COA with the GWCF and convene a small working group to amend the Corporation's bylaws.

### **Adjournment**

The meeting was adjourned at 8:00 pm.



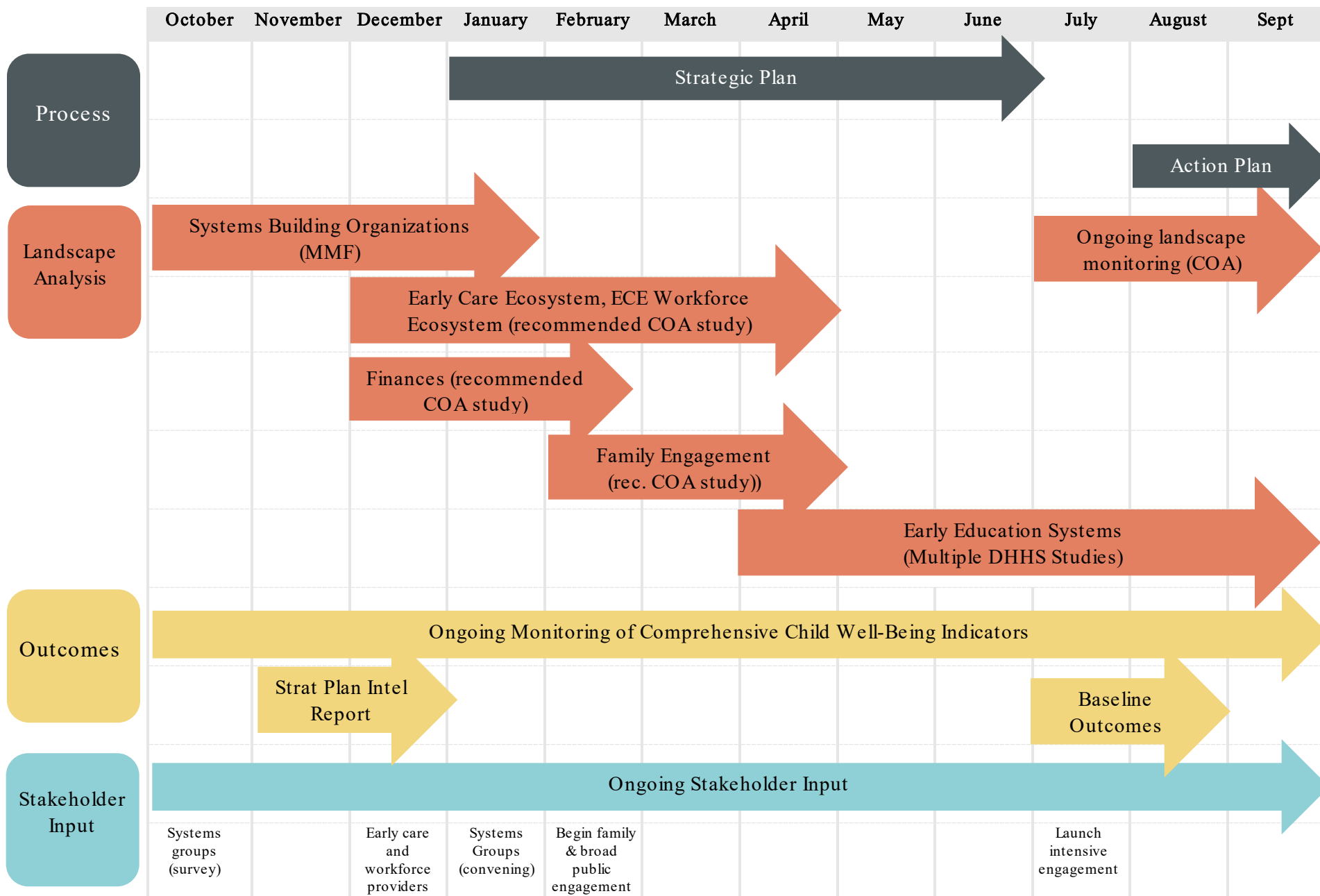
**COA Organizational Work Plan September 2022 - February 2023** *as of 10/09/22*

*This workplan provides a framework for the next six months and has heavy emphasis on the many aspects related to the standup of the Children's Opportunity Alliance as a new nonprofit. The workplan also emphasizes the COA's role in coordination of and engagement with community stakeholders, including the convening of ECE systems building organization.*

Task	Sept	Oct	Nov	Dec	Jan	Feb
<b>Board Orientation, Training, and Governance</b>						
<i>Appoint Interim Exec Committee</i>						
<i>Second Board Meeting, 9/21/22--bylaws, budget, workplan etc.</i>						
<i>Board Trainings: Governance--Roles and Responsibilities of the Board; Public Meetings Act; Racial Equity and Social Justice; Results Based Accountability, etc.</i>						
<i>Third Board Meeting 10/12/22: Election of Board Officers</i>						
<i>Fourth Board Meeting 11/9/22</i>						
<b>Organizational Operations and Business</b>						
<i>Bylaws, finalized and approved</i>						
<i>Budget prepared and approved</i>						
<i>Clarification of COF/COA transition issues to include funding and GWCF role</i>						
<i>Define board protocols and procedures</i>						
<i>Define organizational structure, policies and procedures</i>						
<i>Hire additional critical staff and consultants</i>						
<i>ED search and selection process</i>						
<i>Fundraising plan developed</i>						
<i>Strategic Planning</i> <i>Identify strategic planning (SP) committee, Develop SP RFP</i> <i>Interview and select SP consultant</i> <i>Hire consultant and initiate process</i>						

<i>Grantmaking/Innovation (based on strategic plan)</i>						
<b><i>Coordination and Community Engagement</i></b>						
<i>Ongoing communication with stakeholders, partners, ECE organizations, Council, CE etc (includes email, website, social media etc.)</i>						
<i>Present update to County Council E&amp;C/HHS Committees 10/31/22</i>						
<i>Outreach to funders and requests for additional support.</i>						
<i>Define ECE landscape to include systems building organizations, providers, parents, and other stakeholders. Develop RFP</i>						
<i>Refine matrix of ECE systems building organizations and hold initial convening to promote cross pollination</i>						
<i>Convene meetings with other stakeholders as appropriate</i>						

### Children's Opportunity Alliance Data Collection Timeline





- **Strategic Plan** = Mission, Vision, Values, and high-level Goals/ Strategies for the COA
- **Action Plan** = More detailed actionable strategies to guide the systems improvement work the COA will conduct
- **Ongoing Landscape Monitoring** = The COA has a duty to continually monitor the early care and education landscape and must build in strategies for doing so going forward
- **Systems Building Organizations** = MMF has been commissioned to update a matrix of multi-stakeholder groups that have important ties to supporting the early childhood system (e.g., ECCC, ECEI, Collaboration Council, etc.) and to assist with an initial organizing convening. COA will build on this convening going forward to advance coordination between organizations. [In process]
- **Early Care Ecosystem** = This would map the landscape that includes holistic family/ child support services and initiatives, such as those focused on health, mental health, nutrition, literacy, maternal care, enrichment activities, etc. [Recommendation – open to feedback]
- **Early Childhood Education Workforce Ecosystem** = This would map the landscape that includes providers and services offering training and credentialing, professional development, quality improvement supports, coordination amongst providers, etc. [Recommendation]
- **Financial Study** = As an update to the 2019 report commissioned by MMF, this would provide a chart of total investments in early childhood in the county by funding source (parent cost; local, state, and federal funds; and private funds) [Recommendation]
- **Family Engagement**= This would provide understanding of how families/ parents/ caregivers currently receive messages and what messages they are receiving (e.g., via pediatricians, WIC office, bus stop ads, child care education providers, etc.), and, what are the best strategies for reaching target high-need families in the County. [Recommendation]
- **Early Education Systems** = DHHS has plans in place to contract vendors for a number of studies:
  - **Child Care Supply & Demand Study** = The report will analyze supply and demand and providing marketing studies. This report will also include updated detail on demographics, components of each child care program in the county (capacity, ages served, quality rating, subsidy participation rates), gaps in services, and more. (Tentatively begin spring 2023, 6 month scope)
  - **Update the Montgomery County Child Care Center Cost Model Report (2018)**= This report will provide information on the real cost of quality child care (not the market rate)
  - **Shared Services Alliance** = explore the need for a shared services program and what would be procured through a shared services alliance of childcare providers
  - **Community Development Financial Institutions (CDFI)**= explore the viability of developing a facilities fund for child care providers
- **Comprehensive Child Well-being Indicators**= There are a number of data that help show whether or not young children in the County are thriving that the COA can track in an ongoing way.
  - **Strat Plan Intel Report** = A compilation of available data related to young children can help to inform the COA in a process to narrow and prioritize its outcomes set in the strategic plan.
  - **Baseline Outcomes Report** = Once outcomes for the COA are set to guide the work, the COA can release a baseline report to the community sharing what goals it aims to move the needle on
- **Stakeholder Input** = The COA can prioritize engaging various types of stakeholders (providers, parents, business community, partners, etc.) through different methods (studies, convenings, focus groups, etc.) over the course of the year.