Notes from NHECC Operations Committee Retreat – Day 1, 7/27/15

**Role of the NHECC**

What Do We Do?

* Identify community needs
* Educate the community and policy makers
* Inform families about services and supports
* Convene stakeholders
* Oversee School Readiness funds
* Enhance quality
* Partner with schools
* Advocate

What is the Council’s Role?

* Partner with families
* Partner with other organizations
* Research, test and promote best practices
* Identify gaps and duplication
* Develop and promote common performance measures
* Public reporting
* Raise awareness of early childhood and parent engagement
* Advocate

**Desired Staff Functions**

Strategic: thought/strategy leadership, drive/lead the work in the community, internal/external communications including social media, advocacy including legislative agenda, budget planning, developing performance measures, data analysis, building capacity @ EC leadership including facilitation and advocacy, research and promote best practices, plan trainings and info sessions, attend committee meetings, accountability – manage towards results,

Partnership/Outreach/Relationships: drive/lead the work in the community, outreach and convenings, public speaking, planning and engaging partners for trainings, represent NHECC at statewide meetings and forums, marketing/social media/events outreach, orientation of new members, developing website content, relationship management – esp with Mayor/City and Superintendent/NHPS, parent outreach,

Administration: scheduling meetings, attending meetings, tracking/noting meeting decisions/action items (template?), grant monitoring and reporting, budget tracking – payments, receipts, invoices, updating website, planning logistics @ meetings/trainings/forums, maintaining membership lists

Data: developing, collecting and tracking performance measures, tracking indicators, updating Scorecard,

Fundraising: guiding conversation about priorities/direction, managing budget, grant writing

[School Readiness: committee of the Council (Grants committee), administrative oversight, fiscal management stays with NHPS, need to address supervision of Liaison]

Other comments:

* More than one person?
* Overreliance on volunteer time limits our effectiveness/capacity – availability for leadership
* Strategic leadership – “servant leadership” – guidance/direction from Council
* It’s an Executive Director role!
* Coordinator – direction, Director – autonomy – both?
* 5 out of 9 committees need/want strong connection to NHPS, where is the connection to NHPS for the age5-8 work?
* What do we really need/want in terms of note taking?

**Staffing Structure**

Current:

* Part time independent contractor, 25 hrs/wk, 48 weeks/year
* Supervised by NHECC Chair(s)
* UW is fiscal agent
* Additional minimal contracted work for data, website, measurement

Pros

* Coordinator is directed by Council
* Agenda is not driven by one organization, shared agenda, “clean” – not muddied by host organization’s agenda
* Active membership and committee structure, transparency @ budget, etc.
* Council membership is inspired/forced to step up and take ownership/leadership/do the work
* Able to contract for additional services, eg website, scorecard, etc
* Contracting for staff is less expensive than hiring staff
* Contracting allows more flexibility about who we can hire, e.g. part time

Cons

* Limited hours limits what gets done
* Overwhelming time demands for volunteer Council members
* A lot of Council time is spent on admin duties
* Currently not many official operating procedures, time consuming to figure out each time
* Stand alone entity, perhaps less influence on other orgs?
* Contracting staff may devalue the role by not paying true/full costs
* Part time/contracting may limit the demographic profile of (potential) staff pool

**Parking Lot/Additional Issues**

* What is the relationship of NHECC to OEC and what are the implications?
* What are the implications of push towards public prek for school readiness?
* How are NHECC staffing decisions and plans affected by Promise Zone work?
* Reexamine School Readiness structure, Liaison duties and reporting
* Think about/plan for leadership succession on NHECC, capacity building
* EC workforce development issues – how are we addressing this?
* NHECC operating procedures – need some/more

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Notes from NHECC Operations Committee Retreat – Day 2, 7/28/15

**Comments about NHECC Leadership**

* Want someone who is mindful about who is around the table
* Want someone to be public face of Council
* Someone who is skillful at bringing others along, able to lead from front and behind
* Needs to understand and be comfortable with collaborative decision making – needs to be able to facilitate a large group with diverse views
* Person needs to be able to use their time and Council’s time effectively and efficiently, be strategic and innovative, embrace technology and new ways of operating

**Continued Discussion of Staff Structure options**

1. Embedded in NHPS – lose a lot of flexibility and danger of having priorities skewed
2. Embedded in City government – too vulnerable to political changes
3. New 501c3 – inefficient, crowded nonprofit landscape
4. Embedded in existing NPO
   1. CFGNH – not good timing given other commitments
   2. ACES – expensive, not currently very active in the Council’s work
   3. University – no obvious candidates
   4. Gesell – not currently stable enough to take on additional role, space constraints
   5. CT Voices for Children – not clear where internal leadership might be
   6. United Way
      * Pros – continuity, staff with experience and content knowledge in EC, would give Council physical presence in the community, UW brings visibility, credibility, status, professionalize operations and logistics (e.g. files, materials), if multiple positions (including SR) would provide single locus and streamlined supervision, good exposure to/connection to other EC activities happening in UW and community, other communities are using this model
      * Cons – would need to be really clear about distinction between supervision and direction – latter comes from Council and Chairs, would need to protect staff from potential encroachment of organizational responsibilities, UW brand is powerful – cuts both ways, could overwhelm Council profile, might need MOU to ensure that salary structures would not be constrained by UW ranges

**Budget Ideas**

Available FY ’15-16:

~$57K – City

$40K – GMF

$15K GMF carryover

$30K Application to CFGNH

$100-142K

~$84K -- Full Time Director ~$70K + 14K

~$31K -- Part time Coordinator/Program Manager ($25/hr ~25 hrs/wk)

~$12K -- Intern(s)

~$17K --- overhead

~$144K

* Part of Director role would be fundraising, esp to fund project work
* Part time Coordinator/Program Manager and Intern(s) roles would span: admin tasks, data tasks, communications/social media, committee project support, parent engagement/outreach
* Interns could be: college students, Fellows, VISTA, Public Allies

**TO DOs**

* Gail will develop budget scenarios for Oper Comm to review at Aug meeting
* Jennifer and Gail will prepare materials for CFGNH describing proposed staffing direction
* Jennifer will explore possibility of staffing within UW; will give initial read to Op Comm by 8/7
* Sarah will connect with Sandy to share retreat discussions/consensus
* Kim will share job descriptions from other communities and prepare first draft of job descs for Director and Coordinator roles by 8/7
* Jennifer and/or Eliza will connect with Martha O by 8/7 to share thinking
* Op Comm August agenda will include discussion about group consensus, Eliza will facilitate
* Op Comm members will reach out to other Council members in advance of Sept meeting to share thinking
* Jennifer and Gail will develop materials to present recommendations to full Council in September, including simple job descriptions

**Retreat Debrief**

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| Plus | Delta |
| * Outside facilitator: Kim, knowledgeable about the Council’s work, allowed full participation of full group, kept agenda on track and moving * Right amount of time, good to split into 2 days * Good to be flexible and adjust agenda * Survey helped, everyone responded * Helpful to have done some research into other community’s models * $ from GMF to pay for facilitation | * Missing Sandy, need right people in the room * Could have shared additional material with group ahead of time |