



Nevada Early Childhood Advisory Council

NEVADA EARLY CHILDHOOD ADVISORY COUNCIL (ECAC)
PUBLIC MEETING MINUTES

NEVADA EARLY CHILDHOOD ADVISORY COUNCIL (ECAC)

PUBLIC MEETING

WEDNESDAY, MARCH 30, 2022

“Nevada’s children will be safe, healthy, and thriving during the first eight years of life, and the system will support children and families in achieving their full potential.”

SUMMARY MINUTES OF THE REGULAR MEETING

(VIDEO CONFERENCED)

1. WELCOME, CALL TO ORDER, AND ROLL CALL

Denise Tanata, Nevada Early Childhood Advisory Council Chair called the meeting to order, 9:04 AM. Quorum is met.

Council Members in Attendance:

- Alberto Quintero, Nevada Department of Education, Family Engagement
- Carrie Paldi, Creative Kids Learning Center
- Cathleen Rexing, Nevada Department of Education, Office of Inclusive Education
- Denise Tanata, The Children’s Cabinet
- Diane Nicolet, Washoe County School District Board of Trustees
- Emily Champlin, Nevada Department of Education, Office of Early Learning and Development
- Jenna Weglarz-Ward, University of Nevada, Las Vegas
- Jocelyn M. Pereira, Aging and Disabilities Services Division
- Julie Houchins, United Way of Southern Nevada
- Linda E. Young, The Village Foundation
- Lori Ann Malina-Lovell, Department of Health and Human Services, Part C
- Maggie Salas Crespo, Other Members as Appointed by the Governor
- Marty Elquist, The Children’s Cabinet
- Patrice Gardner, Head Start State Collaboration Office
- Rebecca Meyers, University of Nevada, Las Vegas, Department of Pediatrics
- Stephanie Wyatt, Nevada Early Intervention Services, Aging, and Disabilities Services Division
- Tina Springmeyer, Washoe County School District

Public in Attendance:

- Anna Binder, Strong Start Parent Ambassador
- Anna Severens, Nevada Department Education, Office of Early Learning and Development
- Annette Dawson Owens, Children’s Advocacy Alliance
- Anna Lisa Acosta-Rogers, Western Nevada College
- Ashleigh Baker, Intertribal Council of Nevada
- Ashley Dines, The Children’s Cabinet



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- Brandy Timmsen, NevAEYC
- Brianna Cambra, The Children's Cabinet
- Christina Davis, Dayton Valley Learning Center
- Darcy Arias, The Children's Cabinet
- Jamelle Nance, Children's Advocacy Alliance
- JT Champlin, NDE Management Analyst Contractor
- Julie Balderson Knight, NV Division of Welfare and Supportive Services
- Kacey Edgington, Washoe County School District
- Kaitlin Lewallen, Nevada Department of Education, Office of Early Learning and Development
- Kamree Stubbs, Wonderschool
- Katarina Jackson, Lullaby Nursery
- Karissa Loper, Nevada Division of Welfare and Supportive Services, Child Care Program
- Kim Cullen, The Children's Cabinet
- Lauren Ryan, The Children's Cabinet
- Lela Arney, The Children's Cabinet
- Linda Anderson
- M. Amaris Knight, Nevada Institute for Children's Research and Policy
- Mary Regan, Las Vegas Urban League
- Mia Pace, Nevada Department of Education, Office of Early Learning and Development
- Mychelle Weart, Nevada Department of Education, Office of Early Learning and Development
- Nicole Vairo, Nevada Division of Welfare and Supportive Services, Child Care Program
- Patti Oya, Nevada Department of Education, Office of Early Learning and Development
- Rachel McKinney, United Way of Northern Nevada and the Sierra
- Rachel Stepina, Nevada Department of Education, Office of Early Learning and Development
- Sherry Waugh, University of Nevada, Reno
- Tiffany Olivas, Nevada Department of Education, Office of Early Learning and Development
- Tiffany Tyler-Garner, Children's Advocacy Alliance
- Valerie Balen, Children's Advocacy Alliance

2. PUBLIC COMMENT #1

- No public comment provided

3. APPROVAL OF FLEXIBLE AGENDA

Motion:

- Marty Elquist moved for the approval of flexible agenda.
- Carrie Paldi seconded the motion.
- All were in favor.
- Motion carried. Flexible agenda approved.

4. MINUTES FROM JANUARY 19, 2022

Motion:

- Items presented for correction:



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- Linda E. Young's affiliation needs to be changed to "The Village Foundation and she is President" on page 1.
- Patrice Gardner moved to approve the minutes with the corrections noted above.
- Linda E. Young seconded the motion.
- All were in favor.
- Motion carries to approve minutes with corrections made.

5. SUBCOMMITTEE REPORTS AND UPDATES

Council discussed updates, recommendations, and work plan progress from ECAC Subcommittees.

- **Leadership Subcommittee - Denise Tanata and Patrice Gardner, Co-Chairs presented.**
 - Denise Tanata stated that the leadership subcommittee is made up of herself, Denise Tanata, ECAC Chair and Patrice Gardner, Co-Chair, as well as the Co-Chairs for each of the subcommittees, and also includes a parent representative and a provider representative.
 - She will be attending the Southern ECAC meeting to talk about alignment with the strategic plan at the local level. She added that if any of the other ECACs would like to have a similar conversation with their group please reach out to her to set this up. The purpose was to ensure that all of the subcommittees were talking to each other because there is a lot of overlap and intersection between the work of various subcommittees. Therefore, the leadership subcommittee serves as a place to do that in addition to addressing the goals and objectives in the strategic plan under Goal #1. They are also responsible for identifying the agenda items for these full meetings and are open for anyone to attend.
 - They have met and have been talking about parent representatives and provider representatives to ensure they have enough of both.
 - Denise Tanata asked Patrice Gardner if she had anything else to add.
 - Patrice Gardner replied that Denise Tanata covered everything well and added that they welcome anyone who wants to join the group.
- **System Alignment Subcommittee – Julie Houchins and Jenna Weglarz-Ward, Co-Chairs presented.**
 - Jenna Weglarz-Ward stated that they had their initial meeting and established their membership. They meet again on April 27, 2022.
 - Before the next meeting, they have asked their members to review the strategic plan, specifically reviewing the group's goal and start brainstorming ideas for their proposed work plan. At their April meeting, they are going to try to establish some actual working action steps to move forward.
 - Jenna Weglarz-Ward added that she will post the agenda soon so that everyone can see the link to participate.
- **Communications and Engagement Subcommittee – Linda E. Young and Maggie Salas Crespo, Co-Chairs presented.**
 - Maggie Salas Crespo stated that they focused on establishing membership and identifying their upcoming work plan. They will spend a lot of time during their next meeting putting together their work plan.
 - They are still deciding on a regular meeting schedule and would like to meet more often, initially. She added that they are going to be a very busy subcommittee with quite a few members, and she will be sending out a Doodle poll to their members, so they choose some dates and meeting times for the next few months.
- **Finance and Policy Subcommittee – Julie Houchins and Denise Tanata, Co-Chairs presented.**
 - Denise Tanata stated that they just had their first subcommittee meeting. They talked about membership and went over their goals and objectives. They also looked at a high-level work plan for their group.



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- **Data and Evaluation Subcommittee – Marty Elquist and Cathleen Rexing, Co-Chairs presented.**
 - Cathleen Rexing Stated that they had their second meeting, and more people attended this time and were able to spend time focusing on their goals and objectives. They looked at what they would like to get done this year and what they plan to accomplish in the future and discussed their measures and metrics.
 - She added that they established their meeting schedule and will the third Thursday of every month. They also planned the agenda for their next meeting.
 - Cathleen Rexing asked Marty Elquist if she would like to add anything.
 - Marty Elquist replied that she had covered it all and thanked her.
 - Denise Tanata stated that she had the opportunity to attend both meetings and thought they were the furthest along in the development of the work plan and integrating the work that has already taken place into their work plan as well.
 - She added that going through the process with your subcommittee is enlightening as far as strategies to look in developing timelines and what is feasible, making sure that they are keeping things within the realm of the timeframe, which is just through the end of December.
 - She stated that looking at the objectives under their goal, realize that these goals are for 3 years as part of the 3 year strategic plan. So, it is possible that they may need to wait on some of their objectives to do some of the key activities.
 - Denise Tanata asked Marty Elquist and Cathleen Rexing if they had any additional thoughts on this.
 - Marty Elquist replied and stated that first and foremost, the interdependencies and the overlap with the other committees, she thought that it was imperative for Denise Tanata to sit either as a Chair or ex officio or on all of these committees to help with that coordination.
 - She added that the timing of the activities will be critical, and it is much more manageable this time as they are breaking up their work plans and are only focusing on tasks this year, which made the plan feel more manageable. She stated that she found the timeline to be a bit difficult because they are getting started again, but that this was okay.
 - She stated the importance of creating a central place for their committees to fall back on, such as resources and the work that has already been done. She added that sharing this information with members and allowing this to be an action step to bring everyone up to speed on the past work, sort through what they can use, and toss the rest.
 - Marty Elquist asked Cathleen Rexing if she had anything to add to this.
 - Cathleen Rexing thanked Marty Elquist for her great points and agreed that it was important to look at what happened in the past. She appreciated this perspective, being new to this group and stated that they had a great meeting and she looks forward to their work.
 - Denise Tanata thanked Marty Elquist and Cathleen Rexing and asked if anyone had questions or comments to share.
 - Jenna Weglarz-Ward stated that they are starting with what is already happening related to the goal in their committees first and it may be the only goal they get to in the first year. They start with everyone already knowing lots of things, but they do not know everything, so they need to start there and look at what is already happening in a particular area.
 - She asked the Council if they should consider preparing another goal for the subcommittees to share with people at the next meeting.



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- Denise Tanata replied that at the next leadership subcommittee meeting, the Co-Chairs will be present and will have the opportunity to share some of their progress and make sure they are coordinated and aligned so that when they meet again, they can time, they can evaluate their progress.
- Marty Elquist added that there is a tendency to want to get the work plan right and reminded them that it is a work plan, that will evolve and grow, which is okay. She added that the attempt to get it perfect can stifle their progress and just let the work plan and committees evolve. If they need a key person they do not have on their committee, they can add that person or find someone that can assist with the work they are doing.
- Denise Tanata added that the work plans in the last column are metrics and stated that it is okay for these to be outputs. The outcomes and key performance indicators will be tied more to the goals and objectives versus those key activities, and this is okay.
- Marty Elquist thanked Denise Tanata for mentioning that because there is a tendency for some of their activities to focus on the number of trainings, the number of participants, which are logical outputs based on activity. She added that she would caution us in putting in outputs like the number of participants if we are not going to use this data and should be useful information.
- Denise Tanata stated that part of the role in the data evaluation subcommittee is to help identify where there are gaps in data collection or reporting. She added that they need to think about what data or information they need for decision-making and to show the impact of the work they are doing. The data subcommittee wants to find out from the other subcommittees what research questions they have and what information and data they require so the data subcommittee can work on making it available.
- Denise Tanata asked if there were any members of the public who had questions about the subcommittees and if anyone is interested in joining one of the subcommittees to make sure that they are signed up for the Nevada Department of Education, Office of Early Learning and Development Listserv for notifications of upcoming meetings.
 - Patti Oya added that she must add people to the Nevada Department of Education, Office of Early Learning and Development Listserv and to contact her if interested.

6. LOCAL ECAC UPDATES

Council discussed updates from Local ECAC's, including plans for the ARP Local ECAC Small Grants.

- **Local ECAC Grants Update – Denise Tanata, ECAC Chair presented.**
 - Denise Tanata stated they have put out the proposals for Local ECAC grants that have been funded through the Division of Welfare and Supportive Services through the American Rescue Plan Act dollars.
 - These are multi-year grants to help support the work of the Local ECACs.
 - They have received 4 proposals from the 8 Local ECACs that were in operation before Covid-19. They have one group that is planning to submit a proposal, however, they have been delayed by some bureaucratic obstacles with their organization in receiving approval to submit the proposal, so they are still pending.
 - They are working with the Local ECAC Councils to revise proposals. These are federal funds, so they must provide as much detail as possible including the proposed activities, how these federal funds will be spent, and outcome metrics they will include for each of these proposals.
 - Denise Tanata asked for updates from the local ECACs.
- **Carson/Douglas ECAC Update, Tiffany Olivas presented.**



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- Tiffany Olivas stated that the Carson/Douglas ECAC was a recipient of the ARP Local ECAC Small Grants, and they are very excited.
- She stated that in consideration of receiving ARP funds, they felt it was appropriate to operate more formally and have elected board members. The board members are as follows:
 - Tiffany Olivas, Chair
 - Annalisa Acosta, Treasurer
 - Kendra Tuttle, Secretary
 - Julie Balderson, Webmaster
 - Allison Cooper, Fall Conference Chair
- Tiffany Olivas stated that they are first going to hold an ECE Employment Fair in Carson on Saturday, April 9, 2022, at the Boys & Girls Club of Western Nevada in Carson City, NV.
 - The focus is on the early childhood workforce, and they will host ten vendors from different child care programs in Carson and Douglas.
 - They will host other community partners who will provide resources, such as the Children’s Cabinet, T.E.A.C.H. Early Childhood Nevada, and QRIS.
 - In order to participate, child care centers are required to attend a “Creating Respectful Workplaces” training in the morning, which will allow them to participate in the employment fair at no cost.
- She added that they are offering a continued employment stipend for all employment arrangements made from attending the ECE Employment Fair. The terms and conditions of the stipend include the following:
 - This offer will give new employees a \$500 stipend after 6 months of positive employment with the same child care provider.
 - The requirements for these employees will include attending an Ages & Stages training course and Personal Care Routines training that will be provided for them.
 - The centers must part participate in 2 or 3 CD ECAC meetings in the next year.
- **Elko County ECAC, Lisa Calder was not in attendance to give an update. Denise Tanata, ECAC Chair presented.**
 - Denise Tanata stated that they are putting on a community event on April 23, 2022, called Next Steps Early Childhood Roundup to celebrate children and their families, and this was possible due to the grants they are receiving.
 - They have partnered with Head Start, Elko County School District County Schools, The Children’s Cabinet, and the Nevada Department of Education-Nevada Ready who will distribute parenting information for children from birth to age 8 years.
 - Activities for children include creative science and literacy-based activities. There will be free books, vendors, games, and activities.
- **Lyon, Mineral, Storey Counties ECAC, Evelyn Knight was not in attendance to update the Council.**
 - Denise Tanata stated that they were still pending development.
- **Southern Nevada ECAC, Amanda Haboush-Deloye was not in attendance to give an update. M. Amaris Knight, presented.**
 - They are excited to announce that they will be hosting their annual Step Up For Kids event on Saturday, October 8, 2022, at the East Las Vegas Library in Southern Nevada.



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- This will be a larger event than in past years and will use the outdoor area and indoor auditorium.
 - The event will include a resource fair for parents, a petting zoo, face painting, entertainment, and food trucks.
 - There will be a major focus on the importance of children's issues when it comes to voting and will encourage voter registration and participation in the upcoming mid-term elections.
 - They will also host the next Kid Mayor Election in Clark County.
 - The current Kid Mayor and Mayor Pro tem are very passionate about mental health and bullying prevention and have made some short PSA's that were featured at the Nevada Afterschool Showcase in early March 2022 to school and afterschool professionals.
 - They will also be featured during the Children's Mental Health Summit, which will take place on May 2-3, 2022. In addition, they will be scheduling visits with the Mayor of Las Vegas and the Mayor of Henderson.
 - The SNECAC has reserved Children's Week at the Nevada Legislature for next year and they will help plan some of the activities, information, and resources, particularly for School Readiness and Education.
 - M. Amaris Knight added that Denise Tanata will be coming to their next meeting in May to help them align the local work they are doing in Southern Nevada with the bigger State ECAC plan, and they are grateful for her assistance.
 - Denise Tanata asked M. Amaris Knight for the dates of Children's Week.
 - M. Amaris Knight replied that Children's Week will be held March 13-16, 2023, in Carson City.
- **Tribal ECAC, Ashleigh Baker presented.**
 - Ashleigh Baker, Child Care Development Fund for the Inter-Tribal Council of Nevada, stated the Tribal ECAC is a newly reestablished ECAC and they are looking for guidance, tips, and strategies from the Council as they begin this process. She asked that any members with information reach out to her.
 - She stated that they are looking to create a small strategic plan for the Tribal ECAC so that they can reestablish all the things they have done in the past.
 - She added that she is new to her position and has only been there for a year, so she would appreciate any tips from the Council as they move through this process.
 - She stated that they will be attending some Pow Wow's hosted by the University of Nevada, Reno on April 2, 2022, and the University of Nevada, Las Vegas in late May. She will share the exact date and information with the Council when she has received it. They will be providing information and resources on ECE and the Child Care Development Fund (CCDF) for ITCN.
 - In terms of their ARP grant, they are prioritizing mental health and ECE training. They will be partnering with Leann Shelton, an ECE Consultant who will be working with their lead case worker.
 - Denise Tanata added stated she will be available to the Tribal ECAC and added that all the Local ECAC's and their community partners will offer to support her along the way. She said that she has a very large family of Childhood Advocates to support her.
 - Ashleigh Baker thanked Denise Tanata and added that she will put her contact information in the chat for the Council.
 - **Washoe County WCAC, Kacey Edgington presented.**
 - Kacey Edgington stated that Sherry Waugh was also present to add any updates.



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- They are in the process of hiring a program facilitator to help them develop a communication plan and help facilitate 2 events:
 - The first event will be held at The Children’s Discovery Museum in Reno, NV on May 11, 2022. The focus of this event will be to connect at the Discovery Museum in Reno, Nevada. The purpose of this event will be to connect their elementary schools with their pre-k providers to share goals and create an action plan on how they can work more collaboratively on kindergarten transition.
 - The second event will be the Asynchronous session and they will be working with the educational council and Kaitlin Lewallen, Nevada Department of Education, to assist in the developing the 2- hour session for teachers, pre-k teachers, pre-k provider directors, kindergarten teachers, and kindergarten principals can join in on. The focus will be on teacher classroom work with families, cultural competency, and kindergarten transition.
 - They are on track for year 1 and should be completed by June 2022.
- Denise Tanata asked if any ECAC members had questions for any of the Local ECAC representatives and apologized for not pausing to do this after each Local ECAC presented.
- Carrie Paldi asked Tiffany Olivas for the date of their employment fair.
- Tiffany Olivas replied that the employment fair is on April 9, 2022. She added that she would be happy to put the flyer in the chat if she can figure that out.
- Denise Tanata added that if she had issues with putting the flyer in the chat, she could forward it to Denise to send.
- Denise Tanata stated that she wanted to thank all of the Local ECAC’s for having representatives here and for all the work they have done on putting their proposals together and for thinking through the next steps. She added that they are really looking forward to giving them some funding and hope to continue this long-term.

7. PARTNER UPDATES

The council was updated on informational items from community partners on programs, services, initiatives, and/or issues relevant to the ECAC. Unless otherwise indicated below, each item is limited to no more than five minutes. Any updates which require additional time will need to be agendaized for a future meeting. Denise Tanata, ECAC Chair presented.

- **Division of Welfare and Supportive Services (DWSS) – Child Care Development Fund – Karissa Loper presented.**
 - Karissa Loper introduced herself and is the new Agency Manager for Child Care with the Division of Welfare and Supportive Services (DWSS). She stated that this was a new position they created in the leadership level to help to steer it all along given the hundreds of millions of dollars that have been invested into child care in Nevada and across the nation. She worked for the Division of Public and Behavioral Health for the past 10 years on Child, Family and Community Wellness programming including Maternal Child Health and Title V Block grant work, Immunizations, Chronic Disease prevention across the board, and the WIC program. She was happy to join them and dive into the topic of child care.
 - Karissa Loper updated the Council that they have the 2022 Market Rate Survey coming out in partnership with the Children’s Cabinet to have a letter email blast sent out via different avenues to their child providers so that they can complete this.
 - She added that they are working to raise rates in general and as of May 1, 2022, rates will be paid in ninety-fifth percentile of the 2018 Market Rate Survey, and they are currently paying the seventy-fifth in the 2015 Market Rate Survey. This will be a vast improvement and they will make additional changes after receiving the 2022 Market Rate Survey.



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- In addition, they are working to modernize the Family Friend and Neighbor (FFN) rates and to her knowledge have not been updated since 2004. They are going to try to raise the licensed provider rates to the ninety-fifth percentile and ideally, they are exploring raising FFN rates to seventy-five percent of whatever they are paying licensed child care providers in the current iteration. They realized that this is causing some strain on their FFN providers and their ability to improve their services, do better for their children, or eventually become licensed providers.
- Karissa Loper stated that they are also expanding eligibility and they have raised the subsidy eligibility to eighty-five percent of state median income and are no longer connecting to FPL. This gave them some suspension across the state on who will be eligible.
- They are also opening for the purpose of care to stand-alone education and training, without that work requirement. She is working with the staff to have this implemented, ideally by May 1, 2022.
- She stated that they have a new Child Care Chief, Cynthia Magana to replace Christell Askew's position and she started in the division and had done eligibility for other programs.
- They also have brought on Brian Cullen, who is moving into their MA4 Fiscal Manager position. He has a lot of experience with contracts and other fiscal experience across the division. He is excited to move them forward and help her track all the money and the projection of how much money they are making and how much they can afford to spend. They will be attending the Interim Finance Committee on April 7, 2022, and they will bring in the federal ARPA discretionary funds to continue to support the stabilization of child care providers, sites, and all of their other child care projects working with the Children's Cabinet, Urban League, and many other partners, including supporting the Child Care Services Centers.
- Karissa Loper added that she liked the name "The Hub" for Child Care Service Center and thought they should discuss branding. They are going to receive 138 million dollars over the next three state fiscal years and are also going to a special May Interim Finance Committee that is just about ARPA funding and they will be getting another 80 million dollars in State ARPA grants from the Governor which they are so grateful for.
- She added that they are working on a special project with the state and Clark County, that would help public servants access child care at nearly one hundred percent subsidy. They will have a set copay and the state or Clark County in this instance would pay for the difference and they would get them enrolled for the subsidy they are eligible for based on the expanded eligibility coverage. They are rolling this out throughout April 2022, beginning with their Division of Welfare staff because they know, unfortunately, that they employ the highest number of people eligible for support programs like SNAP or Medicaid. They will help their staff obtain the benefits they are eligible for and can assist in finding child care providers. She spoke with the Nevada Association of Counties, and they are going to support every county to get their county workers these same types of benefits. They are also working with the Clark County School District and can work as broad or as targeted as their money allows and as partners would like to work on.
- Karissa Loper thanked everyone for their time and stated that she was available for any questions.
- Denise Tanata thanked Karissa Loper and stated that she knows that was only the tip of the iceberg on everything they have going on and appreciate that she consolidated this great information. She asked if anyone had questions or comments.
- Diane Nicolet asked Karissa Loper if in her work, which sounds to be very broad and deep strategies included discussions to help augment the child care worker shortage situation. She added that it is wonderful to have subsidies to fund the child care places and thanked her for that, however, stated that if they don't have teachers then there are no places for people to go. She asked if they have discussions on this aspect.



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- Karissa Loper thanked Diane and stated that they also have a number of child care workforce-related projects with the Children's Cabinet and Workforce Connections, particularly in southern Nevada. There is an exciting project called Nevada Youth First that is trying to work with people who are 16-18 and 18- 25 years old, who may be in high school or junior college and route them into working for child care through an apprenticeship-like program. They are trying to connect childcare providers to those workers and get them trained. She added that she thought this connected well with the Community Health Worker for early childhood education.
 - Karissa Loper added that Marty Elquist may want to say something regarding the CHW ECE project.
 - She stated that they will have Community Health Workers, generally from the same community or people working on their bachelor's degree, for example, and you would employ them to provide health information within their communities or provide child care resources, early childhood education, resource information, and training.
 - Diane Nicolet thanked Karissa Loper and wished her good luck with these projects.
 - Denise Tanata asked if there were any additional questions for Karissa Loper.
 - Carrie Paldi replied and added that on behalf of providers everywhere, she wanted to thank her for increasing the market rate which will be a good boost for providers, and added that it will help families have access to higher quality child care
 - Denise Tanata agreed with Carrie Paldi and added that it has been a long time in coming and they are very glad to see it happen. She also thanked Karissa Loper for looking at the FFN rates as well and did not realize they had not been changed since 2004.
- **The Department of Public and Behavioral Health (DPBH) and Washoe County Human Services (WCHSA) and Child Care Licensing Update. Latisha Brown was not in attendance to update the Council.**
 - There was no one else present to give the update.
 - **Nevada Department of Education (NDE) on Kindergarten Entry Assessment (KEA), PDG: B-5, and other NDE early childhood programs and projects. Patti Oya, Office of Early Learning and Development, Nevada Department of Education presented.**
 - Patti Oya stated they are working on a request for proposals with purchasing to find a new kindergarten entry assessment and how kindergarten related to Senate Bill No. 2 from the last session.
 - She stated that in thinking about what Marty Elquist had addressed regarding the data subcommittee and the appropriate use of the data. They should thoughtfully consider what data they get from the tools and how it is used. This also raises the question of how they gather data from assessment requirements, and they should carefully consider when they require people and programs to submit data.
 - The resource and referrals teams submit acquired data from the Brigance screening when children enter the subsidy program, it is a requirement under their quality rating and improvement system, and currently is a requirement for Nevada Ready Pre-K sites.
 - They have been paying for the data pieces through quality dollars from the welfare division and more importantly, they paid for the online management system to collect all this data and scores to track children to get a unique identifier and begin long term tracking.
 - They have found that they did not need the screening data as much as they thought. They do see value in screening children when they enter a new program for a quick overview to check for red flags later down the road. She stated that Emily Champlin in QRIS, has worked to change these requirements. If people still want to use it as a licensing requirement, they can connect them with Curriculum



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Associates. Nevada Ready State Pre-K program also uses this tool and should be part of a bigger picture for that program, but not for the data they collect.

- They must have a tool for Senate Bill No. 2 at kindergarten entry. They are looking for a tool that would screen and give them an assessment of children before kindergarten and track them through 12th grade.
 - They are working with the Southern Nevada AEYC Chapter, and they are planning an event called “WORK Hard, PLAY Hard”- Childcare Career & Family Fun Fair. It will be held at the East Las Vegas Library in Las Vegas, NV on April 2, 2022, from 10:00 AM – 1:00 PM.
 - The purpose of this event is to promote job opportunities at your program or agency for those seeking employment in early childhood and promote child care programs to families looking for quality child care.
 - Patti Oya asked Denise Tanata and Council if they had any questions.
 - Denise Tanata thanked Patti Oya for her update and opened it up for questions and added that Diane Nicolet had a question.
 - Diane Nicolet thanked Patti Oya and asked as Trustee Representative for the 17 school districts, when they have their discussions about data and unique identifiers, do they have early educational professionals informing this work? She asked what the process has been with these discussions and how trustees and school boards should think about what’s coming.
 - Patti Oya replied that the state pre-K program seats are required to give children unique identifiers and already do this through their own school district and add their children into their infinite campus. Districts are very aware of adding young children to this data collection piece. So, they started District 45, which includes children in child care through United Way or other community services agencies who are receiving state funded Pre-k dollars and who did not get their unique identifiers. They went through the Children’s Cabinet and Urban League to expand and include the children on the Resource and Referral program. Other agencies have contacted them with interest in participating in this program, such as Head Start and the City of Las Vegas Strong Start program. They have a contracted position funded by their ARP funds for a pilot that was created to work on the training, step by step manuals, and figure out how to roll out this plan without burdening providers.
 - Diane Nicolet thanked Patti Oya for the information.
 - Denise Tanata asked the Council if there were any additional questions for Patti Oya and thanked her for the update.
- **Department of Health and Human Services (DHHS) – Part C and Nevada Early Intervention Services (NEIS). Lori Ann Malina-Lovell, Department of Health and Human Services, Part C and Stephanie Wyatt, Nevada Early Intervention Services presented.**
 - Lori Ann Malina-Lovell stated their system is back in full swing with providing early intervention services in natural environments, such as in homes, daycares, the community, and in the clinic with limited visits depending on the service. They do require adults to wear a mask.
 - Denise Tanata thanked Lori Ann Malina-Lovell for her update and asked Stephanie Wyatt if she wanted to add anything.
 - Stephanie Wyatt replied that they are moving out of the hybrid platform and moving more services into the home and stated the following updates:
 - They have been training new staff in a new statewide Sky-High Curriculum, which is a family centered curriculum and program for infants and young children who are deaf and hard of hearing.



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- They have also been working closely with the Autism Treatment Assessment program and hope to develop a statewide standardized autism testing and screening process, as well as more training available soon.
 - They are doing more Child Find events in the community and ask that everyone invites Nevada Early Intervention Services to any events you plan to have.
 - They are hiring to help fill the statewide shortage of developmental specialists, not only for early intervention, but for all the regional centers also, so they would be happy to join some of these upcoming events.
 - In addition, they have started holding more playgroups in the community and they have had a positive response from families in the community.
 - Denise Tanata thanked Stephanie Wyatt for her updates and asked if the Council had any questions for Lori Ann Molina-Lovell or Stephanie Wyatt.
- **Nevada Pyramid Model Update - Janice Lee, NVPMI Statewide Coordinator, University of Nevada, Reno was not in attendance to give an update.**
 - There was no one else present to give the update.
- **Nevada Association for the Education of Young Children (NevAEYC). Carrie Paldi, Creative Learning Center presented.**
 - The NevAEYC's Annual Conference will be held virtually on April 21-23, 2022, in midst of planning around the Omicron variant and the uncertainty of what may be happening.
 - Registration for this event is open and the link can be accessed on the NevAEYC website. Rates are \$99 for NevAEYC members AND \$149 for non-members, however the non-member rate does include a 1 year membership to the NevAEYC.
 - The schedule and workshops for this event have been finalized and will be posted on their website by the end of the week or end of March 2022.
 - Any organizations or businesses that would like to sponsor an event or have a virtual exhibit should contact their NevAEYC office at (775) 327-0680.
 - The NevAEYC is accepting T.E.A.C.H. Early Childhood Nevada scholarship applications for early childhood educators who are pursuing or interested in pursuing an AS degree in Early Childhood Education from Nevada colleges and universities this coming Fall 2022.
 - For more information on the application process and available scholarship opportunities please visit the T.E.A.C.H. Nevada website at nvteach.org or contact the NevAEYC office at (775) 327-0680.
 - Their newest program is the Early Childhood Staff Incentive Stipend which launched on January 31, 2022, and the program provides \$1,000 stipends to educators to assist with financial impact during the pandemic. To date, 3,961 eligible early childhood educators and professionals have applied. The last day to apply for this stipend this fiscal year is May 31, 2022.
 - Their Southern Nevada Chapter and their Northeast Committee are beginning to plan for professional development opportunities and networking events for the Summer and Fall of 2022. To get connected locally contact their office for more information.
 - Denise Tanata thanked Carrie Paldi and asked if the Council had any questions.
 - Denise Tanata asked Carrie Paldi about issues coming up with staffing in the early childhood sector and that being largely related to wages. She stated that the staff stipends are temporary through the ARPA funds and



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- asked Carrie Paldi if they were going to be utilizing that information with the Nevada Registry to see what opportunities exist in regard to wage issues and long-term solutions to this.
- Carrie Paldi replied that she will take this back to the NevAEYC's Executive Director and their board members to see what their plans are for this issue and will report back to the Council. She added that wages are one of their imperatives on public policy agenda and will continue to be an important topic
 - Denise Tanata stated that they have this opportunity with the stipend program to see how it works and evaluate if it is improving retention or recruitment into the field and if the amount is making a difference for those providers. She wanted to find out how this would work in the long term, so that they make sure they do not lose sight of taking this opportunity to focus sustainability of funding to support this.
 - Denise Tanata asked Marty Elquist if she had something to add to this.
 - Marty Elquist thanked Carrie Paldi for bringing up the public policy agenda and imperatives. She stated that now that they have a policy and finance committee of the ECAC can the policy committees collaborate and share the imperatives so that so that they are all in agreement that they are the imperatives for their next legislative session.
 - Carrie Paldi replied that she thought NevAEYC would be interested, and they are currently underway with establishing a new public policy chair, so there will be some revamping of the public policy committee. She stated that once the new public policy chair is in place, she will communicate with her or Jogn Cregg will connect with her so that they can work on that collaboration. She added that they can unite to improve their imperatives for the new legislative session considering that they have more money for funding.
 - Denise Tanata thanked Marty Elquist for bringing this up and added they she and Julie Houchins are Co-Chairs of the committee, so they would be happy to have the new NevAEYC VP join the subcommittee to ensure that they are aligned and would want to invite Dr. Tyler-Garner with the Children's Advocacy Alliance to take part in this discussion also to make sure there is alignment. She added that she will contact Dr. Tyler-Gardner after the meeting.
 - Carrie Paldi added that she would like to have their presence and input as the public policy committee revamps, and it has always been made up of not only NevAEYC members but has included community members also and has been a great source of collaboration. They have not finalized the new chair, but this individual has been approached.
 - Jenna Weglarz-Ward added that she thought it would be good to draft a list of all the projects funded by ARP funds before the next legislative session. They can present this to the legislators to show all the real impact they have made and ask how they continue to do this.
 - Patrice Gardner replied that she agreed with Jenna Weglarz-Ward and thought it was a great point and that she could partner with the public policy chair to do something like that.
 - Marty Elquist stated that the CCDF ARP projects have a list on nevadacildcare.org. She added that it does not include the additional projects that Patti Oya mentioned that NDE is doing with their ARP dollars, but the list



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does include the Department of Welfare and Supportive Services (DWSS), Child Care Development Program projects.

- Jenna Weglarz-Ward added that she thought there was a list of these somewhere and this would be good to put together.
 - Carrie Paldi replied in agreement with Jenna Weglarz-Ward and the Council and agreed to take it back to the board.
 - Patti Oya asked Marty Elquist where the list was housed, and she would be happy to add the Department of Education and their early learning projects to the list.
 - Marty Elquist replied to Patti Oya and stated that the list is on the nevadacildcare.org site, however, cannot recall the subpage it is on. Marty Elquist stated that she will share the document with Patti Oya in a word version so she can add to it and then upload it.
 - Patti Oya thanked Marty Elquist.
- **Strong Start Provider Action Committee. Carrie Paldi, Creative Learning Center presented.**
 - Carrie Paldi stated that the Strong Start Provider Action Committee met and had a variety of different providers join the meeting and talk about the different goals. It was their first meeting, so there were a lot of introductions and getting to know each other, talking about what the scope of the work will be and what the hopes were for things to work on together. They set their next meeting and are planning to alternate the meeting schedule between daytime and nighttime meetings to give providers the opportunity to come to the different meetings.
 - Carrie Paldi asked Lela Arney to add to this, because she had forgotten her notes for this.
 - Lela Arney stated that the first meeting was an introduction and to define their goals collaboratively and the main goal moving forward. They have 16 members, and they will meet again next week.
 - Carrie Paldi added that Lela Arney did talk to people about the NECAC subcommittees and there was a lot of interest from the providers and the people on the call about 4 or 5 joining some of the subcommittees.
 - Denise Tanata added they she is very excited to see this group and there are so many opportunities with subcommittee work, policy work, advocacy moving forward and in making decisions based on the needs of their provider. She stated the same for the work Ashley Dines will be doing with family groups will integrate leadership in these groups as well.
 - Marty Elquist added that she had a comment regarding the provider action committee and stated that they have known that provider wages and their workforce have been in turmoil for so long and Covid just exposed the issues with their workforce. She stated that it will never get better until they have a collective group of providers that can advocate together as a core. She added that they can advocate for the providers on things that need to change, but their legislators really need to hear from the providers and the providers must be coordinated in that voice. She said she was excited about this group rolling into the next legislative session to really talk about the provider's standpoint in their work every single day and how valuable their early learning providers are and the issues that face them.
 - Carrie Paldi added that their first meeting there was so much passion from everyone they met with.
 - **Pritzker Prenatal to Age Three (PN3) and Strong Start. Janelle Nance, Children's Advocacy Alliance presented**



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- Jamelle Nance stated that they are working on alignment with their ARP plan and are very excited to work with Marty Elquist and Denise Tanata on this.
 - They are continuing with their parent ambassador program and hope to have representation with their parent ambassadors in their April 2022 coalition meeting, which is so important.
 - She stated that they are also planning Week of the Young Child and they are interested in hearing from the Council about their projects, so that they can best support all these groups and continue to uplift their young children.
 - They also continue to work with Belz & Case and are looking at their policy priorities as they relate to PN3 population and continue to advocate on their behalf.
 - She added that it is always good to work with the ECAC members in collaboration and they appreciate being a part of this meeting.
 - Denise Tanata asked Jamelle Nance if they have solidified their policy agenda for next year or if they are still working on that.
 - Jamelle Nance replied that they have one more meeting scheduled, and they are getting there. She added that they are meeting with Belz & Case who will be presenting in their next meeting.
 - They are advocating for early investment, looking at how they can continue to support their child care providers.
 - They are also looking at how they can provide more support to their home visiting programs as well.
 - Denise Tanata thanked Jamelle Nance and added that she wanted to make sure that there was alignment with the NevAEYC imperatives, and the policy finance groups there and looks forward to that conversation.
 - Denise Tanata asked if the Council had any questions and asked Jamelle Nance if she was providing the Strong Start Update also.
 - Jamelle Nance stated that Annette Dawson-Owens was not in attendance, so she added those updates to hers.
 - Denise Tanata thanked Jamelle for the update.
- **Strong Start Update. Annette Dawson-Owens was not in attendance to give an update.**
 - Jamelle Nance did not have any Strong Start updates to provide on her behalf.
 - **Health Resource & Services Administration (HRSA) Early Childhood Comprehensive Systems Grant. Denise Tanata, Council Chair presented.**
 - Denise Tanata stated that a lot of the work they are doing with HRSA grant they are integrating into the Early Childhood Advisory Council. They have had some discussions that have been focused on improving the early childhood system and this has allowed her to support some of the subcommittee work and some of the tasks that they are doing.
 - They are starting to work on a System Asset Gap Analysis and some of the work has already been done for this. She added that she wants to reemphasize that early childhood comprehensive systems grant is a health integration grant. It is looking at how they better align some of their early learning systems and health systems to better integrate and coordinate service delivery.
 - She stated that their early childhood community health worker program is a crossover between their HRSA projects and ARP work, including work with Pritzker. They have hired their statewide project manager, Andre Martin, their southern Nevada regional coordinator, and five community health workers (CHWs) for southern Nevada that will be starting at the beginning of April 2022. They will



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have three weeks of training and orientation, and by the end of April 2022, the community health workers (CHWs) will be ready to go out into the field.

- Their program for early childhood community health workers will be working on both sides, with the families, children, and providers. They will be working with providers to improve health and wellness issues and so they will be able to provide higher quality care to the children and families in their programs.
 - She added that they will be putting together a registration form for early childhood providers who would be interested in having a community health worker come out to work with children and families, for ASQ assessments, address specific needs, and broadly address social services of health that may be impacting educational outcomes or behavior that families might be facing.
 - She asked that anyone who may know providers that may be interested in having a community health worker come out to their program for services or learn more about what the program offers, to please reach out. She added that they will be sending out some information on this program shortly.
- Carrie Paldi asked Denise Tanata about the community health workers being able to help with assessments and asked her if there was any thought to vision or hearing screenings, which most children do not get until they enter elementary school. Those are very important in early childhood and most children don't get vision and hearing screenings until they enter elementary school.
 - Denise Tanata stated that it had not come up in discussion, but she will bring it up. She added that she was not sure that it would be something that the CHWs could do or if they could bring in someone for this need, but they could find ways to make it happen.
 - Carrie Paldi added that they think that it would be beneficial.
 - Jenna Weglarz-Ward stated legislatively, there are some states that are now requiring for kindergarten entry things like vision testing and dental screenings, just to have something as a point at check for all families.
 - Denise Tanata stated that a big role of the CHWs will be to assess those children and make sure that they get connected to health providers and address the barriers they may encounter.
 - Denise Tanata asked the Council if they had any further questions. She asked Dr. Young if she wanted to provide an update on the Early Learning Institute.
- **Early Learning Institute. Linda E. Young, The Village Foundation presented.**
 - Linda E. Young thanked everyone for their participation on the Zoom call and stated that they had close to fifty people in attendance on all three days from March 2-5, 2022. She added that she was able to pop in on almost every meeting.
 - She said that she wanted to thank and acknowledge Patti Oya who is kind of the Co-chair with her. She added that Patti is tough out there and hangs in there with all the details. She also worked with Jeff Geihs, Executive Director of the Nevada Association School Administrators and leaning a bit on our administrators and certainly our educators, our teachers, our parents, and our community. She said that she was a high school teacher, then as a school psychologist at the middle school and high school levels and now she is focused on Birth to 8 years. She had also been in the march for juvenile justice and support for students and pushing there to close the achievement gap. She realizes now we need to push Birth to 8 years for the support services we offer children and families. She said that you see how angry and emotionally charged their young people are and we need to continue to work on improving early childhood education and continue every effort to work for this cause.
 - She stated that they are going to hold an event on Saturday March 25-April 10, 2023, and will focus on bringing together community, parents, diversity, faith-based churches. They will be offering 3 credits for state



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department hours in this area for anyone who is interested in presenting again, they are asking that they present 90 minutes. She will be sending out a letter about this event shortly.

- She added that some of her expertise or involvement in working in the community has been supporting children in challenging areas, facing challenging circumstances which give you pause, so now she would like to support those people and specialists who work in those communities and areas for us. She thanked the Council members for their support, and she is pleased and honored to be a part of this group.
 - Denise Tanata thanked Dr. Young and added that they really appreciate it, and they are looking forward to the next Early Learning Institute. She added that this will be a good opportunity to focus on transitions in early childhood and the K-12 system, and they appreciate her work with Patti Oya and everyone who is involved with this. They also look forward to making sure the ECAC strategic plan and systems focus continue to be a part of that as well.
 - Denise Tanata asked the Council if they had any questions.
- **New or potential childhood funding sources. Denise Tanata, Council Chair presented.**
 - Denise Tanata asked the Council if they were aware of any new or potential childhood funding sources.
 - Denise Tanata stated new grant opportunities have come through from the federal Health Resources Service Administration (HRSA):
 - The first grant is for the purpose of the infant toddler court program to continue and expand research based infant toddler court teams to change welfare practices and improve the early developmental health and wealth being and this one includes twelve different grants.
 - The second grant is also a HRSA grant and is for the purpose of transforming Pediatrics for early childhood and will be four awards up to 1 million dollars. The purpose of the program is to establish resource hubs that support the placement of early childhood development experts into pediatric practices that serve a high percentage of prenatal to five-year-old populations who are eligible for Medicaid or the Children's Health Insurance program or are uninsured.
 - Denise Tanata added that if anyone is interested in either of these grants or knows someone that would be interested, she would be happy to share all the information. She asked the Council if anyone else had any grant or funding opportunities to share.
- **Research and Needs Assessment. Amanda Haboush-Deloye, Nevada Institute for Children's Research and Policy was not in attendance to update the Council. M. Amaris Knight, Nevada Institute for Children's Research and Policy presented.**
 - M. Amaris Knight stated that they had three new assessments added to the shared list as follows:
 - 2019 needs assessment from the State of Nevada Preschool Development Grant Birth through Five (PDG B-5).
 - Needs Assessment for Nevada's Kindergarten Entry, which is an assessment project from 2012.
 - Kindergarten Health Survey Year 13, which is 2020-2021.
 - M. Amaris Knight stated that this brings the total number of needs assessments in their shared list to 254.
 - Denise Tanata asked M. Amaris Knight if the research symposium was coming up.
 - M. Amaris Knight replied that this was not information included in the updates she was given, and she did not want to misspeak on any information that she did not have.
 - Denise Tanata replied that she thought it was April 21, 2022. She asked if someone had the link to put it in the chat box and if not, they can look this up and share this information with everyone.



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- She added that she thought this was a good opportunity and wanted to highlight that this was one of the things that is in their strategic plan is the early childhood integrated data system and there will be a presentation during the research symposium, she believed was from Utah about this system. It is virtual and she strongly encouraged anyone who is interested and available to participate.

8. ITEM V: FUTURE AGENDA ITEMS

The council discussed what they would like on the upcoming agendas. Denise Tanata, Council Chair presented.

- Denise Tanata stated that before she opened this up for other committee members, she had a couple of things she wanted to add.
 - Vickie Ives with DHHS had forwarded a document to them titled, Civil Rights Principles for Early Care and Education put together by the Leadership Conference Education Fund. They had a chance to high level review this and Marty Elquist looked at the document as well.
 - Denise Tanata stated that she would like to add this to their agenda for their next meeting and will send an attachment for that meeting as well.
 - The President, co-founder of the Jeremiah Program, Chastity Lord, reached out to her a while ago, and encouraged everyone to take time to look them up if you are not familiar with them. They are very focused on doing long term wrap around services for single moms of young children, particularly low income. They are in several cities across the country and they are coming to Las Vegas to start the program there as well. Denise added that she would like to allocate just a few minutes for Chastity Lord to provide a high-level overview of that program.
 - Denise Tanata stated that the other recommendation she had was that she wanted to make sure that they are doing a better job of including maternal child health into the ECAC work and she would like to add this under their partner updates, as an update from the Maternal & Child Health programs and will connect with Vickie Ives to have someone provide regular updates.
 - Denise Tanata asked the Council if there were any other thoughts about future agenda items.
 - Jenna Weglarz-Ward stated that she would like to include a Part B update as well so they have the Birth-to-Three component and then the Three- to-Five component for special education.
 - Denise Tanata asked if there were any other thoughts or recommendations for future agenda items.
 - Patti Oya asked Denise Tanata if they make it an NDE update and she could work with Alberto Quintero and Kat Jackson to keep it a little broader.
 - Denise Tanata agreed with Patti Oya and thought this would work well. She added that for future agenda items, just a reminder for the next meeting, they need to talk about the work plans for the subcommittee reports, whether they're complete or not, and that they are getting feedback from the whole group. She added that this does not have to be a separate agenda item, but just a reminder of where they want to focus those updates.
 - Denise Tanata asked the Council if there were any other future agenda items.

9. PUBLIC COMMENT #2

- Ashley Dines asked Denise Tanata and the Council that after hearing about the events and the lovely updates from the subcommittees and the organizations she was interested to hear what the outreach methods for these programs were and what methods people felt worked better than others. She added that as the parent leadership voice she wanted to know how they did outreach.
- Denise Tanata replied and asked Ashley Dines to clarify if she was asking this for the ECAC as whole or for the different programs.



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- Ashley Dines replied that she was asking if there are methods that work for the ECAC as whole, for the different programs and subcommittees, and individually. She asked what form of communication has been most effective in reaching families with this information and asked if they used emails, or texted, or if they used social media as the best outreach tool.
- Denise Tanata replied on behalf of the ECAC and stated that she did not think they have done a good job in the past, which is why they created the position, if she is being honest, and the HRSA grant. She continued and said that she did not think that they have done a good job of doing outreach and a lot of it is status quo, particularly for hard-to-reach populations.
 - She asked how they change the way they do their work to reach those populations and provide for equitable inclusion and added that they still have a long way to go in making that happen.
 - Denise Tanata stated that they want to make this happen and one way to do this is to get feedback from her, Ashley Dines, and to also get feedback from the parents and families that she is working with about what would work better in that respect.
 - She added that the other piece to this too is part of the role of the communications and engagement subcommittee and how to have them receive some of that feedback and incorporate that into a communications plan to do a better job, specifically for the ECAC. Many people do not know what the ECAC is or that it exists or what they do. She added that that they need to do a better job of communicating to the broader public and particularly impacted populations of parents, families, and providers across the state to let them know who they are and what they do, so that they can be a part of that effort as they look at rebuilding and reimagining their system.
 - She stated that they are also getting ready to enter a request for proposals and will be looking at proposals from vendors to do the state outreach and marketing campaign that is specific around early childhood through the Division of Welfare and Supportive Services ARP funding over the next several years. This will be a significant campaign and they are not looking at traditional billboards and TV ads, and radio ads, but looking at how those firms can bring in some innovative strategies and grassroots outreach and advocacy to reach those impacted populations.
 - They are also doing community-based organization grants to better equip some of those trusted partners in underserved communities with information and resources of early childhood programs and supports, so that they as trusted partners can help educate.
 - Marty Elquist thanked Ashley Dines for her comment and stated that how they do outreach is critical to addressing health disparities, meeting hard to reach populations, and providing culturally competent care. She stated that she was correct and agreed that they have done a lousy job of addressing it in a consistent way across all agencies and programs. She added that it is such a critical part of being successful in their strategic plan that they do address this issue.
 - She added that when they get the CBO grant it will be an be an area of technical assistance and training that they will provide for those CBOs, and she thought that it may be something more global that ECAC can get behind. They could have a national TA partner come in and provide statewide training for all CBOs, regardless of whether they got the grant or not. She added that even if they do have a focus on this for their agency, they can all always do better. She stated that she thought that it may be a future agenda item a mini training. They could have someone come in walk them through those or essential steps in reaching hard to reach populations and added that it needs a concerted effort, and they need to shine a light on it.
 - Marty Elquist thanked Ashley Dines for her question.
 - Ashley Dines thanked Marty Elquist for her response.



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- Denise Tanata asked the Council if there were any further comments.
- Jenna Weglarz-Ward added that she thought they should be very mindful and think about how technology had changed and focus on how each audience typically receives their information.
- Denise Tanata agreed and thanked everyone for their time and participation.

10. ADJOURNMENT

11:19 AM