



Board Manual

2021

Child Care Choices Board Manual

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Child Care Choices

"Your Link to Community Child Care and Early Childhood Education Resources"

February 3, 2021

Co-Directors

Jenny Fox
Renee Matsunami

Food Program

Linda Herrmann
Susan Hoke

Board Members

Ann Baird
Rick Baker
Cheryl Buecker
Danese Christmas
Andie Doller
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Marilyn Fennell
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Carol Myers
Sherry Richards
Barbara Ruland
Elizabeth Russ
Elizabeth Studebaker

Story Lady

Robin Bartley
Cynthia Dillard
Susan Eklund-Leen

Trainings

Karen Stienecker

Dear

It is with sincere pleasure that I welcome you to the Board of Directors of Child Care Choices, Miami County's source for child care information and education.

We are so pleased to have you as part of the team. Our board meetings are held quarterly, and our committee meetings held 1-2 times between board meetings. You have selected the committee as your preferred area of concentration.

Welcome once again. We look forward to working with you, and appreciate the valuable expertise you bring to Child Care Choices.

Sincerely,

Betsy Russ
Board Chair
Child Care Choices

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A United Way Agency

Vision

All children have opportunities for rich early learning experiences to prepare them for future success in school and life.

Mission Statement

The mission of Child Care Choices is to spark positive change and growth in the child care capacity in Miami County by partnering with providers, businesses, area governments, and families.

We will do this by advocating for high quality child care, providing rich training experiences and programming to providers, educating local businesses and our community on the value of quality child care, and giving families the tools needed to make informed child care decisions.

Value Statement

Child Care Choices is committed to improving the quality and availability of child care in the Miami County area. To achieve this, we will be guided by the following values:

- **Community** - we are an engaged and active member of our community collaborating with other organizations to support area families.
- **Resiliency** - we are committed to improving the adaptability of CCC and the child care community to respond to changes occurring in our society.
- **Respect** - we respect people involved in child care and will treat everyone in our organization and those with whom we work and serve, with understanding, support and appreciation.
- **Value oriented** - we strive to create value for our communities through our commitment to advance the quality of child care services in the area.

By-Laws

Section I. Board of Directors

A. Function

The governing body of the corporation shall be a Board of Directors. The Board shall be responsible for formulating corporate objectives, adopting the budget and making major policy decisions.

B. Membership

Membership shall consist of those interested persons who support the purposes and objectives of CHILD CARE CHOICES and are willing to provide professional expertise and/or financial support as they are able to do so.

C. Number

The Board of Directors shall consist of a minimum of 12 and a maximum of 20 members. (reduced minimum from 15 to 12 on 9/11/06)

D. Term

Effective January 1, 2013, all Directors will be elected to serve a three-year term; that term may be extended until a successor has been elected. Members may serve a maximum of two three-year terms in succession, plus time served to fill a vacancy or a term of less than three years.

The Board will consist of a Standing Board (current members as of January 2021) and a Rotating Board (new members).

E. Removal

Members of the Board of Directors may be removed from membership after missing three consecutive meetings without just cause, by a two-thirds vote of the Board.

Section II: Officers - the Executive Committee

A. Function

The officers of the Board of Directors shall be known collectively as the Executive Committee. The function of the Executive Committee shall be to oversee the quarterly board meeting.

B. Number and Title

The Executive Committee shall consist of a minimum of four members, the Chair, the Vice-chair, the Secretary, and the Treasurer as elected by the Board. Such other members as may be deemed necessary may be elected, re-elected, or appointed by the Board of Directors.

The members of the Executive Committee shall serve for a term of one year following the Annual Meeting at which they are appointed or elected. The members of the Executive Committee can be re-elected.

C. Duties

Chairman of the Board: The Chairman of the Board shall preside over meetings of the Board of Directors and the executive Committee; serve as official spokesman for the corporation concerning the policies and actions authorized and adopted by its Board; sign all documents, contracts and agreements as authorized including, as an agent of the corporation, drafts, notes and checks; perform such other duties as may be authorized by the Board of Directors.

Vice-Chairman of the Board: The Vice-Chairman of the Board shall perform the duties of the Chairman in the event of the Chair's absence or other inability to perform such duties; assist the Chair in the performance of his or her duties as needed; and perform such other duties as may be assigned by the Chairman or the Board of Directors.

Secretary: The Secretary shall keep and prepare the minutes at all special and regular meetings of the Board of Directors and shall distribute copies of the same as they are needed; shall perform such other record-keeping duties as are

reasonably incident to the office of Secretary; and shall perform such additional duties as may be assigned by the Chair or the Board of Directors.

Treasurer: (New office added by Board vote 06/24/13) The Treasurer of the Board shall have the primary responsibility of overseeing the management and reporting of the organization's finances including the finances of the CACFP.

D. Vacancies

Vacancies among the members of the Executive Committee shall be filled for the unexpired term by majority vote of the Board of Directors.

E. Removal

A member of the Executive Committee may be removed with cause by a two-thirds vote of the total membership of the Board of Directors.

Section III: Meetings

A. Regular Meetings

Regular meetings of the Board of Directors shall be held at such time and place as may be determined by the Board, except that the Board shall meet no less than four times in each year. Notice of time, place and agenda shall be provided to each member of the Board of Directors before the meetings. (January, April, July and October are the times established for regular meetings.)

B. Special Meetings

Special meetings of the Board of Directors may be held at any time by action of the Chair or the Board itself.

C. Annual Meeting

There shall be an Annual Meeting of the Board of Directors in the first quarter of the calendar year at a time and place to be determined by the Board. The

primary purposes of the Annual Meeting shall be to fill vacancies on the Board and the Executive Committee, review the activities of the corporation for the past year, and adopt a budget and institute new policies and objectives for the upcoming year.

D. Quorum

The presence of a majority of the members of the Board of Directors shall constitute a quorum.

Section IV: Powers of the Director and Staff

A. Scope

The Director shall be charged with the daily operation and management of the corporation. The Director shall further be the chief operating officer of the corporation and shall have general and active management of the business of the corporation and supervision of its employees; shall hire and release staff according to established policies; and shall administer the work delegated to the staff.

Section V: Miscellaneous

A. Fiscal Year

The fiscal year of the corporation shall be the same as the calendar year, from January 1 to December 31.

B. Budget

The annual budget of estimated corporate income and expenditures shall be prepared by the Director and approved by a majority of the Board of Directors at the Annual Meeting. No expenses shall be incurred in excess of budgetary appropriations without prior approval of the Board of Directors. Further, Board approval shall be required for the making of contracts involving substantial

expenditures. All expenditures shall be subject to Board review at the Annual Meeting.

C. Evaluation of Board of Directors, Executive Committee and Corporate Activities

At least annually, and more often where circumstances require, the Board of Directors shall vigorously review and evaluate its policies and activities, and shall further receive reports on the activities of the Director on behalf of the corporation, and evaluate the same, and shall actively work to improve their functions and more effectively serve the public interest and carry out the purposes of the corporation.

D. Amendments

These by-laws may be amended by a majority vote of the members of the Board of Directors provided that the proposed amendments have been included in the notice and agenda for the meeting at which they will be considered. Amendments may be adopted at either a regular or a special meeting.

Board Membership

Members of the Board of Directors must possess a passion to support our mission to advocate and support the availability of high-quality childcare services in Miami County. Board members should provide their unique capabilities and expertise while CCC will provide them with the opportunity for satisfaction, unity of purpose and enjoyment.

Length of Term: Effective Jan. 1, 2013, all Directors will be elected to serve a three-year term; that term may be extended until a successor has been elected. Members may serve a maximum of two (2) three-year terms in succession, plus time served to fill a vacancy or a term of less than three years. The board will consist of a Standing Board (current members as of January 2021) and a Rotating Board (new members).

The board of directors is legally and ethically responsible for all activities of the organization. To that end it:

1. Determines how the organization will carry out its mission through long and short-range planning
2. Adopts an annual budget and provides fiscal oversight
3. Recruits, orients, and develops board members
4. Evaluates the performance of the executive director
5. Evaluates its own performance and performance of the organization in achieving the mission
6. Establishes policies for the effective management of the organization

Responsibilities:

- Understand and promote the organization's mission to the public, supporters, and media
- Be familiar with the organization's programs, policies, and operations
- Attend board meetings and appropriate committee meetings
- Offer to take on special assignments; actively serve on at least one committee as needed
- Review agenda and supporting documents prior to meetings
- Make an annual contribution to the organization commensurate with ability
- Participate in fund raising activities and special events
- Assist with the development of funding initiatives
- Strictly adhere to conflict-of-interest, non-discrimination, and confidentiality policies

Time Demands (approximate):

- Attend and actively participate in at least 75% of board quarterly board meetings of 2 hours
- Sit on at least one of the three board committees (6 meetings per year 1-2 hours each).
- Attend special events such as fundraisers 2-3 per year, 2 hours each.
- Participate in donor appreciation activities such as thank you calls or notes, etc. (approx. 2 hours/quarter)
- Meet with potential donors/funders to make a case for funding the organization, answer questions, etc. (approx. 8 hours annually)

Financial and Resource Development Expectations:

- Make an annual gift “commensurate or significant according to your circumstance” to the organization (in order to achieve 100% board giving)
- Sell tickets to fundraising events
- Recruit sponsors, as needed
- Identify and cultivate potential donors, volunteers, and board members

PROTECTING ★ THE ★ UNPROTECTED

Guide for **Charity Board Members**



Honoring Commitments and Responsibilities

Charities greatly enhance the quality of life for all Ohioans. This guide explains the legal duties and responsibilities of board members.



DAVE YOST
OHIO ATTORNEY GENERAL

Dear Charitable Organization Leader,

Given all the selfless work that charitable organizations and their board members contribute to strengthen our communities, the Ohio Attorney General’s Office is proud to be your partner in helping Ohio’s most vulnerable residents.

The Charitable Law Section within my office is responsible for ensuring that nonprofits operating in the state do so with honesty and integrity. To that end, the section investigates questionable charities, sometimes in partnership with local law enforcement, and, when necessary, initiates civil litigation to recover misappropriated funds or to stop unscrupulous individuals from pocketing money intended for charitable purposes.

Through your willingness to serve, you are helping advance an important mission. At the same time, your role as a board member requires you to be thoughtful and diligent, precise and vigilant.

This Guide for Charity Board Members highlights all of your duties and obligations. It also offers suggestions for building a strong (or even stronger) board and provides additional resources for professional training.

The altruism found within charitable organizations represents the best of Ohio. Thank you for your dedication to our great state.

Very respectfully yours,

Dave Yost

Ohio Attorney General



BEING A BOARD MEMBER: MORE THAN AN HONOR

Charities are required by law to have board members to ensure integrity and accountability in their governance. They may be called by different titles — board member, trustee, or director — but they have the same important responsibilities. Organizations seek community members to serve in this capacity for several reasons, including:

- Honoring an individual’s previous volunteer services or commitment to those the charity serves.
- Adding credibility to the board through an individual’s management and business skills.
- Strengthening an organization through an individual’s significant contacts.
- Increasing the variety and level of skills on the board.

Agreeing to serve on a board comes with a great deal of responsibility and can prove highly satisfying. Before accepting such a position, prospective board members should learn more about the commitment involved so they understand the role, function and responsibilities of being a member of a charity's governing body.

A BOARD'S LEGAL DUTIES

Trustees and directors of charitable organizations have fiduciary obligations to ensure that the mission of the organization is honored and that the group's resources are used wisely in support of that purpose.

The Ohio Attorney General's Office has the duty to ensure that the interests of those who benefit from the charity's work are protected. In fact, this is one of the oldest duties of attorneys general, dating back centuries in common-law tradition. Statutory provisions expand on that authority.

The duties of trustees are also long-standing. Statutory provisions spell out those responsibilities in the Ohio nonprofit corporation code provisions (Ohio Revised Code Section 1702). For organizations that have sought and received tax-exempt status from the Internal Revenue Service, there also are federal requirements pertaining to board members' fiduciary duties.

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The responsibilities center on paying attention, being good stewards and acting in the best interest of the organization. Board members are guardians of the trust, serving on behalf of the community, regardless of personal interests. These duties apply whether or not the group is formally incorporated. They apply whenever an organization presents itself to the public as honoring or advancing a charitable cause. Trustees have the same obligations to the organization whether the group's budget is \$100 or \$100 million.

Board members bring new ideas into organizations, provide oversight and guidance on mission and objectives, and help a successful group remain relevant and healthy. The lack of an active and engaged board can doom a nonprofit organization.

Failure to follow through on the legal duties of board membership can be devastating for a charitable organization. Board members who shirk their responsibilities, particularly if their action or inaction benefited them, could face civil or criminal penalties.

The fiduciary obligations of board members fall under four specific legal duties:

- Duty of care
- Duty of loyalty
- Duty of compliance
- Duty to maintain accounts

DUTY OF CARE

A trustee has a responsibility to be active in the charity's affairs. At a minimum, that means attending and participating in board and committee meetings. Additionally, board members should stay informed about organizational operations to ensure that staff members follow the board's policies.

Trustees should make good-faith efforts to establish organizational policies and revisit them regularly to review how well they are working.

Board members should conduct themselves with the level of care, skill and diligence exercised by prudent people in the handling of their own affairs.

Board members who know the facts, analyze the probable result of their actions, exercise sound judgment and keep reasonable records fulfill their duty of care. Those who regularly miss meetings, are inactive or fail to conduct adequate research before making decisions do not.

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Trustees or board members should:

- Prepare for board meetings by reading and reviewing reports, minutes and other materials distributed for the meeting.
- Attend board and committee meetings and record all actions taken or decisions made.
- Ask questions and obtain the information necessary to make informed decisions.
- Review the performance of the charity's executive director or chief executive officer.
- Exercise independent judgment; do not blindly follow the staff's requests.
- Oversee the executive director and ensure that the charity's purposes are fulfilled efficiently and follow sound business standards.

DUTY OF LOYALTY

The duty of loyalty requires that the interest of the charity and its objectives take precedence over a board member's personal interests or those of family or friends.

Trustees or board members always must act fairly and in the best interest of the organization without concern for their own interests.

Trustees or board members should:

- Establish a written policy for dealing with conflict-of-interest situations. These should include procedures for written disclosures from board members concerning business dealings with the charity or those seeking to do business with the charity.

- Not engage in any transaction that hurts the charity or in any activities that compete with the interests of the charity or result in any personal advantages based on the charity's business dealings.
- Use caution when entering into any business relationship between the organization and a board member. Avoid this scenario entirely unless the board determines that the transaction is in the best interest of the charity.
- Establish and comply with a written policy for disclosing conflicts of interest, appearances of impropriety and business dealings involving board members.

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- Disclose any financial interest and abstain from discussions and votes on transactions when the charity proposes to enter into a business relationship in which a board member holds an interest.
- Avoid diverting opportunities available to the charity for personal gain.

DUTY OF COMPLIANCE

Board members have a duty to be faithful to the organization's purpose and mission. They also must adhere to the organization's governing documents and to laws and regulations that relate to the charity and its operations.

Trustees or board members should:

- Understand the charity's articles of incorporation, constitution, bylaws, codes of conduct, codes of ethics and any other governing documents.
- Be familiar with state and federal laws relating to nonprofit entities, fundraising and tax-related issues as well as legal issues connected with the organization's charitable purposes and operations.
- Comply with state and federal registration and reporting requirements, including filings with the Ohio Attorney General's Office, the Ohio Secretary of State's Office and the Internal Revenue Service.

Organizations can complete their filing requirements with the Ohio Attorney General's Office online at [www.OhioAttorneyGeneral.gov/ Nonprofits](http://www.OhioAttorneyGeneral.gov/Nonprofits). Additional information about the various requirements is available online or by calling **800-282-0515**.

DUTY TO MANAGE ACCOUNTS

Board members are responsible for the charity's financial stability and accountability. They accomplish this primarily by establishing procedures to help the organization operate in a fiscally responsible manner.

Trustees or board members should:

- Develop policies and procedures that protect the organization's business interests and operations.
- Develop annual budgets that provide clear direction for all organizational spending. The budget should be a blueprint of the board's program plans and should be routinely monitored, tracked throughout the year and revised as necessary.

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- Ensure maintenance of accurate records of all income, expenditures, transactions and activities throughout the year — for the board and in all organizational operations.
- Establish appropriate internal accounting systems, including checks and balances, so one staff member or volunteer does not have total control over finances and so theft and improper spending can be identified quickly.
- Prudently invest and reinvest assets.
- Develop fundraising goals and policies and assist the organization in acquiring resources for its programs.
- Make certain that fundraising appeals are presented honestly and fairly by monitoring the performance of fundraising professionals and volunteers.
- Insist on the best value for goods and services through comparisons and an informed bidding process.
- Ensure that board minutes are kept indicating board approval of expenditures and investments and to show that informed discussions were held before approval of such transactions.

CONSEQUENCES FOR VIOLATING FIDUCIARY RESPONSIBILITY

Trustees can be held individually responsible for breaches of fiduciary standards within a charity. For example, if charitable assets are sold at less than their fair market value, trustees might be held accountable for any shortages. Transactions involving conflicts of interest can also result in fiscal penalties. Sometimes criminal fraud charges can result when board members and key staff members ignore their charitable obligations and personally profit from assets that should be used for community purposes.

Service on a charity’s board requires being a responsible steward of its funds. Donors and the public place their trust in board members, and regulators are watching. Even when funds are not being diverted from a charity, the public can lose faith in an organization that does not appear accountable.

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HOW TO KEEP A BOARD STRONG ENSURE DIVERSITY IN BOARD MEMBERSHIP

Members should look for ways to recruit community representatives who have an interest in the charity’s mission and represent diverse viewpoints or skill sets.

SET TERM LIMITS

Consider term limits and rotation off the board or to other assignments as ways to avoid stagnation, tunnel vision and the perception that the board is merely an insiders’ club.

SET A SCHEDULE TO REVIEW OPERATIONS

Many groups orient new board members by reviewing governing documents, budgets, programs and policies. Some do annual assessments of how the board is operating and whether the group is adequately addressing all necessary issues.

DEVELOP A STRATEGIC PLAN

Boards might choose to engage in strategic planning to analyze the organization's strengths, weaknesses, opportunities and threats. This analysis can often uncover areas for improvement and help focus the board's policy- setting responsibilities.

TRAINING AND RESOURCES

Training opportunities for members of charity boards are routinely provided by many organizations, including the Ohio Attorney General's Office. Many books and websites address board governance and administration.

- Leaders and organizations interested in sponsoring community training sessions on responsibilities of nonprofit board members can contact the Ohio Attorney General's Help Center at 800-282-0515 or email CharitableLaw@OhioAttorneyGeneral.gov. Other materials that relate to nonprofit governance and operations are available at www.OhioAttorneyGeneral.gov/Nonprofits.

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- The Ohio Association of Nonprofit Organizations (www.oano.org) is a statewide group that addresses nonprofit issues and provides training and resources throughout the state. Philanthropy Ohio provides training and resources for foundations and the organized philanthropic community at www.philanthropyohio.org.
- The Internal Revenue Service website has a section (www.irs.gov/charities) dedicated to nonprofit governance issues. In addition to addressing fiscal issues, the site includes helpful information on the life cycle of nonprofit organizations and their administrative challenges. Web-based training on board issues is available through the

IRS Stay Exempt resources on its website.

- Several online resources address nonprofit governance. BoardSource (www.boardsource.org) has numerous publications and model policies specific to charity board matters. The Ohio Secretary of State's Office provides information about incorporation processes for nonprofit organizations at www.sos.state.oh.us.
- There are no universally accepted standards on the operation or performance of nonprofit organizations, but several watchdog organizations evaluate nonprofits or issue voluntary standards. The standards represent best practices within the nonprofit sector and might provide helpful guidance for board members.

Groups with model standards include:

Better Business Bureau's Wise Giving Alliance www.bbb.org/us/charity

Charity Watch (formerly the American Institute of Philanthropy) www.charitywatch.org

Charity Navigator www.charitynavigator.org

Ohio Association of Nonprofit Organizations www.oano.org

Board Assessment

1. The board has at least the minimum number of members as required by the by-laws
TRUE FALSE
2. The board has a Board Chair, Vice Chair, Secretary, and Treasurer. There are clear job descriptions for all roles on the board, including members at large
TRUE FALSE
3. Board members understand their role as defined by the job description
TRUE FALSE
4. The board has regularly scheduled meetings
TRUE FALSE
5. There is at least 75% attendance at every board meeting
TRUE FALSE
6. Every board member makes an annual gift at a level that is meaningful for them
TRUE FALSE
7. Board members participate in an annual self-assessment
TRUE FALSE
8. Board meetings are productive and strategic
TRUE FALSE
9. Board members are engaged and actively participate in initiatives and projects when asked
TRUE FALSE

Chairman of the Board of Directors Job Description

Mission

The mission of Child Care Choices is to spark positive change and growth in the child care capacity in Miami County by partnering with providers, businesses, area governments, and families.

We will do this by advocating for high quality child care, providing rich training experiences and programming for providers, educating local businesses and our community on the value of quality child care, and giving families the tools needed to make informed child care decisions.

Position

As a partner to the Executive Director (ED) and other board members, the Board Chair will provide leadership to CCC as it transitions from a referral agency to an advocate of quality child care in Miami County. The Board Chair will provide governance leadership and strategic fundraising support. Specific responsibilities include:

Leadership, governance, and oversight

- Planning, presiding over, and facilitating board and committee meetings; partnering with the ED to ensure that board resolutions are carried out
- Being a trusted advisor to the ED as she develops and implements CCC's strategic plan
- Developing and managing relationships and communicating with funders, partners, and coordinating an annual performance evaluation of the ED
- Assisting the ED and Nominating Committee in recruiting board members
- Acting as an ambassador for the organization
- Reviewing outcomes and metrics created by CCC for evaluating its impact, and regularly measuring its performance.
- Periodically consulting with board members on their roles and helping them assess their performance
- As a board member, approving CCC's annual budget, audit reports, and material business decisions, and meeting all, legal and fiduciary responsibilities

Fundraising

- In collaboration with the ED, generating substantial annual revenue and fostering CCC's overall financial health
- Identifying, qualifying, cultivating, soliciting, and stewarding major individual donors, corporate, and/or foundation gifts
- Treating CCC as a philanthropic priority reflected in an annual financial gift
- Ensuring that CCC's board members make an annual contribution or raise donations commensurate with their capacity

Board terms

CCC's Board Chair (and board members) will serve a three-year term to be eligible for re-appointment for one additional term. Board meetings will be held bi-monthly and committee meetings will be held in coordination with full board meetings.

Qualifications

This is an opportunity for an individual who is passionate about the success of CCC's mission and who has a track record of board leadership. The ideal Board Chair will have achieved some measure of leadership stature in business, government, philanthropy, or the nonprofit sector. His/her dedication and leadership will help to attract other qualified, high-performing board members.

Ideal candidates will have the following qualifications:

- Personal qualities of integrity, credibility, and a passion for improving the lives of CCC's beneficiaries
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals
- Professional experience with executive leadership accomplishments in business, education, government, philanthropy, or the nonprofit sector
- A commitment to and understanding of CCC's beneficiaries and mission preferably based on experience
- Demonstrated success as a nonprofit board member
- Ability to build credibility in the funding community
- Good written and oral communication skills and willingness to do public speaking

Service on CCC's board of directors is without remuneration, except for administrative support, travel, and accommodation costs in relation to board members' duties.

Conflict of Interest Policy

The Conflict-of-Interest Policy of Child Care Choices Inc.: (1) defines conflict of interest; (2) identifies classes of individuals within the Organization covered by this policy; (3) facilitates disclosure of information that may help identify conflicts of interest; and (4) specifies procedures to be followed in managing conflicts of interest.

- 1. Definition of conflicts of interest.** A conflict of interest arises when a person in a position of authority over the Organization may benefit financially from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons.
- 2. Individuals covered.** Persons covered by this policy are the Organization's officers, directors, committee members and executive director.
- 3. Facilitation of disclosure.** Persons covered by this policy will annually disclose or update to the Chairman of the Board of Directors on the Conflict-of-Interest Questionnaire provided by the Organization. The questionnaire could identify their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other organizations or those of family members.

Procedures to manage conflicts. For each interest disclosed to the Chairman of the Board of Directors, the Chairman will determine whether to: (a) take no action; (b) assure full disclosure to the Board of Directors and other individuals covered by this policy; (c) ask the person to recuse from participation in related discussions or decisions within the Organization; or (d) ask the person to resign from his or her position in the Organization or, if the person refuses to resign, become subject to possible removal in accordance with the Organization's removal procedures. The Organization's executive director will monitor proposed or ongoing transactions for conflict of interest and disclose them to the Chairman of the Board of Directors in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

New Board Member Selection Process

Candidate Identification Process

1. Executive Committee (EC) and Executive Director (ED) identify skills needed in board candidates.
2. EC requests Board members to identify candidates based on identified needs.
3. EC requests person nominating a candidate to contact to determine their interest.
4. EC member or ED contacts candidate to discuss requirements and fit.
5. EC member(s) interviews the candidate with ED to review Board requirements.
6. EC confirms the candidate fulfills the needs and proposes nomination to the Board.

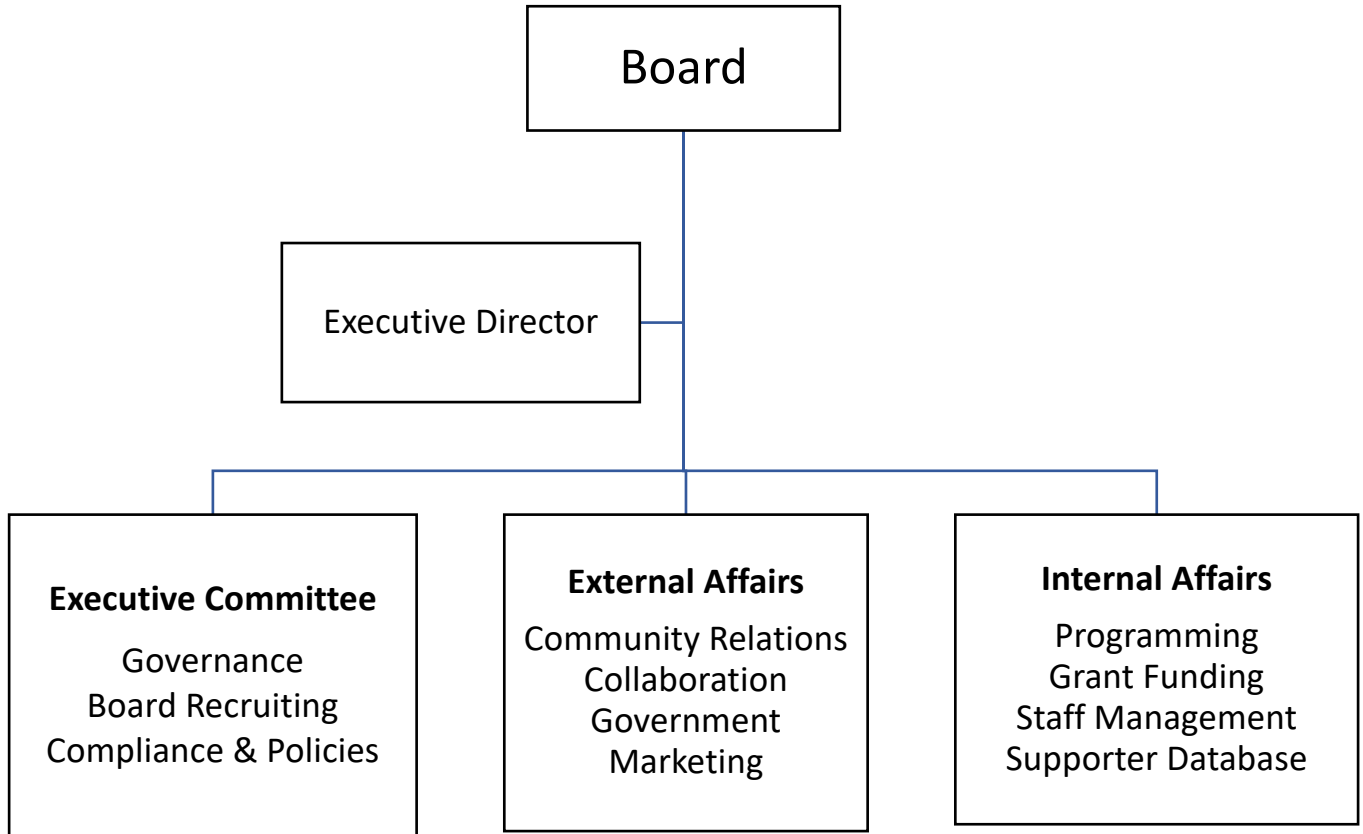
Candidate Approval Process

1. The candidate's name is brought before the board.
2. The board reviews the candidate's skills and abilities and reason for selection.
3. The board discusses and votes on the candidate (majority affirmative required).
4. The board chair and/or nominating person contacts the potential member who is apprised of board responsibilities and expectations.

Board Member Onboarding process

1. Orientation of new board member by board chair and ED at CCC office, including a tour of the CCC facility and an introduction to the staff.
2. New board member is given a board handbook.
3. Board member is matched to committee assignments
4. New board member is matched with a board mentor.
5. Press release is sent announcing the selection of the new board member.

Board Committee Structure



Each committee will be chaired by a Board Member

Board Contact List
(this page not published online)

Confidentiality Statement for Board and Committee Members

It is the policy of Child Care Choices that board and committee members of Child Care Choices will not disclose confidential information belonging to, or obtained through their affiliation with Child Care Choices, to any person, including their relatives, friends, and business/professional associates, unless Child Care Choices has authorized disclosure. This policy is not intended to prevent disclosure where disclosure is required by law.

Confidentiality is the preservation of privileged information. Board members and other volunteers are cautioned to demonstrate professionalism, good judgment, and care at all times in handling any information related to Child Care Choices to avoid unauthorized or improper disclosures of confidential information.

While board and committee members are expected and encouraged to discuss the organization with one another and targeted publics, they shall not report opinions expressed in meetings, nor shall they report independently on committee action, or engage in any communication that has not been approved by the Executive Director or that would not be supported by board policy, procedures, or decisions.

At the end of the board or committee member's term or upon his/her retirement, resignation or removal from the Board of Directors or committee, he/she shall return, at Child Care Choices' request, all documents, papers, and other materials, regardless of medium, which may contain or be derived from confidential information, in his/her possession.

It is expected that board and committee members will not use trade secrets, client lists, or other confidential information acquired by virtue of being on the board or committee, even after they complete their service with Child Care Choices.

Certification

I have read Child Care Choices' complete policy on confidentiality and the Statement of Confidentiality presented above. I agree to abide by the requirements of the policy and this statement and to inform the Board Chair immediately if I believe any violation (unintentional or otherwise) of the policy or this statement has occurred.

Signature _____ Name _____ Date _____

Child Care Choices Statement of Commitment to Diversity

One of the goals of Child Care Choices is to create an atmosphere of inclusiveness of all peoples which allows for the free and open exchange of ideas, as well as the establishment of significant relationships and understanding between all cultures represented in the community at large. Child Care Choices accomplishes this by striving to create and maintain an atmosphere where diversity is celebrated among us and not between us. This definition is all-inclusive encompassing ethnicity, race, gender, age, class, sexual orientation, religion, economics and physical abilities. It is a definition that includes the valuing of individual and group differences, respecting the viewpoints of others and communicating openly.

Child Care Choices intends to act with fairness in its employment practices. Equal employment opportunity applies to all aspects of employment practices including, but not limited to recruiting, hiring, placement, promotion, demotion, transfer, training, compensation, benefits, layoff, recall and termination.

Child Care Choices seeks to do business with organizations that encourage equal employment opportunity. Child Care Choices is committed to equal opportunity in employment and treatment of all qualified individuals without regard to race, color, creed, national origin, sex, age, marital status, disability, sexual orientation, veteran status, or any other basis as prohibited by Federal or Ohio state law.

Child Care Choices Policies and Procedures

DATE OF BOARD MEETING	CATEGORY	POLICY OR PROCEDURE ESTABLISHED OR CHANGED
January 25, 1999	Paid Holidays	Six paid holidays per year – New Year’s Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving, Christmas
January 22, 2001	Personal Leave/ Vacation	<p>Vacation policy: Based on average weekly hours worked during previous year. 1 week vacation after 1 year; increasing by 1 day per year until earning 2 weeks at 5 years employment, increasing by 1 day per year until earning 3 weeks at 10 years employment. After 15 years employment, vacation equals 4 weeks (maximum). Must be used during current calendar year – no carryover.</p> <p>Personal days - 1/2 day per month; 6 days per year (based on average day worked)</p>
October 18, 2004	Mileage	Approved mileage rates to go up or down to match federal rate established by the IRS

Child Care Choices Programs and Services

Child and Adult Care Food Program (CACFP)

Child Care Choices is a sponsor for the Child and Adult Care Food Program (CACFP) which is a federally funded program that provides reimbursements for nutritious meals and snacks to eligible children who are enrolled for care in participating state-licensed family child care homes. These child care providers also benefit from educational trainings, story lady visits, and resources that accompany these activities as an extension of the services provided through Child Care Choices.

Story Lady Program

Child Care Choices sends trained teachers into child care homes and centers to model best practices in reading to children and offers activities to extend learning. Each child receives their own book with activity suggestions to take home to parents. The child care provider receives a book to expand her library and supplies to encourage additional activities.

Yoga Lady Program

The Child Care Choices Yoga Lady presents an initial workshop to train providers in using Yoga techniques for behavior management. She then makes a follow up visit to demonstrate these techniques and each child receives a Yoga themed book.

Themed Prop Boxes

Child Care Choices maintains a library of themed prop boxes containing books, games, and other materials. These boxes can be borrowed by child care providers. Themed prop boxes contain a variety of materials to enhance early childhood learning experiences.

Child Care Provider Trainings

Child Care Choices offers between 40 and 50 Ohio Approved STEP UP TO QUALITY trainings per year. Trainings include workshops in Child Development, Health and Safety, CPR, Science, Technology, Engineering, Arts and Math (STEAM).

Advice and Support

The Child Care Choices staff offers child care providers advice and support related to their interactions with both children in their care and their parents.

Referrals for Child Care

Child Care Choices provides parents with child care referrals and information on choosing quality child care.

Advocacy and Collaboration

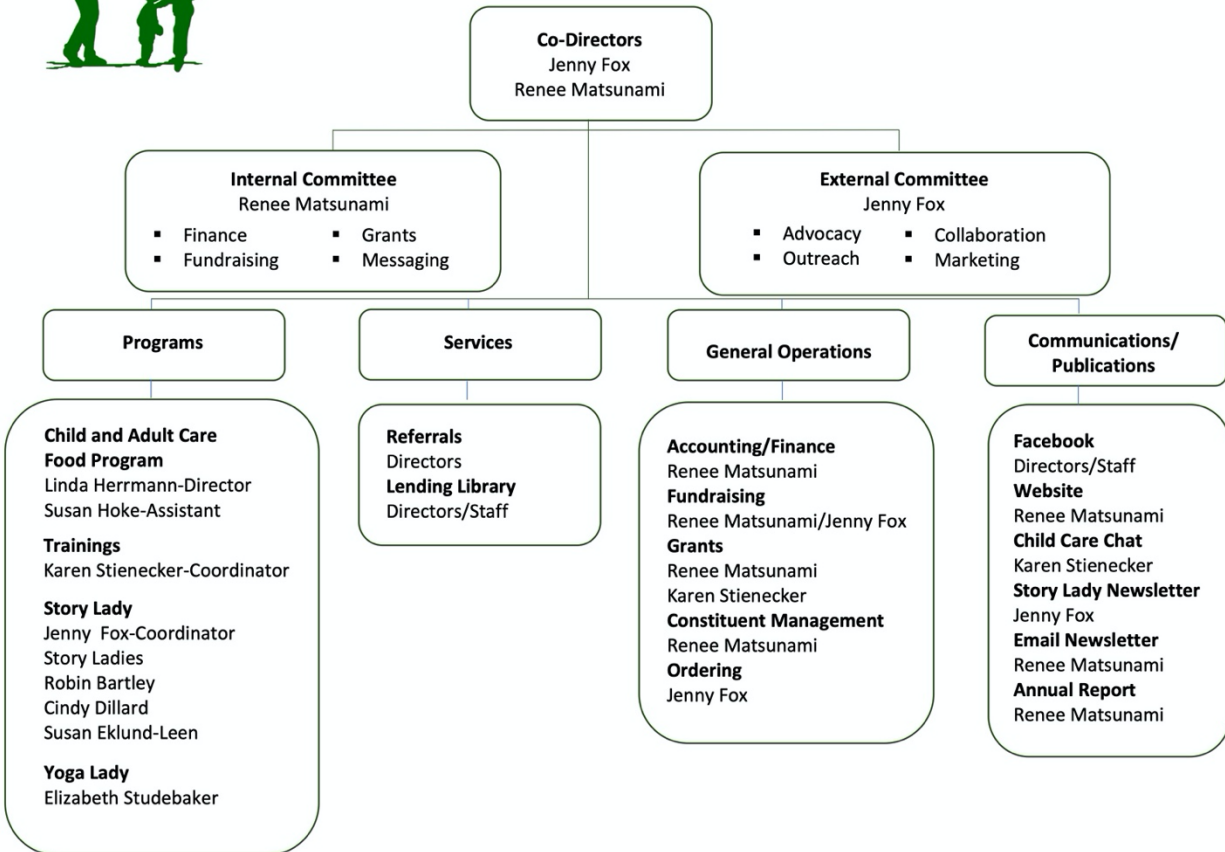
Child Care Choices collaborates with other similarly focused agencies and advocates for quality and availability of child care.

Publications

Child Care Choices offers a variety of publications to inform and educate child care providers, our supporters, and the general public.



Child Care Choices
Organizational Chart
Staff



Child Care Choices 2020 Recovery Plan

GOAL #1. IMPROVE BOARD EFFECTIVENESS

OBJECTIVES: (Betsy, Sonia)

- 1. Recruit 5 new board members: 2 by December 31, 2020 and 3 by March 2, 2021.**

Using a board matrix to secure needed skills (also look for advisors, volunteers)

Needs: attorney, energizer, organizer, large business leader, more diversity

- 2. Create formal onboarding process/manual by November 1, 2020.**

- 3. Define and assign committees at October board meeting** (all members on committees)

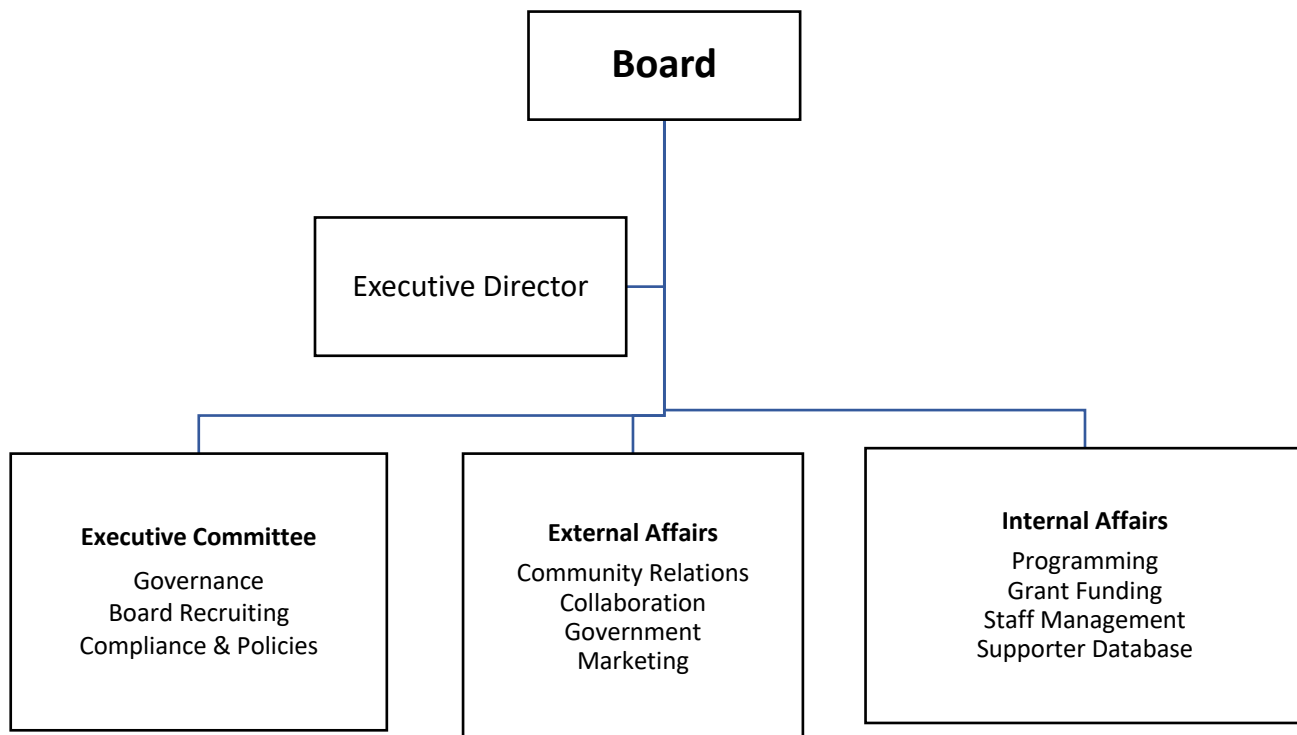
Functioning Committees:

- Executive - finance
- Internal - program development, training, marketing, messaging, planning, strategy
- External - engagement, outreach, collaboration

Committees will meet monthly between Board meetings with required attendance over 50%

- 4. Board to raise \$10,000 by January 1, 2021 via a matching challenge and personal contacts**

- 5. 2021 - Maintain a list of 5 board prospective candidates and 5 advisors**



Current advisors – Melissa Kleptz and Art Helmstetter

GOAL #2. IMPROVE ORGANIZATION/STAFF CAPABILITIES

OBJECTIVES:

1. **Marketing - create foundational concept by October 15, 2020.** (Jenny, Karen, Andie, Bashfoo, Art-advisor)
 - Create a Marketing Team
 - Organize database (Renee)
 - Establish a marketing plan by November 1. Art, Jenny, Renee et al

2. **Write three (3) grants for at least \$2,000 each by December 31, 2020 and win at least two grants for a total of \$4,000. Identify two new major grant opportunities by December 31, 2020 for over \$20,000.** (Karen, Renee, Melissa)
 - Use Foundation Center database through Edison College

3. **Create a functional organizational matrix** defining needed staffing, volunteers, and funding needed by November 1, 2020
4. **Develop a 2021** plan to increase Miami County child care capacity with a budget and goals for Board approval by December 31, 2020

GOAL #3. COLLABORATION and ENGAGEMENT

OBJECTIVES:

1. **Recruit a team for outreach/collaboration efforts by October 31, 2020**
(Board + staff)
2. **Establish a collaborative relationship with ODJFS by November 30, 2020** (Jenny)
 - Charles Kessler
 - CCC as central “go to” resource for potential providers
 - Opportunity for collaboration - identify pain points, create a plan
3. **Meet with 10 businesses, three (3) Chambers of Commerce, and organizations to conduct advice interviews by December 31, 2020** (Renee, Jenny)
 - Understand their interest, pain points, and needs
 - Solicit their support of our mission and goals
 - Large companies, Chambers of Commerce, Hospitals, Churches, Service organizations, Housing Construction/Real Estate
4. **Reach out to County Commissioners by December 31, 2020** (Jenny, Renee, Ann?)
5. **Raise \$10,000 in donations and via a campaign by January 1, 2021**
6. **Develop outreach/engagement plan for 2021 with goals and budget**

CCC Budget 2021 Proposal

CCC Budget 2021 Proposal	2019	2019	2020	2020	2021
INCOME:	BUDGET	ACTUAL	PROPOSED	ACTUAL	PROPOSED
Contributions-Personal Donations	3,500	8,768	3,500	17,667	7,000
Contributions-Corp & Group Donations	2,500		20,000	250	20,000
Contributions-Foundations	23,000	33,900	30,000	48,300	50,000
Benefit	45,000	46,170	45,000	10,033	-
Quarter Auction	4,400	5,614	5,000	80	6,500
Special Event-New Project	2,000	2,333	2,000	323	5,000
United Way Funds	10,000	8,530	8,750	8,473	7,000
Fees and Grants from Govt Agencies			-	25,000	-
CACFP - Salary Reimbursement	25,000	27,239	30,200	25,101	32,000
CACFP - Tax Reimbursement	1,800	1,987	1,800	1,858	2,500
CACFP - Other Reimbursement	5,000		4,000	3,677	4,000
CACFP - loan payback		32,910		-	
Training Fees	5,000	4,853	5,000	530	1,000
Misc. Revenue/Other Reimbursements	400	455	300	514	500
TOTAL INCOME	127,600	172,759	155,550	141,806	135,500

CCC Budget 2021 Proposal (continued)

	2019	2019	2020	2020	2021
EXPENSES:	BUDGET	ACTUAL	PROPOSED	ACTUAL	PROPOSED
Salaries - CCC Directors	35,000	32,313	35,000	33,379	35,000
Salaries - Staff	2,500	325	10,000	10,501	15,600
Salaries - Story Lady	8,200	8,229	12,500	2,469	7,000
Salaries - CACFP	25,000	26,781	30,200	25,331	32,000
Workers Comp	150	204	200	(589)	200
Payroll Taxes	4,000	5,144	5,500	5,485	5,500
Legal and Accounting	2,500	2,500	2,500	2,525	2,500
Office Expense	450	1,384	1,000	355	500
Copy & Printing Expense	1,200	2,147	1,500	1,753	2,000
Software	1,000	2,484	1,500	2,551	2,500
Telephone	2,300	2,240	2,300	1,965	2,300
Equipment Purchase	1,000	1,034	1,000	1,250	1,000
Postage & Shipping	1,000	981	1,000	880	1,000
Insurance	1,832	1,769	1,832	1,960	1,800
Electricity	800	697	800	470	700
Community Outreach	1,000	9	300	15,951	300
Office Cleaning	270	325	330	333	330
Travel	303	564	400	678	600
Seminars & Training (Staff)	500	25	400	566	400
Dues and Subscriptions	200	337	300	733	750
Trainings for Providers	3,500	3,199	3,500	491	1,500
Story Lady (includes mileage)	13,000	23,424	24,000	2,682	15,000
Yoga Lady	2,000	160	2,000	956	1,000
Marketing	400	750	200	-	7,000
Licenses and Permits	4,407	2,994	3,000	130	150
Employee Reimbursement Expenses	75		75	-	75
Benefit Expenses	10,000	13,178	10,000	1,455	-
Quarter Auction	1,000	1,400	500	-	500
Special Event - New Project					2,000
Lending Library	1,000	482	500	-	-
Misc. Expense (including bank fees)	400	362	400	52	200
TOTAL EXPENSES	124,987	135,441	152,737	114,313	139,405

**Liability Coverage for Board Members
(not published online)**



REPORT NO.
03.21.21



ANNUAL REPORT

Child Care Choices

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A Message from Our Board Chair



We are living through a challenging moment in time, but what inspires me is our collective commitment to responding to the challenges experienced in our community during the COVID-19 pandemic. You have opened your hearts to help Child Care Choices serve our community.

While the needs of families and the child care industry have never been greater, every day we see the impact of our donors' generosity. Child Care Choices is committed to making long term, impactful change, which is made possible with the support of our business partners, foundation friends, and individual supporters.

To our donors, advisors and others who have shared our journey, and on behalf of our dedicated, talented Board and staff, I offer my heartfelt gratitude. Thank you for being our SPARK of inspiration!



Elizabeth B. Russ
CCC Board Chair

Our Mission

The mission of Child Care Choices is to spark positive change and growth in the child care capacity in Miami County by partnering with providers, businesses, area governments, and families.

We will do this by advocating for high quality child care, providing rich training experiences and programming to providers, educating local businesses and our community on the value of quality child care, and giving families the tools needed to make informed child care decisions.

Our Board

- | | |
|------------------|----------------------|
| Ann Baird | Katie Gascho |
| Rick Baker | Hillary Jaqua |
| Cheryl Buecker | Kate K. Johnsen |
| Danese Christmas | Carol Myers |
| Andie Doller | Sherry Richards |
| Cathy Drake | Barbara Ruland |
| Sonia Ewald | Elizabeth Russ |
| Marilyn Fennell | Elizabeth Studebaker |
- Art Helmstetter - Advisor

Our Staff

Co-Directors

- Jenny Fox
- Renee Matsunami

CACFP Director

- Linda Herrmann

CACFP Assistant

- Susan Hoke

Training Coordinator

- Karen Stienecker

Story Lady Program

- Robin Bartley
- Cindy Dillard
- Susan Eklund-Leen

Yoga Lady Program

- Elizabeth Studebaker




Programs & Services

02

What happened in 2020?

COVID affected all aspects of our daily operations at Child Care Choices, but also put a spotlight on the importance of child care in our country, state and county. In response to the needs in our community we have a new focus on advocacy and collaboration for our mission, a Dayton SCORE Mentor, a new Advisory Committee, a revisioning of our Strategic Plan and 5 new Board Members.

CACFP

235 avg/mo children served 
26 avg/mo family child care providers
142,359 meals & snacks served
4 counties served

YOGA LADY

8 providers in Yoga Training 
8 Yoga Lady visits
40 children learned yoga & received Yoga Bug books


STORY LADY

1784 books for children 
133 books for providers
65 centers/preschools/family child care programs served



TRAININGS

166 providers attended 
10 Health & Safety, and Ohio Approved Child Development trainings
5 Child Development Associate Credential classes


ZOOM

52 total 
 board, committee, staff & community meetings, trainings, webinars, Food Program home visits & Story Lady visits

VIDEOS

 **11** Yoga Lady videos with 1,488 views
 **17** Story Lady videos with 2,911 views

COVID RELIEF

 **\$20,000** COVID-19 relief grants received
 PPE & cleaning supplies for **24** centers/preschools
33 family child care homes and funds for new Type B FCC provider training

REFERRALS

 **41** child care referrals for families with **61** children total

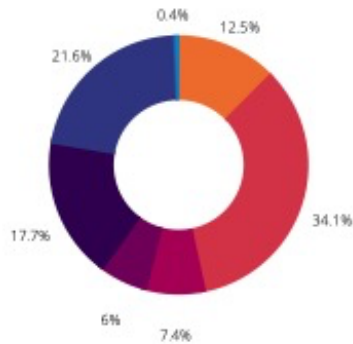
Because of you...

...we were able to continue our work at Child Care Choices throughout 2020 with resilience and hope. You made it possible for us to refocus our mission and address immediate needs in our community, while keeping an eye on the future. We are a small staff, but with YOUR help we are delivering on our mission: to spark positive change and growth in the child care capacity in our community.

Financial Review

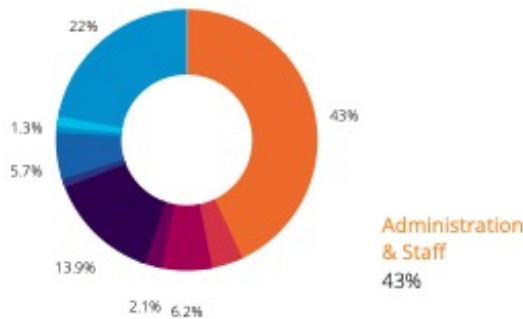


INCOME 2020



Personal Donations	Foundation Grants
12.5%	34.1%
Events	United Way
7.4%	6.0%
Miami County CARES!	Training Fees
17.7%	0.4%
Child & Adult Care Food Program Reimbursement	
21.6%	

EXPENSES 2020



Office/Equipment	Community Outreach
6.2%	13.9%
Utilities	Programs
2.1%	5.7%
Child & Adult Care Food Program	Events
2.1%	1.3%



2020 was an unusual year which is reflected in our finances. While we were not able to directly serve our community through our programming for seven months, we worked hard to make sure that we were mindful of every dollar that you have entrusted to us.

In response to the changing needs of child care providers, we increased our outreach through several foundation grants to provide much needed cleaning supplies & PPE, carefully planned our strategy for restarting our programs, developed 4 new trainings, including the Type B Family Child Care Provider training, and refocused our mission and aligned our strategic plan with the needs in our community.

You are the SPARK

04



Jenny Fox delivers supplies to Rebecca Hutchison at Tipp City Preschool - June 2020

Your generosity powered our ability to address the immediate needs of child care programs during the early months of the pandemic. Providing much needed cleaning supplies, gloves and thermometers, allowed providers to direct funds towards other costs which increased due to lower enrollment limits, more stringent health and safety measures, and purchase of new equipment and construction materials.

You made our programs possible! After seven months of our programs being on hold, our Story Ladies and Yoga Lady were happy to see the masked faces of the children and providers over Zoom and Webex during virtual visits. Story Lady kits were delivered prior to the sessions so the children could read along in their own books and do the hands-on enrichment activity with the Story Lady. Our Food Program Director completed home visits with family child care providers over Zoom and FaceTime.



Children at KLP-Troy are proud of their Autumn wreaths that they made during a Virtual Story Lady visit with Miss Robin - October 2020

Pivoting to a virtual format was not ideal for trainings. Your support gave us the time to develop a safe, socially distanced plan for our workshops, as well as create new trainings for the future. In collaboration with Tipp City UMC and Wee Care Child Care we were able to hold a Yoga training and Art training in the Fall.



Socially distanced training at Wee Care with instructor, Jacki Leader, on Zoom - November 2020

STORY LADY
THANK YOU
FOR BOOKS AND
STUFF * WE
WE LOVE
YOU

A note to the Story Lady from the children at Walnut Grove Learning Center - October 2020

Our Donors



Foundations

Altrusa International Foundation of Troy
Brethren Foundation, Inc.
Dayton Foundation
HealthPath Foundation of Ohio
Miami County Foundation
Patricia L. Recker Fund of the Piqua Community Foundation
The Piqua Community Foundation
PNC Foundation
Tipp City Foundation
The Troy Foundation

Child Care

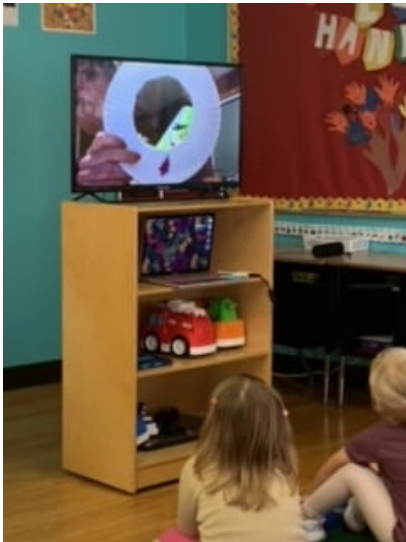
Greene Street Daycare/Preschool
Walnut Grove Learning Center

Other Organizations

Miami County Department of Development
United Way of Miami County
United Way of Greater Dayton

Businesses

Ed's HVAC Plumbing Electric
Hair Gallery
Hamler Gingrich/Favorite Insurance Agency
Interstate Warehousing and Distribution
Luken Interiors
Schaefer & Co.
Tabernacle Brewing Company, LLC
Tipp Eye Center
Business - In-Kind
ABC Mowing
Broadway Hair Studio & Company
Brower Stationers
Cincinnati Museum Center
Cincinnati Reds
Cincinnati Reds Hall of Fame & Museum
Classic Cleaners
Coldwater Cafe
COSI
Dale's Goodyear
Dayton Society of Natural History
El Sombrero
FC Cincinnati
Hapinstance Designs
Hobart Arena
Houser Asphalt & Concrete
La Fiesta
Lincoln Community Center
Ohio Fly by Knight
Scene 75
Sugden Furniture
The Cheesecake Factory
Total Image Salon & Day Spa
Towne Park Dentistry
Troy Sports Center
University of Cincinnati
University of Dayton Athletics
Whitewater Valley Railroad



Story Lady Robin shows children at TCEP how to make a fall wreath via Zoom. November 2020

Individuals

Lois & Bob Anderson	Carole & Charlie Janning
Meghan Arnold	Dan & Carole Kerber
Heather Bailey & Frank Scenna	Becky Ketron
Ann & Bob Baird	Joan Klopf
Rick & Valerie Baker	Elaine & Bill Mercurio
Robin Bartley	Aaron Mossesso
Christina Battson	Carol Myers
Ginny Beamish	Kathie Perri
Mary Blackford	Doris S. Perry
Mary & Carol Bowman	Barbara Ruland
Anita Bowman-Hamber	Betsy & Ed Russ
Donna Bright	Ruth Safreed
Julie Broerman Daniels	Marianne Sharp
Cheryl & Tom Buecker	Michael Shoemaker
Sarah & Francois Chevalley	Debbie Slusser
Michele Coppock	Bruce & Linda Smith
Cindy W Dillard	Linda Smith
Cathy Drake	Nancy Snyder
Stan Evans	Katie Sonnanstine
Sonia & Larry Ewald	Molly Spencer
Marilyn & Gary Fennell	Elizabeth Studebaker
Betsy Hamman	Doris Studebaker
Ann Hampton	Margaret Welbaum
Kipra Heermann	Don & Marilyn Whitaker
Art Helmstetter	Helen Wolf
Linda Herrmann	Lori Woolley
Dan Janning	Basil & Paula Zabek



When Karen Shoemaker's son Mike said he would donate \$500 to CCC if she crocheted 100 hats for children, she met the challenge! 100 children had warm hats for winter and CCC received a generous donation!

Two more ways to support Child Care Choices at no cost to you!



Shop at smile.amazon.com and we'll donate 0.5% of eligible purchases to your favorite charitable organization—no fees, no extra cost. Here's how:

1. Visit smile.amazon.com
2. Sign in with your Amazon.com credentials
3. Choose Child Care Choices as your charitable organization to receive donations
4. Start shopping!



Have a Kroger plus card? Enroll your Kroger Plus Cards online at www.krogercommunityrewards.com. Here's how:

1. Visit www.krogercommunityrewards.com
2. Create a digital account
3. Link your card to Child Care Choices #KL128
4. Hit "Save"

The Kroger Community Rewards makes fund-raising easy. It is no cost to you....All you have to do is shop at Kroger and swipe your Kroger Plus Card! Kroger sends a quarterly check to the organization.

Connect with Us!



We'd love to hear from you!: (937) 667-1799



Email us: childcarechoices@outlook.com



Drop us a line!: Child Care Choices
4817 S. State Route 202
Tipp City, OH 45371



Volunteer with us: (937) 667-1799



Visit us online: www.child-care-choices.org



Check out our social media pages:



Facebook: Child Care Choices of Miami County, Ohio



Pinterest: Child Care Choices



YouTube: Child Care Choices



Give: www.child-care-choices.org/donate



Child Care Choices Annual Report 2020