



VERMONT CHILD CARE PROVIDERS ASSOCIATION, INC.

Board of Directors Handbook

Abstract

The purposes, policies, values, perspectives, and relationships of the Association can be found through an examination of this publication

vccpa.org
vtchildcareprovassoc@gmail.com

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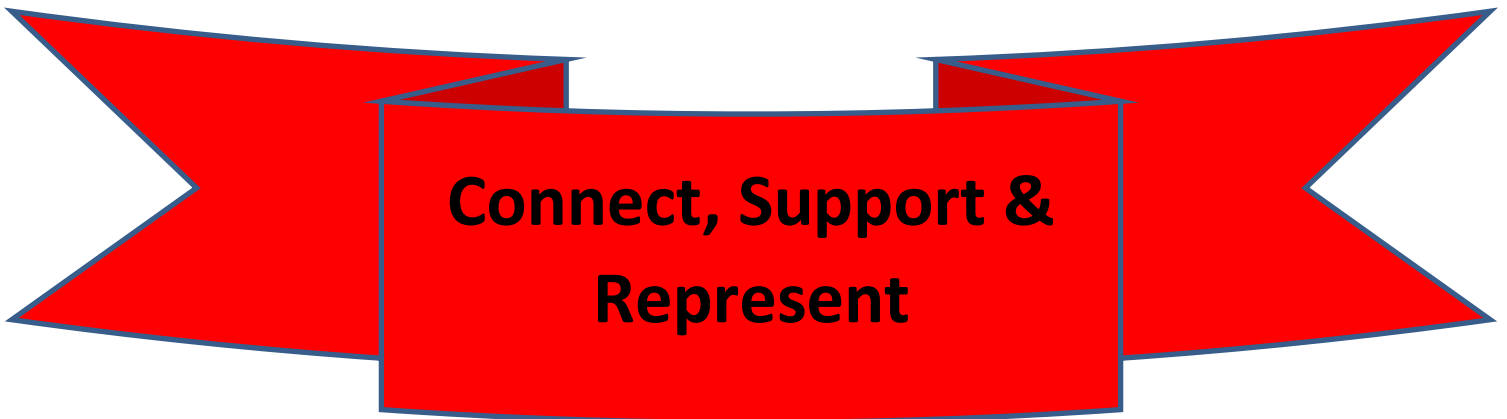
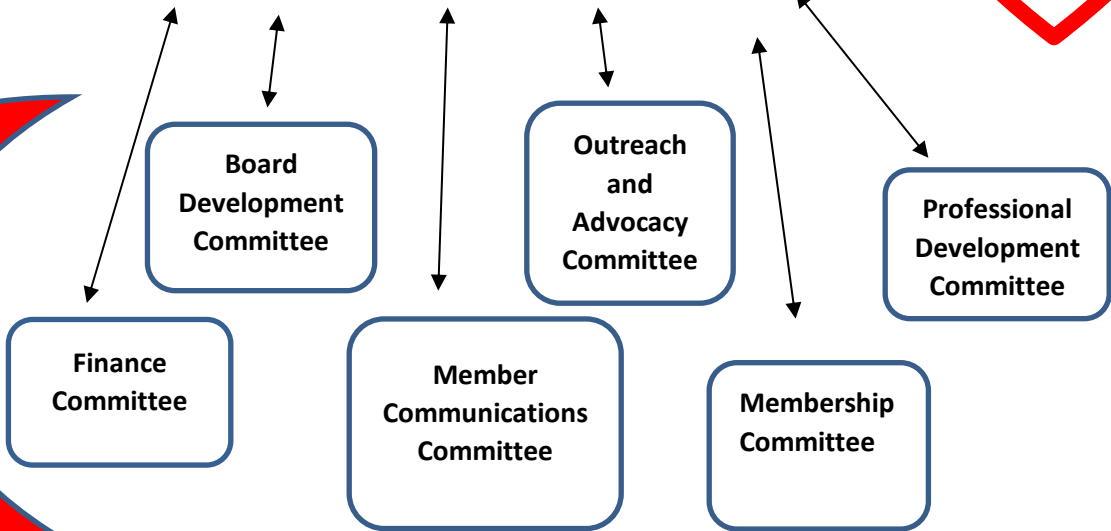
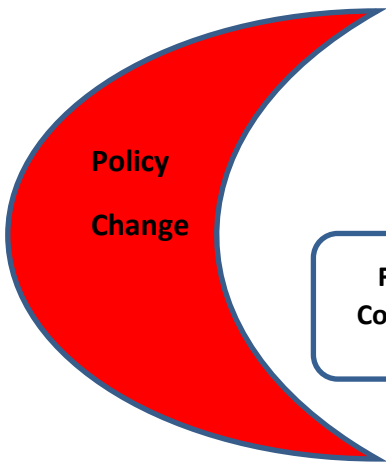
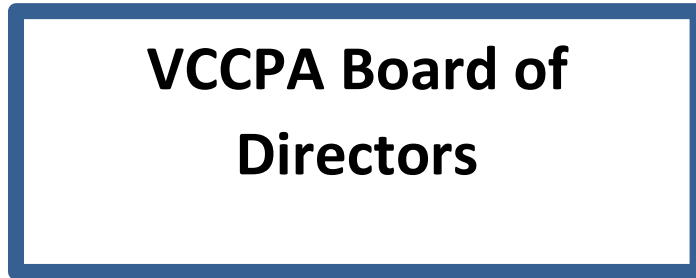
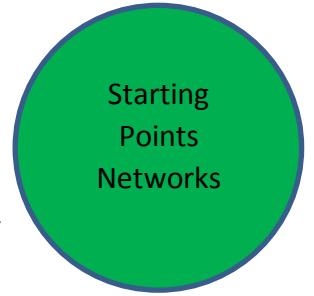
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Organizational Chart



What is Vermont Child Care Providers Association?

The Vermont Child Care Providers Association (VCCPA) is a statewide, not for profit 501(c) 3 association, established in 1989, and began with the original association name Child Care Providers Association. The founding charter members were Michele Nappi, Ann Hartz, Delia Balanchard, Diane Desautels, Debbie Burnor, Cheryl Alwine, Brenda Mannings, Charlotte Parot, Cynthia Bouche, and Betty Lagueness.

This Corporation is organized for the purpose of:

To give child care providers peer support as well as access to information and resources that will allow them to provide safe, healthy, nurturing, and quality child care while allowing them to receive an income and benefits available to any employed person (Articles of Incorporation).

National Association for Family Child Care (NAFCC) Affiliate

VCCPA received Affiliate status with the NAFCC in August 2011. A Primary focus of NAFCC is to represent family child care providers at the national level as an advocate on issues of public policy that affect them as well as the children and families in their care. Another primary focus of NAFCC is to provide technical assistance to state and local family child care associations, promoting leadership development and professionalism through their network of Regional Representatives and the State Presidents Council. In addition the NAFCC foundation runs the only National Accreditation system for family child care providers. The Board will work closely with NAFCC to continue affiliate status and network with others nationally.

Vision Statement

We believe that meeting providers' needs leads to a more stable child care system and higher quality care for Vermont's children. VCCPA members include family child care providers, center providers, and other agencies and individuals who support the VCCPA vision that **Vermont's Children Thrive!**

Mission Statement

The board will advocate policies that support the mission of the association, **Representing Providers and Promoting Professional Connections** by offering peer support as well as access to resources for providers and serving as a liaison between the association and organizations and policy makers in the field of early care and education. This mission statement acts as the basis for the board's commitment to the association and is not intended to limit the board's activities or future potential. It is intended to serve as a foundation and to focus the board on common goals as the future unfolds.

Core Values

By joining together as a professional association, we make a statement about our commitment to the involvement in the field of early care and education.

Professionalism - We support our members as they strive for recognition as professionals and in furthering their professional goals.

Networking - Local networks of child care professionals are linked together through our state-wide association. We bring the voice of child care providers to the larger early childhood community and work in partnership with other state and national professional organizations.

Resource Sharing- We serve as an access point for many resources providing connections to information and contacts for local networks.

Advocacy - Through our efforts to express the needs and concerns of child care professionals: to the general public, state and national government, and our peers in the early childhood community. We hope to improve working conditions for providers, thereby increasing the stability and quality of Vermont's child care system.

Annual Strategic Planning (see Strategic Planning Process and Current Plan)

Each year, with input from its members, and in consideration of the Association's values, vision, and mission, the Board of the VCCPA is responsible for formulating goals and objectives. These goals and objectives are then used to develop a strategic plan. The process of strategic planning defines the Association's strategies in order to determine the direction of the Association to guide effective board governance. The strategic plan includes: Outcomes, Goals, Objectives, Activities, Indicators, and Targets.

Board Member Responsibilities for Strategic Planning

- be knowledgeable about the Association (vision, mission, goals and objectives, long term vision, services, and all Board and committee policies and procedures)
- regularly attend board meetings
- review material provided in preparation for board meetings
- review the Association's financial reports
- abide by all policies and procedures, Articles of Incorporation and Bylaws of the Association
- make reasonable inquiry before making decisions

VCCPA Outcomes

- VCCPA is the Leading Statewide Association for All Providers in Vermont
- Children are Ready for Kindergarten
- Vermont Providers Receive an Income and Benefits Available to Any Employed Person
- Vermont Offers a High Quality Professional Workforce and Child Care Programs
- Child Care Providers have a Strong, Unified Voice

VCCPA Goals

- The Association has a Professional and Diverse Leadership Team
- Child Care Providers Have a Reduced Sense of Isolation
- Providers are Informed and Engaged
- Providers' are Supported to Improve the Quality of Child Care
- VCCPA is a Strong and Effective Statewide Association
- Providers Receive Increased CCFAP Funding

Evaluation of Strategic Plan

Prior to writing the annual board report, the board shall reflect on the degree to which it has met its goals and objectives by conducting a board self-assessment and engaging in board development activities where needed.

To fulfill that responsibility, board members must:

- be knowledgeable about the Association (vision, mission, goals and objectives, long term vision, services, and all Board and committee policies and procedures)
- regularly attend board meetings
- review material provided in preparation for board meetings
- review the association's financial reports
- abide by all policies and procedures, Articles of Incorporation and Bylaws of the Association
- make reasonable inquiry before making decisions

Evaluation of the Association

The purpose of the **Evaluating the Association** is periodic monitoring of the Association by the membership, partners, board members, leadership team, Agencies, Organizations and other Providers to ensure effectiveness of the activities and leaders of the organization. Through a regular process of evaluation the Board can reflect on the degree to which it is meeting its goals and objectives to make recommendations for any changes needed for improvement, and engage in board development activities where needed.

All evaluations for the Association are supervised, coordinated and directed by the Board.

- Create evaluations for the Association in survey monkey, including:
 - Board meetings
 - Board Committees/Activities
 - Annual meeting
 - Leadership Team orientation
 - Board retreat (orientation & strategic planning)
 - Board Self Evaluation
 - Non renewing members

Governance

The Board provides strategic leadership to VCCPA. In order to do this, the Board will:

- Look to the future and keep informed of issues and trends that may affect the mission and organizational health of VCCPA.
- Make decisions based on knowledge of community needs and best practices and in accordance with the mission.
- Be proactive and visionary in its thinking.
- Encourage thoughtful deliberation, incorporating a diversity of viewpoints.
- Work together as colleagues, encouraging mutual support and good humor.
- Have the courage to lead and make difficult decisions.
- Commit to excellence in governance, including regularly monitoring, assessing and improving its own performance.

Board of Directors

The duty of the Board of the Vermont Child Care Providers Association is to provide leadership to the VCCPA as a statewide professional organization by educating themselves about the current issues for providers.

The Board of Directors shall consist of 5 officers: President, Vice President, Treasurer, Secretary, and Past President and at least 2 and no more than twelve Members-at-Large.

The Board will have no less than 7 members and no more than 17 members. The same individual may simultaneously hold more than one office in a corporation, except that a person may not simultaneously hold the office of president and secretary.

Executive Board

The Executive Board of the Association shall consist of the Past President, President, Vice President, Treasurer, and Secretary

Expectations and Responsibilities for All Board Members

- Maintain active membership in VCCPA
- Serve full term (1 year for first time member at large electees and 2 year terms for all others)

- Become and stay informed of the Association
- Inform others about the VCCPA
- Act as a liaison between the board and the general membership
- Act as an advocate for the association and its members
- Abide by all VCCPA policies and procedures
- Attend at least 75% of regular board meetings
- Work on at least one committee
- Report progress on assignments in a timely and complete fashion
- Participate in developing the annual strategic plan
- Participate in updating handbook annually
- Participate in self-evaluations and other evaluations such as evaluations of strategic plan, Board of Directors, meetings, and Leadership Team
- Submit relevant articles for "Provider Pages", the newsletter of the VCCPA
- Be readily available to attend conference, board retreat, annual meeting, orientation session, trainings and other outreach and fund raising activities as part of the Board
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the VCCPA
- Keep up-to-date on developments in the field of child care
- Safeguard the integrity of the Association
- Offer to take on special assignments
- Assist the board in carrying out its fiduciary responsibilities
- Submit annual written report of position
- Document the business of the office and give history to the incoming officer.
- Upon retirement, orient the incoming officer to the duties of the position and pass on the VCCPA board manual

Board Positions and Principle Duties

President of the Board of Directors provides leadership to and manages the board.

- Provides leadership and vision to the board through constantly being mindful of the association's mission and goals and communicating them to Board members
- Be a member of the Executive Board
- Be responsible for acting as the primary communication link between the Association, membership, and all other constituents.
- Manages board meetings
- Oversees Committee work
- Ensures the work from strategic plan is assigned
- Ensures that the board and the association engage in an ongoing process to determine goals, objectives and timelines for their accomplishments.
- Ensures evaluation of the board's attainment of goals and objectives and implementation of changes as necessary.
- Ensures open communication among board members on matters regarding the association.
- Ensures that board members understand the role of the board.
- Ensures compliance with financial and ethical standards.
- Ensures a regular process of board evaluation and appropriate board and leadership development, evaluation and renewal.
- Ensures that deliberations will be fair, open, thorough, timely, orderly and to the point
- Represents the Board to outside parties in announcing board-stated positions

Vice President of the Board of Directors assists the President as requested and performs the functions of the President in her absence.

- Assumes the responsibilities of the President in her absence, ensuring that her leadership skills are developed so that she is able to undertake the role of President.
- As requested, assists the President in performing her duties.
- Be a member of the Executive Board

Treasurer of the Board of Directors has the primary responsibility to oversee the finances of the VCCPA.

- Serves as the financial contact person for the Council.
- Oversees the financials of the association
- Communicates, on a regular basis, accurate, up to date information about the association's finances to the board
- Leads the process of development of an annual budget
- Be a member of the Executive Board
- Manages grant, check writing, and board financial report bookkeeping tasks
- Prepares and submits all required tax documents

Secretary of the Board of Directors has the responsibility to maintain documentation for the board.

- Sets agenda for board meetings
- Records minutes of all board meetings.
- Distributes minutes to members in a timely manner ensuring that members have time to accomplish tasks recorded in the minutes.
- Documents votes in said minutes
- Maintains files including bylaws, past minutes, policies, financial statements
- As requested by the board, initiates or responds to correspondence
- Assists the President in preparing written materials for board meetings
- As directed by the Board annually, record updates in handbook/strategic plan
- Be a member of the Executive Board

Past President of the Board of Directors provides leadership and continuity to the board.

- Serves as advisor to the current board, providing historical perspective
- Assists President in overseeing the work of the committees/board.

At Large Member of the Board of Directors

- Assists with responsibilities of the Association
- Chair or be an active participant on 1 or more committees

Board Committees

Board Committee Structure

The committees of the Board have been formed to organize and accomplish the primary duties and responsibilities of the strategic plan. The purpose, tenure, and composition of each board is left to the discretion of the Board. The Board of Directors is responsible for the work assigned to the committees of the board. All Board members, except the President and Past President, are expected to take primary responsibility of the work of the strategic plan by serving as the chair or actively participating on at least one committee. The Board of Directors or the President will appoint the

chair for each committee based on the interests and talents of the board members and committee members. The Board of Directors will provide clear guidelines on specific tasks and decision making authority to be given to each committee.

Committee Oversight

All committee policies and procedures are supervised, coordinated, and directed by the Board.

Responsibilities of the Committee Chair

The chair must ensure:

- Procedures and policies are followed and updated as developed
- The purpose of their committee is met
- Work and progress on assignments is documented and reported monthly at the Board meetings
- History is given to incoming committee chair
- Information needed for grant purposes is tracked and submitted to the Finance Committee and the President
- The annual board report detailing the work of the committee is written and submitted to the Board Development committee and the President
- Meetings with committee members are set when needed at the Chairs discretion
- All meeting dates of the committee are added to the VCCPA calendar (all board members may attend)
- All minutes of the committee meetings are sent to the Secretary and the President
- Relevant articles for "Provider Pages" are submitted quarterly to the Member Communications Committee
- All information that should be posted on Facebook or our Website is sent to the Member Communications Committee

Responsibilities of the Committee Members

The committee members must ensure:

- Procedures and policies are followed and updated as developed
- The purpose of their committee is met
- Work on tasks are accomplished and reported to the committee chair
- Attendance at committee meetings

Committee Members

Committee members consists of all VCCPA members that serve to assist the board in fulfilling the duties and responsibilities of the committee in which they choose to serve.

Criteria for Committee Members

Any Member who agrees to adhere to the commitments and principles and the requirements and responsibilities of the position they wish to fill may nominate themselves for a committee position. The Board of Directors will provide clear guidelines on the tenure, expectations, responsibilities and specific tasks of the committee members and any decision making authority shall be at the discretion of the Board.

Commitments of the Committee Members

- Commit to fulfill the term as defined by the Board of Directors.
- Attend as many Board meetings as possible each fiscal year (this can be done via phone and/or Skype)
- Attend the annual retreat and/or committee member orientation.
- Maintain active membership in VCCPA
- Be knowledgeable about the Association (mission, goals, services)
- Inform others of VCCPA

- Abide by all policies and procedures and bylaws of the Association
- Participate in the evaluations of the Association
- Fill out documentation required for the fiduciary responsibilities of the Board.
- Safeguard the ethical integrity of the Association
- Ensure purpose of their committee is met
- Listen to the membership to ensure their needs are met
- Actively participate in committee meetings/work
- Represent Family Child Care as a profession in a positive, professional and ethical manner at all times
- Maintain confidentiality

Principles

- Committee members are appointed to help with the work of the strategic plan.
- The Committee members will assist the Board by preparing policy alternatives and implications for board deliberation.
- Committee members may not speak or act for the Board except when formally given such authority. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Board/President.
- Committee members cannot exercise authority over the Board.
- No majority of members of the committee that has helped the Board create policy on some topic shall be used to monitor organizational performance on that same topic.

Decision Making Process

Committee members may be empowered to make decisions between Board meetings at the direction of the Board or President. This decision-making authority may be given at any Board meeting or through an electronic vote on a case-by-case basis or as assigned by the Board.

In the cases where committee members are given decision-making authority consensus must be reached by the committee members in order for a decision to be accepted. If the committee members are unable to reach a consensus or a conflict arises, the committee members will turn the question or conflict over to the President. The President will exercise decision making authority and then report out the decision to the Board at the next Board Meeting.

Committee Descriptions

Outreach and Advocacy * Finance *Membership * Board Development *Member Communications *Professional Development *Ad Hoc

Outreach and Advocacy Committee

The purpose of the **Outreach and Advocacy Committee** is to represent our membership by advocating for child care and child care providers by bringing the voice of the child care community in Vermont to others to advocate for legislative and gubernatorial policy, hearings and funding issues, as well as other needs of providers.

Primary Duties:

- Attend meetings and other events related to early care
- Collaborate with early care, health and education partners
- Update and inform our members of local hearings, meetings, trainings, and provider events throughout Vermont as well as current issues, developments and policies at the National, State, and Local levels.
- Organize and plan outreach activities (i.e. vendor at statewide events, starting points outreach)

Finance Committee

The purpose of the **Finance Committee** explores possible sources of funding for board infrastructure and sustainability to support the goals and objectives of the Association.

Primary Duties:

- Write and track data for grants and grant reports
- Implement fundraising, donation, and solicitation activities

Membership Committee

The purpose of the **Membership Committee** is to increase membership and recognition/understanding of our Association and to ensure the voices of our membership is represented and promoted in all activities of the Association giving our members a stronger voice for advocating their needs.

Primary Duties:

- Upkeep membership data
- Maintain current member email list
- Increase membership benefits
- Ensure member voices are represented

Board Development Committee

The purpose of the **Board Development Committee** is to find good board members and leadership team members. Finding desirable board members and Leadership Team members can be a difficult task. It is the purpose of this committee to help members develop skills and expertise needed by the organization for Board and Leadership Team positions. To ensure an effective governance structure, it is essential that prospective board members and leadership team members be told what is expected of them before they are proposed for election or appointed by the Board.

Primary Duties:

- Recruit members for the Board and Leadership Team
- Find leadership opportunities for the Board and/or Leadership Team
- Provide “job descriptions” for potential Board and Leadership Team members
- Organize annual board meeting
- Organize annual board retreat
- File VCCPA history annually

Member Communications Committee

The purpose of the **Member Communications Committee** is to develop a marketing strategy to inform providers about events and activities relating to child care and child care providers, promote the VCCPA, and the membership. This committee will organize and post activities to bring brand name recognition to VCCPA. This recognition will increase membership giving our members a stronger voice for advocating their needs and reducing the feeling of isolation.

Primary Duties:

- Post activities and information on Facebook
- Maintain Pinterest account
- Maintain Website
- Write and publish “Provider Pages” newsletter quarterly
- Recognize and support member accomplishments and needs

Professional Development Committee

The purpose of the **Professional Development Committee** is to increase quality care for Vermont Children.

Primary Duties:

- Support providers with personal and professional goals
- Plan and organize annual conference
- Provide networking and development opportunities to members

Committee Name: “Ad Hoc” Committee

Ad Hoc – a special committee formed for a specific reason for a short time.

Starting Points Networks

Starting Points Networks assist with the responsibilities of the Board by representing the Association in their local community and to represent their local community to the Association.

Responsibilities:

Share information from the board with local providers
Bring information from the local providers to the Board
Represent VCCPA accurately

Removal of Board Members and Committee Members

Grounds for Board of Directors’ Member and Committee Member Removal

A Board Member or Committee Member may be removed from office by the Board of Directors, whenever in its judgment the best interest of the Association would be served, by an affirmative vote of a majority of the members present or at a special meeting of the membership called for such a purpose.

Absences

When a Board Member misses more than 25% of the Board of Director meetings during a fiscal year, the President will send out a private email reminder to the individual on behalf of the Board of Directors including a reminder of meeting dates, time, and location information. The Board Member will also be provided with a notice of the number of meetings that have been missed and asked if he/she is still interested in being a Board Member, *as unforeseen circumstances will be taken into account*. If there is no response to the above referenced email within one week, the President will send out a follow-up private email to the individual on behalf of the Board of Directors letting them know that they have one additional week to provide a response. If none is received, then the individual will no longer hold a Board of Director Member seat and nominations will begin to be sought to fill this vacant seat.

Code of Conduct

The Board commits itself and its board members and Leadership Team members to ethical, businesslike, and lawful conduct, including proper use of authority and professional decorum when acting as board members. In their capacity as governors, board members must demonstrate loyalty to the interests of Association.

Reporting and Resolution of Improper Actions

All reports of improper actions shall be directed to the President or the Board of Directors. No Board member or Committee member may threaten or retaliate against anyone who brings information to the board regarding improper actions of a board member or committee member.

Members who violate the association's code of conduct are deemed to be acting outside the course and scope of their authority. Anyone in violation of this policy may be subject to immediate disciplinary action, including, but not limited to:

- censure
- removal from the Committee
- removal from the Board of Directors
- recall by the membership
- legal proceedings

Violation of the code of conduct will be handled on a case-by-case basis. The executive board shall review the evidence of violation, endeavor to meet with the member believed to be in violation, confer with legal counsel, and present its findings and recommendations to the board for appropriate action. The board shall endeavor to meet with the member in executive session prior to imposing disciplinary action against that person. If there is still no resolution, the alleged violation will come before the full of Membership to decide what, if any, action will be taken.

Notification of Removal

If a Board Member is removed from office, the President will send a written letter to formally notify the Board Member/Committee Member affected that they no longer hold a Board of Director Member seat or Committee position.

Membership

Any person, 18 years or older, with an avid interest in children may join the Association. Membership in VCCPA is \$25 renewable annually (beginning 9/1/2016 membership dues will increase to \$30/year or \$55 for 2 years). Active members are those that hold a current membership. Any member that does not pay their dues within 30 days of expiration will no longer be considered an active member. The Board of Directors is responsible for setting the amount of the dues.

Benefits of Membership

Member benefits include: discount at annual VCCPA conference, peer support, connection with statewide provider groups, receive current information, have a voice at Meetings, collaboration with others, advocacy for legislative and policy reform, invitations to Statewide/Regional events, eligibility for NAFCC discount, receiving support for personal and program quality, etc.

The Member Communications committee in collaboration with the Board of Directors is responsible for offering benefits that reflect the needs of our members.

Meetings

The Board of Directors establish locations for board meetings, annual retreat, and meetings of the membership at the first meeting following the annual meeting. The Board will strive to schedule meetings that occur in locations and on days and times that ensures participation of the members. Board members must take into account the travel distance for each member elected to the Board when setting the location. All Board members are expected to attend board meetings. Board Members must attend at least 75% of board meetings. It is the responsibility of Board Members that cannot attend to let the President know. All meeting other than regular meetings of the Board always require previous notice. See bylaws for notice requirements. All meeting are open to all with the exception of executive sessions authorized by law. Participation from the VCCPA membership and other interested parties is encouraged and valued.

Meeting Conduct

All board meetings will be conducted in an orderly and business-like manner using Roberts Rules of Order (Revised) as a guide, except when such rules are superseded by board bylaws or policies.

Order of Business

The board shall establish its regular order of business, but may elect to change the order by a majority vote of the members. The order of business will be that indicated in the agenda. Any additions or changes in the prepared agenda may be requested by a board member and must be approved by majority vote of the board members present.

Quorum for Meetings

A quorum is the minimum number of voting members required at a meeting in order to conduct business and vote on action items in the name of the group.

In the event a meeting is scheduled and a quorum is not present a program can be offered but last month's minutes cannot be approved, you can't adopt any committee recommendations, you can't deal with unfinished business, and you can't entertain new business.

A quorum for meetings will constitute the following:

- A quorum to hold the Directors Meeting shall be a majority of the Board Directors.
- A quorum to hold the general membership meeting shall be 5% of the membership.
- A quorum to hold special meetings of the membership will be 5% of the membership.

Board of Director Meetings

Board meetings are defined as the gathering of the Board of Directors, Members, and other non-voting parties for the purpose of carrying out the mission of VCCPA in accordance with the Board's policies and procedures. The Board typically meets monthly. Board meetings are scheduled as determined by the board.

Annual Meeting

The annual meeting will be held once as year as specified in the by-laws. The purpose of the annual meeting is to report to the membership the work of the Board and for the membership to elect new officers. The Board will present their annual report. All Board Members must submit information of their office and committee(s) to the Board for annual report and contribute to the planning of the Annual meeting. At each annual meeting two officers and half of the Board Members-at-Large shall be elected for a term of two (2) years to replace those whose term expires, with the exception of newly elected Board Members-at-Large who are elected for 1 (one) year the first time they are voted in as a Board Member and Past President who acts in an advisory position to the Board. Elections for President, Treasurer, and up to six (6) Members-at-Large shall be held in odd years; elections for Vice President, Secretary, and up to six (6) Members-at-Large shall be held in even years. Board members are all expected to attend and participate in the annual meeting.

Annual Retreat

The Board of Directors will hold an annual retreat for all new Board of Director Members, VCCPA committee members, and any interested person from our membership following the election of new Board members. All outgoing and new members are encouraged to attend. The primary purpose of the Retreat is to orient new Board Members and Committee Members to the Association so that they are able to effectively do their job. New members will review the member handbook and by-laws of the Association, to familiarize themselves with the vision, mission, policies and procedures of the Board. The new Board will also develop the short term and long term goals for the strategic plan and committee chairs and committee members will be assigned. All outgoing members will attend to answer questions, pass

on board manuals and assist with this orientation. The Board is responsible to develop an orientation for new Board members and Committee Members.

Special Meetings

A special meeting may be called by the chair or by a majority of the board members. Written notice of the special meeting, stating the time, place and purpose of the meeting, shall be delivered to each board member not less than twenty-four (24) hours prior to the time of the meeting. Such notice shall also be delivered not less than twenty-four (24) hours prior to the meeting to each newspaper and radio or television station that has filed a written request for such notices. Final disposition shall not be taken on any matter other than those items stated in the meeting notice.

Emergency Meetings

In the event of an emergency involving fire, flood, earthquake, possible personal injury or property damage, the board may meet immediately and take official action without prior notification.

Public Notice

Public notice shall be properly given for any special meeting; whenever a regular meeting is adjourned to another time; or, when a regular meeting is to be held at a place other than the locations on the schedule.

Executive Session

Any Executive Board Member may make a motion to enter an Executive Session for discussion of issues best discussed in private (i.e. pending legal matters, personnel issues, etc.). This motion must be seconded and approved by the majority. Only Executive Board may be present during an executive session; the Executive Board may invite others to stay at the pleasure of the Executive Board. Those present must maintain the confidentiality of the discussion. Any confidential documents distributed for an executive session should be clearly marked as confidential and maintained by the President. The Board minutes will indicate when the Board went into an executive session, what the primary reason was, any formal decisions that were made in executive session, and when the Board came out of executive session.

Decision Making Structure

The Association will make decisions by a process of careful deliberation, seeking out the wisdom and experience of many voices as appropriate, which may include its consumers, volunteers, board members and others with knowledge of its mission.

Criteria for decision making:

- Whose decision is it?
- Is there a conflict of interest?
- Is it consistent with the vision and mission?
- Is it legal and in accordance with directives?
- Is it supportive of the strategic plan's goals?
- Is it in the best interests of the membership?
- Can the decision be supported by staff, students, parents and the community?
- Are the implementation risks manageable?
- Are the implementation funds budgeted and available?
- Are "staffing" and other resources available?
- Will failure to make the decision have an adverse impact?
- What result(s) is expected from the decision?
- What result(s) is expected of making a negative decision?

The Association will strive for consensus. This commitment to consensus is based on the philosophy that all members have something to add to the discussion and that respect for others and their views is an important piece of community building. Decisions based on consensus require a high level of trust between members, who must believe that all other members have the best interests of children, families, and communities at heart when making decisions. The presiding officer of the meeting must work, whenever possible, to build this trust among members. Consensus does not necessarily mean that all members feel that the decision made was the best one possible; it often requires compromise and thoughtful discussion to ensure that all members feel that their voice was heard.

In order to vote on an action that needs approval a quorum for the meeting must be met. If a quorum is present, matters will be decided by majority vote, meaning, action on a matter by members is approved, if the votes cast by the members favouring the action exceeds the votes cast opposing the action. Exceptions to a majority vote are duration, fiscal year, and dissolution of VCCPA as noted in the By-laws. All Board Members agree to support all decisions approved by the Board even if not in agreement.

Voting Procedure:

Any voting member may make a motion on an action item. The motion must be seconded in order for the item to be brought for a vote. The Presiding Officer will call for any further discussion on the motion; if there is no further discussion, the Presiding Officer may call the vote. In the event of further discussion, any Voting VCCPA Member may “call the question” (this stops all discussion immediately and puts the seconded motion up for immediate vote). While presiding over meetings, the presiding officer may not exercise their voting rights to make motions and must refrain from voting except when the vote is by ballot or whenever his or her vote will affect the result. On a vote that is not by ballot, if a majority vote is required and there is a tie, he or she may vote in the affirmative to cause the motion to prevail. If there is one more in the affirmative than in the negative, the presiding officer can create a tie by voting in the negative to cause the motion to fail. Similarly, if a two-thirds vote is required, he or she may vote either to cause, or to block, attainment of the necessary two thirds. On a vote that is by ballot, the presiding officer votes along with the other members. A teller(s) are selected to count the ballots. The presiding officer is never allowed to cast a tie-breaker in a ballot vote, in cases of a tie all members with the exception of the presiding officer vote again.

Voting Methods

For Voice and Rising Votes the Presiding Officer will ask for all in favor and for any opposed. The names of all members that made motions as well as those that voted no and/or abstained are entered into the minutes. Please note: Only those members who voted no may reopen that agenda item/motion for future discussion. Voice Vote will be used except when a motion is to be decided by a two-thirds vote or some other proportion greater than a majority, or when a voice vote is too close to call, which in case a rising vote will be used

For Voting by Ballot, whenever it is desirable that the members’ individual views on the matter being decided not be disclosed, which in case voting by ballot. Ballots (slips of paper) will be given out on which voters indicate their preferences. When the ballot vote decides a motion, the question is clearly stated by the presiding officer, and you’re instructed to mark your ballot yes or no. When the ballot vote decides an election, you’re instructed to write the name of the nominee of your choice on your ballot. Voting by ballot will be used for election of VCCPA Board Members at the Annual Meeting.

Electronic Voting Procedure

On time sensitive matters, the President will put forth the recommendation on the timely issue/question posed to the Association through an electronic vote of Board of Directors or the membership as needed. If less than the quorum to hold a meeting respond to the vote or more than 50% vote no, then the question is voted down. If more than 50% of members vote yes, then the question is approved. The President will provide a minimum of 72 hours for Voting Members to place their vote electronically except in situations when a more immediate response is needed, the

President may provide as little as 24 hours for Voting Members to place their vote electronically. Recommendation rationales will be provided to Voting Members to consider for each electronic vote executed.

Decision Appeal Process

A Council or Workgroup decision may only be appealed under the following circumstances:

- New information that was not available at the time the decision was made is available for review.
- There is a violation of the Conflict of Interest Policy that occurred during a specific vote or discussion.
- There is a violation of the Non-Discrimination Policy that occurred during a specific vote or discussion.
- Voting procedure was not followed.

Appeal Process

The Member, Board of Director or Other interested party, who would like to appeal a specific decision must contact either the President or the Board with his or her request to appeal.

Information to be included in writing:

- The specific decision the appeal is requested for.
- The alleged grounds for appeal.
- Any additional information that would support the appeal request.

If the request to appeal is found to fit one of the allowed grounds for appeal, the question will be placed on the next Board meeting agenda. The Member, Board of Director or Interested Party, appealing will be given an opportunity to present the question, the grounds for appeal, and the additional information they would like considered by the Board in reviewing the appeal. Any parties affected by the appeal will be given an equal opportunity to present relevant information to the Board for consideration. The Member, Board of Director or Interested Party, making the appeal and any affected parties will not be allowed to participate further in discussion of the appeal (unless to answer questions or provide clarifying information) and will not be allowed to vote in the Board's vote on the appeal. The Board will strive for consensus, with a majority voting structure if consensus cannot be reached.

Ethical Guidelines

The necessity for discretion and ethical behavior cannot be underscored enough as the VCCPA supports providers in their work. All communications and work of the VCCPA board will be guided by ethical practice. The NAEYC Code of Ethics can be used as a reference.

Communications

The purpose of ethical communication is to maintain order and to protect, respect, and maintain a good public image. Effective communication is essential to the process of any group with a goal. The following serve to define and clarify proper channels of communication and boundaries to safeguard the ethical integrity of the Association.

- The President of the board shall serve as the liaison between the board and the community
- All questions from the media shall be referred to the President or the board as a whole
- Speak only for yourself – unless you have been authorized to do so for the Association
- When authorized to speak for the Association – make sure that you correctly represent their views

Proper Conduct

- Board members and Committee members when representing VCCPA are prohibited from harassing or threatening others, whether verbally, physically or otherwise.
- Members will respect the confidentiality appropriate to issues of a sensitive nature.

- Board members and Committee members are obligated to act with proper decorum. Although they may disagree with the opinions of others on the board or Leadership Team, they must act with respect and dignity and not make personal attacks on others. Accordingly, Board members and Committee members must focus on issues, not personalities and conduct themselves with courtesy toward each other and toward members of the association. Board members and Committee members shall act in accordance with board decisions and shall not act unilaterally or contrary to the board's decisions.

Conflicts

When problems or conflicts among Board Members, the Committee Members, VCCPA Membership, partners, agencies, community members, or volunteers come to the attention of the Association, the member or other shall be instructed to contact the President or the Board.

Conflict Resolution

The issue may be addressed at the next regularly scheduled Board meeting or VCCPA members may request a special meeting to address the problem or issue. It is expected that any special meeting will be scheduled as soon as possible within thirty calendar days of the request being made. In the event that a problem or conflict cannot be resolved by the Board at this meeting, the President will work with the opposing group's designee to identify a group of 3 independent individuals who will be tasked with addressing the issues and/or to mediate a recommendation, consistent with VCCPA's mission, core principles, ethical principles, and existing policies to the Board. This recommendation will then be brought forth to the Board; if necessary the full membership for discussion and a vote.

Ethical Principles

HONESTY: We will not say or report things that are false. We will never deliberately mislead. All data, records and reports will be accurate and truthful, prepared in a proper manner and safeguarded to ensure confidentiality. We will be as candid as possible, openly and freely sharing information, as appropriate to the relationship and respect to privacy.

TRUSTWORTHINESS: We will always protect the information of our members. We will not share confidential information or any documents containing confidential information. All information given to VCCPA will be safeguarded information that belongs only to the Association.

FAITHFULNESS: We will be faithful to the mission of VCCPA and in its policies and actions.

PROMISE-KEEPING: We will go to great lengths to keep our commitments. We will not make promises that can't be kept and we will not make promises on behalf of the Association unless we have the authority to do so.

FAIRNESS: We will create and follow a process and achieve outcomes that a reasonable person would call just, evenhanded, and nonarbitrary.

RESPECT FOR OTHERS: We will be open and direct in our communication, and receptive to influence. We will honor and value the abilities and contributions of others, embracing the responsibility and accountability for our actions in this regard.

COMPASSION: We will maintain an awareness of the needs of others and act to meet those needs whenever possible. We will also minimize harm whenever possible. We will act in ways that are consistent with our commitment to social responsibility.

INTEGRITY: We will live up to VCCPA's ethical principles, even when confronted by personal, professional, and social risks, as well as economic pressures.

LOYALTY: We will always put the best interest of VCCPA first when making decisions that affect the Association. We will avoid any self-dealing.

Conflict of Interest Disclosure & Recusal

Whenever a member of the Association has a financial or personal interest in any matter coming before the Association it is the Board member's obligation to immediately disclose to the Board any and all impending conflict of interest. That member shall withdraw from participation without comment from both the deliberation and final decision-making. Any transaction or vote involving a potential conflict of interest shall be approved only when a majority of disinterested members determine that it is in the best interest of the Association to do so. The minutes of meetings at which such votes are taken shall record such disclosure, abstention and rationale for approval.

Fiscal Accountability

As a 501(c)(3), VCCPA is tax-exempt non-profit organization, VCCPA is exempt from paying VT sales tax.

Governing Principle

All purchases are to be made with the knowledge that there are funds allocated for such expenses. An understanding of the budget and approval from the President, Treasurer or the Board is required prior to purchasing or performing any work for VCCPA. All financial information is for VCCPA use only.

Reimbursement for materials and supplies

The actual expenses for materials and supplies to perform work for the VCCPA may be paid. The board member or committee member shall submit the "Request for Reimbursement" form with all original receipts attached in order to be approved. Only requests accompanied by original receipts and reimbursement forms will be reimbursed. All expenditures must stay within in approved budget amounts.

Reimbursement for Travel Expenses

The expenses of board members while traveling to and from board meetings may be paid. The board member shall submit a detailed "mileage log" for payment. All expenditures must stay within in approved budget amounts.

The expenses of board members who attend conferences or meetings as representatives of the board may be paid. After returning from the meeting or conference, the board member shall submit a detailed "travel voucher" for payment. Reimbursable expenses may include the following if preapproved:

- Transportation expense including fares for commercial or public carriers and mileage at the State approved rate when using one's own private vehicle
- Fees and registration costs for conferences and meetings
- Hotel or motel fees at a single-room rate
- Reasonable expenses for meals
- gratuities not exceeding customary percentages for the cost of meals
- Such incidental expenses as baggage handling, parking fees, and tolls
- Substitute for child care

All expenditures must stay within in approved budget amounts. Expenses for personal benefit or entertainment shall not be reimbursed.

Payment for Committee Members

After services are performed, a VCCPA committee member shall submit a detailed "time sheet" for payment. All expenditures must stay within approved budget amounts.

By-Laws of the Vermont Child Care Providers Association, Inc.

Article 1: Name and Duration

- A. The official name of this organization referred to in these by-laws is Vermont Child Care Providers Association, Inc. hereafter referred to as VCCPA.
- B. The period for the duration of VCCPA is perpetual.

Article 2: Fiscal Year

- A. The fiscal year of the Corporation shall be January 1 to December 31 except that it may be changed by a three-quarter vote of the total membership at a special meeting.

Article 3: Membership

- A. The membership shall consist of any person, age eighteen (18) years or older, with an avid interest in children and their care.
- B. The applicant shall become a member upon submitting the application and payment of dues. All members, upon payment of all annual dues, shall become eligible for all rights, benefits, and responsibilities of membership as set forth in the by-laws and policies of the Association.
- C. Membership dues shall be determined by the Board. Any member who fails to remit their dues for their current membership year within thirty (30) days of its expiration date shall no longer be considered an active member. If a member withdraws or is removed no membership dues will be refunded.

Article 4: Meetings

- A. All meeting locations for the Association will be determined at the discretion of the Board of Directors.
- B. The annual meeting of the membership shall be announced in writing to each member at least one (1) month prior to the meeting. Said announcement shall state date, time, and place for the election of Directors and such matters as may be brought before the meeting.
- B. Special meetings of the membership may be called by the Board of Directors or by a petition signed by five percent (5%) of the membership and delivered to the President and stating the purpose of the meeting. Notice of the special meetings of the membership shall be mailed to each Member at least fourteen (14) days prior to the meeting and shall state the purpose of said meeting.
- C. Special meetings of the Board of Directors may be called by the President or/and half of the board members by giving at least twenty four (24) hours' notice thereof to the entire Board.
- D. A quorum will constitute the following:
 - a. A quorum to hold the Directors Meeting shall be a majority of the Board Directors.
 - b. A quorum to hold the general membership meeting shall be 5% of the membership.
 - c. A quorum to hold special meetings of the membership will be 5% of the membership.
- E. If a quorum is present, action on a matter by members is approved, if the votes cast by the members favouring the action exceeds the votes cast opposing the action.

- F. Each active member of the Association, shall be entitled to one vote on each matter submitted to a vote of the members. At all meetings of the Association, a member may not vote by proxy.

Article 5: Governing and Terms of Office

- A. The Board of Directors shall have the responsibility of the general management of and authority over the business and affairs of the corporation.
- B. The Board of Directors shall consist of five (5) officers (Past President, President, Vice President, Secretary, and Treasurer) and not less than two (2) or more than twelve (12) Members-at-Large.
- C. The size of the Board shall not be less than seven (7) and not more than seventeen (17) Directors.
- D. Each person serving on the Board of Directors must be an active member of the Association.
- E. At each annual meeting two officers and half of the Board Members-at-Large shall be elected for a term of two (2) years to replace those whose term expires. Vacancies occurring in the Board after the annual meeting may be filled by election from the membership by the Board, such elected Board member to serve until the next annual meeting at which time the vacancy shall be filled by election by the Membership for the remaining term of the class.
- F. Elections for President, Treasurer, and up to six (6) Members-at-Large shall be held in odd years; elections for Vice President, Secretary, and up to six (6) Members-at-Large shall be held in even years.
- G. A Board Member may resign at any time by delivering written notice to the Board of Directors, its chair, or to the President or other officer responsible for recording the minutes of the meetings of the Association.
- H. A Board Member may be removed from office by the Board of Directors, whenever in its judgment the best interest of the Association would be served, by an affirmative vote of a majority of the members present or at a special meeting of the membership called for such a purpose.

Article 6: Duties, rights, and responsibilities of all Officers and Board Members

- A. The Past President of the Board of Directors provides leadership and continuity to the board, serves as advisor to the current board, providing historical perspective, attends board meetings, and participates in annual evaluation of the Board of Directors
- B. The President coordinates, sets the agenda for, and oversees all board and full Association meetings. The President appoints all committee chairpersons and regional representatives. The President assures that all Board Members understand the role of the board and of their positions. The President is the spokesperson for the Corporation. The president signs all contracts and obligations of the VCCPA approved by the Board. The President serves as a liaison to other statewide agencies and organizations as deemed appropriate by the board.
- C. The Vice President (VP) generally assists the President, and must remain up-to-date on all activities of the Association. The VP performs all duties of the President in the event of the President's absence, inability to serve, or a vacancy in the Presidency.
- D. The Secretary maintains all board records (including attendance and minutes of all board and full Association meetings) and ensures their accuracy and safety. Minutes of all meetings are distributed to all Participants within a reasonable time. The Secretary provides notice of meetings of the Board, full Association, and/or Committees when such notice is required.

- E. The Treasurer is the financial officer of the VCCPA. The Treasurer is responsible for all financial records including balancing the bank statement(s) with books on a monthly basis, disbursement of funds to assure payment of all debts and obligations of the VCCPA, keeping all accounts receivable up to date, and presenting the board with regular monthly reports of financial status. The Treasurer is responsible for developing and presenting an annual budget for approval at the annual meeting. The Treasurer is responsible for preparing and submitting all required tax documents in a timely fashion and assuring VCCPA compliance with applicable tax laws. The Treasurer is responsible for the organization and safety of all financial and tax documents.
- F. The Board Members-At-Large assist with the responsibilities of the Association. Their assignments are determined by their special interests/talents and the needs of the VCCPA.
- G. All members of the Board of Directors:
- Attend at least 75% of regular board meetings
 - Serve on at least one committee
 - Report progress on assignments in a timely and complete fashion
 - Submit relevant articles for "Provider Pages", the newsletter of the VCCPA
 - Become and stay informed of the VCCPA mission, services, policies, procedures and goals.
 - Abide by all VCCPA policies and procedures
 - Inform others about the VCCPA
 - Be readily available to attend conferences, board meetings, and other outreach and fund raising activities as part of the Board
 - Suggest possible nominees to the board who can make significant contributions to the work of the board and the VCCPA
 - Keep up-to-date on developments in the field of child care
 - Act as a liaison between the board and the general membership
 - Offer to take on special assignments
 - Assist the board in carrying out its fiduciary responsibilities
 - Submit annual written report of position
 - Document the business of the office and give history to the incoming officer.
 - Upon retirement orient the incoming officer to the duties of the position and pass on the VCCPA board manual

Article 7: Committees

- A. The Board of Directors or the President may at their discretion enact committees, and appoint chairperson and committee members thereof, to assist the Board of Directors in carrying out its responsibilities. The composition, purpose, and tenure of these committees shall be at the discretion of the board. All committee members must be an active member of the Association.

Article 8: Amendments:

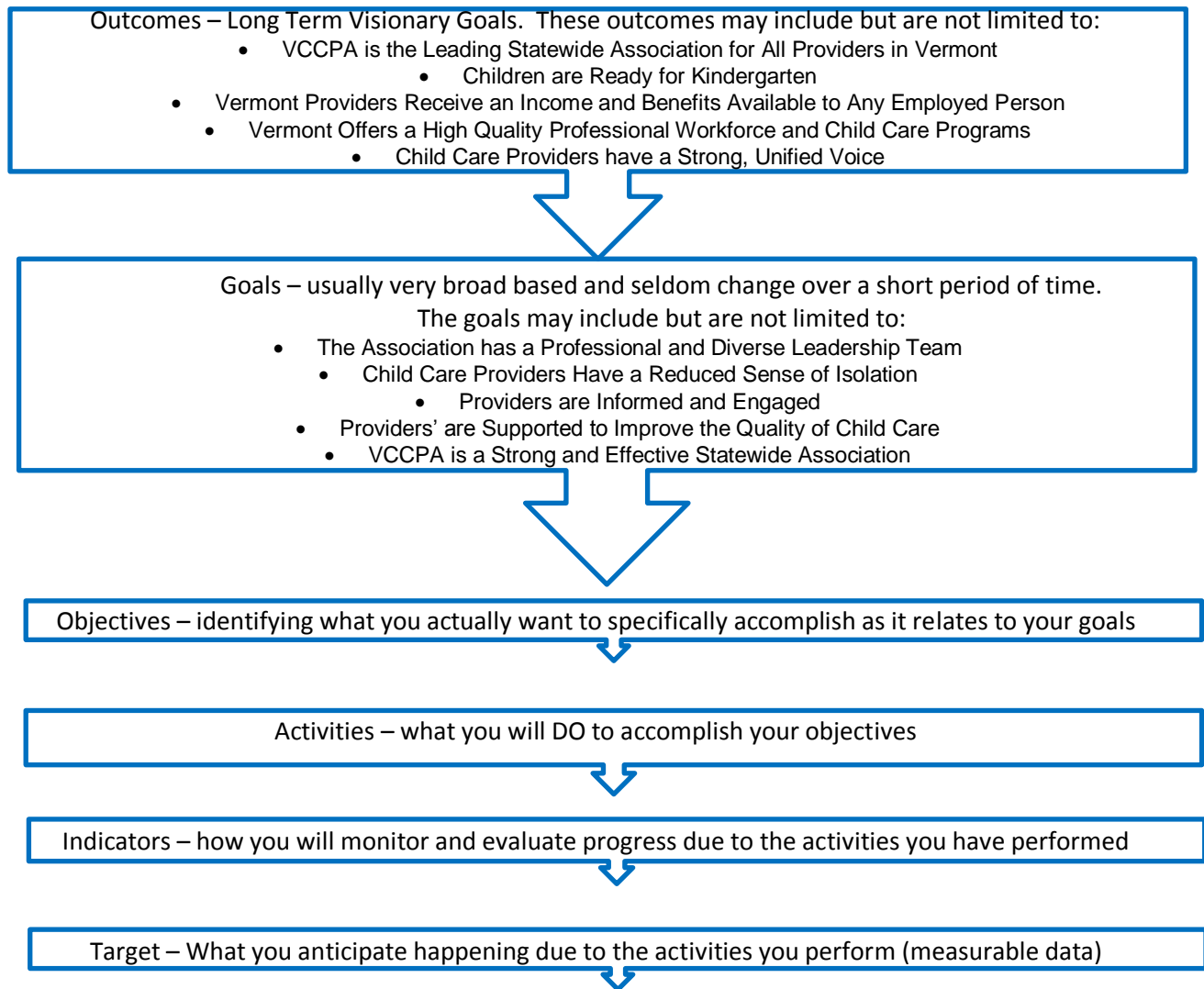
- A. These By-Laws may be amended at the annual meeting of the corporation by an affirmative vote of a majority of the members present or at a special meeting of the membership called for such purpose. It shall be prerequisite to such action that all members shall be given at least ten (10) days written notice of the proposed amendments.

Article 9: Dissolution:

- A. This Association may be dissolved only by a simple majority (two thirds) of the members in attendance at a special or three-quarter vote of the total membership meeting called for the purpose. A request for dissolution may only be made by unanimous vote of the Board of Directors. Thirty (30) days written notice must be given to members.
- B. Upon any dissolution or winding up of the Trust, any asset remaining after payment of or provision for its debts and liabilities shall, consistent with the purpose of the Trust, be paid over to the Vermont Association for the Education of Young Children. No part of the net assets or net earnings of the Trust shall inure to the benefit of or be paid or distributed to an Officer, Director, Member, Employee or Donor of the Trust.

Strategic Planning Process

Each year, with input from its members, and in consideration of the Association’s values, vision, and mission, the Board of the VCCPA is responsible for formulating goals and objectives. These goals and objectives are then used to develop a strategic plan. The process of strategic planning defines the Associations strategies in order to determine the direction of the Association to guide effective board governance. The strategic plan includes:



Evaluate

At the end of each year the board shall reflect on the degree to which it has met its goals and objectives by conducting a board self-assessment and engaging in board development activities where needed.

To fulfill that responsibility, board members must:

- be knowledgeable about the Association (vision, mission, goals and objectives, long term vision, services, and all Board and committee policies and procedures)
- regularly attend board meetings

- review material provided in preparation for board meetings
- review the association’s financial reports
- abide by all policies and procedures, Articles of Incorporation and Bylaws of the Association
- make reasonable inquiry before making decisions

2016-2017 Strategic Plan

Outcome
VCCPA is a Leading
Statewide
Association for all
Providers in the
State of Vermont

Goals	Objectives	Activity	Indicators	Target	Funding
<i>VCCPA is a strong and effective Statewide Association</i>	The Association has a sound infrastructure from which to build	Hold an annual retreat and orientation to update annual strategic plan	VCCPA Online Office will have all Association Documents	The Association will have all needed information to ensure transition to new Board	Grant for board retreat
	The Board will be supported and knowledgeable	Update the Board Handbook and all forms necessary (time sheets, evaluations, surveys, etc.) to accomplish the goals and objectives of VCCPA	Evaluations of the Board will indicate understanding of VCCPA’s goals, mission, and procedures		Grant for mileage
	Handbook, Committee Guidelines, Board Job duties will be printed and be used for Board Governance	Document the work, passcodes, and user names of the Association	An increase in VCCPA membership	Membership in VCCPA increases by 10%	Grant for vendor cost
	Promote the Association to create a statewide presence	Develop marketing strategy to increase awareness in the activities of the VCCPA and benefits to members	An increase in statewide membership	A majority of Board members attend monthly board meetings in person or via conference call	Grant for office supplies
<i>VCCPA has a professional and diverse Leadership Team</i>	Providers take on leadership roles	Recruit statewide Board Members and develop and/or strengthen leadership skills	Evaluations of the leadership orientation will show they are prepared to help with the responsibilities of VCCPA	At least half the counties in VT have Board member representation	Grant for mileage
	Increase providers with leadership skills	Appoint Committee Members throughout the state to the VCCPA committees Develop leadership orientation for board and committee members		A minimum of 3 providers will be appointed to the VCCPA committees	Grant for annual meeting
Outcome Providers have a strong unified voice					
<i>Providers’ Are informed and engaged</i>	Providers have a voice at statewide meetings	Attend meetings related to early care, such as: BBF State & Local Councils, BBF Early Learning & Development, BBF Prof Prep & Dev, EC Alliance, Think Tank, Match, Teach, Shared Services, etc.	VCCPA representation of the membership at statewide meetings	50% of statewide meetings targeted for VCCPA participation have VCCPA representation	Grant for mileage
	Promote legislative changes to improve the working conditions for family child care homes	Send information via email, survey monkey & Facebook to membership updating them and asking for input	Providers respond The membership has a voice in decision making		Grant for substitutes Grant for Alliance

	Advocate for the needs of providers i.e.: food program reimbursement increase, regulations, pre-k partnerships, wages, etc.	Survey results shows members feel like they are heard	member dues	
	Collaborate and partner with Statewide agencies (EC Alliance, Voices for VT Kids, Let's Grow Kids Campaign & BBF) – Support legislative proposals that align with those of VCCPA		Grant for ECDL sponsorship	
	Compose document for VCCPA legislative priorities for the Early Childhood Alliance			
	Engage with Legislators to inform them of issues			
Promote communication between, and on behalf of, family child care providers	Give access to information through VCCPA's Facebook, Newsletter, Website, Pinterest and Email	An increase in information shared with providers	Grant for mileage	
	Build connections with Statewide agencies (VB3, VCCICC, VAEYC, Head Start, CDD, Resource Development Specialists)	Survey results shows members feel connected with others Newsletter will be issued quarterly Website will be current Facebook post will occur a minimum once a week Providers will be following VCCPA's Pinterest	Grant for website	
<p>Outcome Vermont Offers a High Quality Professional Workforce and Child Care Programs <i>Providers' are supported to improve the quality of child care</i></p>				
Promote and support quality improvement efforts of providers and their program:	Offer TS Gold administration & support to programs preparing/considering for pre-k partnerships and/or wanting to increase points in STARS	Providers are supported to attain points in STARS	80% of programs and providers receiving targeted support through VCCPA will achieve their goal	Grant for TS Gold
	Recognize providers efforts and accomplishments	An increase in programs accessing the TS Gold Observation tool		Grant for supporting providers
	Refer providers to mentoring programs in existence to support their individual needs	An increase in professionals working with young children who are supported to increase quality		Grant for mileage
	Hold an annual conference			Grant for substitutes
	Provide professional development opportunities and understanding of existing opportunities for funding	Survey results show providers felt supported		Grant for conference
<p>Outcome Vermont Providers Receive an Income and Benefits Available to Any Employed Person <i>Registered Providers receive increased CCFAP funding</i></p>				
Promote increase in CCFAP	Advocate to increase funding for CCFAP	Legislature increases funding	Registered Providers receive equal pay for equal service	

VCCPA Meeting Schedule

Established for 2016-2017

(Any changes will be reflected on our website, www.vccpa.org)

Members are invited and welcome to attend meetings of the Vermont Child Care Providers Association

Date: 2nd Thursday's

Time: 6:00 – 7:30pm

IN PERSON:

600 Blair Park, Suite 306, Williston, VT 05495

VIA CONFERENCE CALL IN:

Phone #: 712-432-1212

Meeting ID #: 121-132-070 (followed by #)

May 21 – Board Retreat Best Western Waterbury, VT

June 9—call in meeting

July—NO MEETING

August 11— NO MEETING

September 8---in person or call in

October 13---in person or call in

October – Representation @ Starting Points – Randolph, VT

October 15 VAEYC conference, at UVM's Davis Center in Burlington- Vendor

November 5 - BCCCA Conference - Vendor

November 10---in person or call in

December 8—Call in

January 12—Call in

February 9---Call in

March 9—Call in

March 15, 2017 - Early Childhood Day at the Legislature – Sponsor & Vendor

April 8, 2017 – VCCPA 4th Annual Conference & VCCPA Annual Board Meeting

***** Other – meetings across state

Vermont Child Care Providers Association

2016-17 Board of Directors

VCCPA BOARD MEMBERS

Executive Board

PRESIDENT:	Alisha Adams	<u>alisharadams@yahoo.com</u>
VICE PRESIDENT:	April Christenson	<u>aprilchristenson@yahoo.com</u>
TREASURER:	Sheila Quenneville	<u>sheila3640@aol.com</u>
SECRETARY:	Patricia Blood	<u>trishb17@aol.com</u>

Board Members-At-Large

Alyson Grzyb	<u>alyruby@gmail.com</u>
Meri Saladino	<u>petermerisal@gmail.com</u>
Lynn Roberts	<u>thefarkle5@hotmail.com</u>
Cindy Daniels	<u>cdaniels@vclf.org</u>
Emily Creighton-Pryer	<u>rtdc@myfairpoint.net</u>
Vicki Palmer	<u>vjpalmer@comcast.net</u>
Cathy Stech	<u>cathyellie@comcast.net</u>
Jenny Tremblay	<u>jtrem35@hotmail.com</u>

2016-17 Committee Chairs and Members

VCCPA COMMITTEES (CHAIRS AND MEMBERS)

Outreach and Advocacy Committee

CHAIR:	Cindy Daniels	cdaniels@vclf.org
MEMBERS:	Sheila Quenneville	sheila3640@aol.com
	Alyson Grzyb	alyruby@gmail.com
	Jenny Tremblay	jtrem35@hotmail.com
	Alisha Adams	alisharadams@yahoo.com

Finance Committee

CHAIR:	Sheila Quenneville	sheila3640@aol.com
MEMBERS:	Cindy Daniels	cdaniels@vclf.org
	Emily Creighton-Pryer	rtdc@myfairpoint.net
	Alisha Adams	alisharadams@yahoo.com

Membership Committee

CHAIR:	Alyson Grzyb	alyruby@gmail.com
MEMBERS:	April Christenson	aprilchristenson@yahoo.com
	Patricia Blood	trishb17@aol.com
	Emily Creighton-Pryer	rtdc@myfairpoint.net
	Vicki Palmer	vjpalmer@comcast.net
	Meri Saladino	petermerisal@gmail.com
	Alisha Adams	alisharadams@yahoo.com

Board Development Committee

CHAIR:	Cindy Daniels	cdaniels@vclf.org
MEMBERS:	Jenny Tremblay	jtrem35@hotmail.com

Alisha Adams alisharadams@yahoo.com

Member Communications Committee

CHAIR: April Christenson aprilchristenson@yahoo.com
MEMBERS: Lynn Roberts thefarkle5@hotmail.com
Emily Creighton-Pryer rtdc@myfairpoint.net
Patricia Blood trishb17@aol.com
Alisha Adams alisharadams@yahoo.com

Professional Development Committee

CHAIR: Patricia Blood trishb17@aol.com
MEMBERS: Cindy Daniels cdaniels@vclf.org
Sheila Quenneville sheila3640@aol.com
Emily Creighton-Pryer rtdc@myfairpoint.net
Jenny Tremblay jtrem35@hotmail.com
Cathy Stech cathyellie@comcast.net
Alisha Adams alisharadams@yahoo.com

Chair: Coordinates all committee activities/tasks, reports to President and Board, gets Board approval for all activities of the committee

Members: Plan and carry out committee tasks in collaboration with chair and other committee members, reports to committee chair

President: Oversees and participates as a member on all committees – may take on tasks as needed