**Board of Early Education and Care**

September 13, 2016

1:00 – 4:00 p.m.

**Department of Early Education and Care**

51 Sleeper Street, 4th Floor

Boston, MA 02210

**Members of the Board of Early Education and Care Present**

Nonie Lesaux, Ph.D., Chairperson

Mary Walachy, Vice Chairperson

James Peyser, Secretary of Education

Patricia Mackin, Undersecretary of Health and Human Services and Designee for Marylou Sudders, Secretary of Health and Human Services

Joni Block

Elizabeth Childs, M.D.

J.D. Chesloff

Eleonora Villegas-Reimers, Ph.D.

Sheila Balboni

Thomas L. Weber, Commissioner of the Department and Secretary to the Board

**Members of the Board of Early Education and Care Absent**

Katie Joyce

Joan Wasser Gish, Esq.

The meeting was called to order at 1:07 p.m.

**Comments from the Chair:**

Chairperson Lesaux welcomed everyone back from the post-summer recess and welcomed the Board following the Board Retreat. She noted that there are real challenges and opportunities ahead, with the goal of merging workforce priorities and the next stage of QRIS. Chairperson Lesaux noted that the findings in the QRIS validation study raise the opportunity to think through the best approach.

**Comments from the Secretary:**

Secretary Peyser welcomed Board Member Sheila Balboni and the Board's Executive Office of Health and Human Services Designee Patricia Mackin to the Board. Secretary Peyser also recognized that Vice Chairperson Walachy has been reappointed to serve a second term on the Board.

**Comments from the Commissioner:**

The Commissioner also welcomed Board Member Balboni and Board Designee Mackin to the Board. Commissioner Weber also recognized former Board Member Sharon Scott-Chandler, who served two full terms on the Board and had served as Board Chairperson. He stated that Ms. Scott-Chandler will be formally recognized at next month's Board Meeting.

Commissioner Weber recognized Gwen Alexander for her service with the Department and service as Associate Commissioner for Program Quality Supports. He stated that Ms. Alexander was instrumental to the development of the Quality Rating and Improvement System ("QRIS") and the QRIS Validation Study. Commissioner Weber also recognized Kelly Hart Meehan, who is the new Regional Director for EEC's Metro Boston Regional Office. He noted that Ms. Meehan is off to a quick start. Commissioner Weber also expressed his thanks the Department's other Regional Directors. Finally, Commissioner Weber thanked Department staff for their tremendous work over the summer.

Commissioner Weber thanked the Board for the discussion during the Board Retreat regarding the Department's operations and workforce. He noted that this is a good opportunity to note the monumental opportunities before the Department this year:

* The Department must follow its Child Care Department Block Grant (“CCDBG”) implementation plan. CCDBG governs all federal funds received by the Department.
* The Department must prepare contract bids for all of its caseload account, including income eligible and supportive accounts.
* The Department must bid for Child Care Resource and Referral Agencies ("CCRRs") contracts, Family Child Care ("FCC") Systems contracts, and the FCC Union contract, which are all up for renewal this year.
* The Department must implement year 2 of the Preschool Expansion Grant ("PEG"), with programs up and running in all five communities.
* The Department must follow up on the QRIS Validation Study and the workforce agenda.

Commissioner Weber noted that each activity will reflect a substantial amount of work for the Department. He noted that none of these activities are discrete elements, so it is incumbent on the Department to coordinate and leverage resources across all units in the Department. The Commissioner concluded that if the Department can meet these responsibilities, then the Department will be able to give tremendous shape to the field of early education and care for the next decade.

**Statements from the Public**

*The Board of Early Education and Care makes up to 30 minutes available for persons in the audience to address the Board on specific agenda items. In order to hear as many speakers as possible, the Board limits individuals to three minutes, although written material of any length can be submitted to Chairperson Lesaux or Commissioner Weber.*

**Chris Martes, President and CEO of Strategies for Children**, stated that many children starting elementary school and are entering a classroom for the first time, which should inform local and state planning. Communities have thought deeply about how high quality preschool should look and are ready to spend preschool funding wisely. The Department should make early childhood data a top priority. Although the bill to expand PEG did not pass the State Legislature, Strategies for Children will work with the Legislature to come up with an improved bill. The field is unable to expand access to early education opportunities without knowledgeable and fairly compensated teachers, and the Department should distribute the rate reserve as soon as possible.

**Gwen Alexander, Professor at Bridgewater State University**, stated that she joined the Department in July 2012, and when she was interviewed, the interviewer stated that the Department was not sure what it would do with QRIS. Ms. Alexander noted that while QRIS was ambiguous at times, this ambiguity allowed the Department to develop and evolve QRIS into one of the strongest QRIS systems in the country. Ms. Alexander stated that credit should go to the Board and the Department's Program Quality staff for moving QRIS forward. She express that QRIS is working because child care providers have engaged in a rigorous process of quality improvement. Ms. Alexander asked that the Department consider her recommendations, including the suggestion that the Program Quality Unit should be moved back into field operations; and that the Department provides the Program Quality Unit with important resources, including full staffing and updating antiquated technology. The Department should also stop focusing on the fact that licensing regulations are strong and fairly compensate early education and care providers.

**Bill Eddy, Executive Director of the Massachusetts Association of Early Education and Care ("MADCA")**, stated that on behalf of MADCA membership, he thanks the Board for ongoing support of rate increases for providers, but wants to follow up on rates and compensation. He noted that the Board's voice has an impact and resonated in the State House. Mr. Eddy stated that 110 legislators signed a letter asking to vote on Board's initiative. However, he noted that $12.5M represents a $16/week increase before taxes, which is appreciated but is not a game changer. The Department desperately needs to build upon its workforce, and Mr. Eddy encouraged the Board to look at the $14M reversion for underutilized contract funds. In addition, he encouraged the Board to use their power to administratively change the rates.

**Wayne Ysaguirre, President and CEO of Nurtury**, thanked the Board for the rate increase, which is an important signal to the early education field, noting that the $12.5M rate reserve can be traced to the Board's leadership. Mr. Ysaguirre recommended that the Department distribute the rate increase as soon as humanly possible because the crisis in early education and care has not disappeared. Mr. Ysaguirre recommended that the Board consider providing an additional rate increase by reducing access if necessary, as the current rate is incapable of paying for quality. Mr. Ysaguirre added that closing access and focusing on rate increases may actually improve access overall. He noted that it is hard to see how the subsidized system can continue with the market rate standing against the Department's rate. Mr. Ysaguirre concluded that in order to communicate the Board's desire to narrow the opportunity gap, the Board should seek an additional rate increase of $12.5M.

Board Member Chesloff asked how closing access would improve access. Mr. Ysaguirre responded that Nurtury has built a new learning lab, but there are vacancies because educators will not take the starting salary offered. He added that access money is available and waiting to be spent, but Nurtury cannot serve those children because they cannot hire qualified teachers. He concluded that the access problem is now a rate problem.

**Anne Colwell, CEO at Cape Cod Child Development**, stated that she has been in her role as CEO of Cape Cod Child Development (“CCCD”) for over a year, and she thanked the Department for their support of the early education community. Ms. Colwell noted that despite the generous vote to increase the rates, the field has not seen any difference in the workforce. She added that the field is still seeing unqualified candidates, and programs are having trouble finding teachers and staff. She noted that 30% of CCCD teachers and staff are on some form of subsidy, including housing or food subsidies, and teacher salaries barely cover housing costs alone, let alone food, etc. Ms. Colwell stated that 30-40% children on Cape Cod do not have a formal early education experience, which is significant as there are not a lot of options for Preschool on Cape Cod. Ms. Colwell also noted the substance abuse and food instability issues on Cape Cod. Ms. Colwell concluded that CCCD is currently in crisis and continues to be in crisis, and that CCCD is willing to work with the Department in partnership.

**Chris Hunt, Associate Executive Director of Child, Family and Adolescent Services at Community Teamwork, Inc.,** thanked the Board for its work regarding the rate increase. He noted that at a previous Board meeting, a colleague spoke about needing to support her family and having to leave the early education field. He stated that the $30M rate increase request to the Legislature showed that the Board understood the situation. Mr. Hunt stated that this is a victory for the workforce, but the victory has yet not been realized. Mr. Hunt thanked the Board for their support.

**Kate Roycroft, Director of Public Policy at the Alliance of Massachusetts YMCAs**, thanked the Board for recognizing the urgency of the rate increase. Ms. Roycroft hoped that the Board will vote in favor of the rate reserve and permit the funds to be released to the field immediately.

**Pam Kuechler, Executive Director of the Massachusetts Head Start Association**, thanked the Board for their leadership in support of the early education workforce. Ms. Kuechler stated that on September 1, 2016, the Federal Government issued its Final Rule on the Head Start performance standards, which go into effect as of November 7, 2016. She stated that the Office of Head Start made some changes to the performance standards to increase the ease of understanding and clarity as well as research changes. Ms. Kuechler stated that her office is trying to unbundle what it all means and is looking at implementation. She concluded that she looks forward to keeping the Department apprised of the impact of these changes.

Board Member Block inquired about one or two of the major challenges in implementing the standards. Ms. Kuechler responded that there is a dosage change, and the length of the day must be extended. She noted that this is not required to be fully implemented for five years. She also noted that there is not yet significant investment to support this from the Federal Government.

Public comment period concluded.

**New Business**

No new business was raised.

* **Disclosures**

Board Member Eleanora Villegas-Reimers submitted a written disclosure that she is employed by Wheelock College, a recipient of EEC funding.   Board Member Joni Block submitted a written disclosure that her position as the Coordinated Family and Community Engagement (CFCE) Coordinator with Brockton Public Schools is funded by EEC.

**Items for Discussion and Action**

1. **FY17 Rate Reserve – Discussion and Vote**

*Relevant resources included in Board Materials:*

* + *FY2017 Rate Increase for Center Based Programs and Family Child Care Systems Administration Rate, PowerPoint presentation dated September 13, 2016*

Deputy Commissioner for Administration and Finance Bill Concannon presented the FY17 Rate Reserve to the Board for discussion and vote. Deputy Commissioner Concannon stated that the FY17 budget includes a $12.5M rate reserve for center based and family child care systems. He added that the final amount of the rate reserve would not be determined until the Department receives approval of the FY17 spending plan from ANF. The Department will not have final approval until at least the week of October 5, 2016, which also applies to all state agencies.

Deputy Commissioner Concannon estimated that the final sum of the rate reserve will amount to an approximate 3.5% rate increase across all types and locations of care. The rate reserve will be retroactive to the beginning of FY17. Deputy Commissioner Concannon noted that contract amendments and rate certification forms will be released, and they are required to be completed and returned to the Department. He also stated that a program's private pay rate must be greater than or equal to the subsidy rate. Once the forms are received, the Department will implement the rate increase into CCFA and contract manager.

Board Member Block noted that the administrative rate will increase on average by $0.39, and asked if the Department can ensure that direct service providers will receive as much of the rate increase as possible. Deputy Commissioner Concannon responded that it is up to center-based providers to allocate the rate increase among their staff. He noted that a significant amount of the funds go to staff salary increases, and the language of the rate reserve states that the increase is for salaries, benefits, and stipends. Vice Chairperson Walachy asked when, in the best scenario, providers would see the money. Deputy Commissioner Concannon responded that ANF will approve the spending plan on October 5, 2016, and after that process is complete, then information will be released to providers. He stated that in the best scenario, providers will see the rate increase reflected for services billed in December 2016.

1. **Child Care Financial Assistance System Update – Discussion**

*Relevant resources included in Board Materials:*

* + *CCFA Update, PowerPoint presentation dated September 13, 2016*

Deputy Commissioner Concannon presented the Child Care Financial Assistance System (“CCFA”) Update to the Board for discussion. Deputy Commissioner Concannon stated that after a year of intense work from all parties, CCFA was fully functional for billing purposes on July 1, 2016. He stated that the launch was a success and in August 2016, the Department was able to pay for July 2016 services completely through CCFA. In addition, most providers were able to bill for all of FY16 through CCFA. Deputy Commissioner Concannon stated that the accounting unit has been able to process payments within ten to fifteen days.

Deputy Commissioner Concannon noted some small challenges with the new system, in particular, a few providers submitted estimated payments and a few providers billed through CCFA but did not submit signed payment vouchers. He noted that all providers that have not submitted billing were contacted. Deputy Commissioner Concannon also noted some minor glitches in CCFA, particularly involving the QRIS add-on rate. The Department has addressed those concerns.

Deputy Commissioner Concannon stated that the Earned Sick Time Module for CCFA rolled out on August 25, 2016. He noted that the rollout appears to be successful, with earned sick time being recorded for family child care providers.

In addition to the CCFA billing launch, Deputy Commissioner Concannon stated that the Department is fully enmeshed in billing reconciliation due to the use of the Alternative Payment Method ("APM"). Prior to the CCFA billing launch, the Department was providing estimated payments to providers. He stated that overpayments and underpayments are being resolved, and variance amounts will be provided. Regarding an underpayment to a provider, the Department plans to pay the full amount owed to the provider in approximately October 2016. Regarding an overpayment to a provider, the Department plans for the provider to return the overpayment to the Department over a six-month period, through deductions to billing over the next six months.

Deputy Commissioner Concannon noted that due to the estimated over and underpayments, the Department is expecting a net return of $12M, with the Department expecting to have final variance figures on or around April 2017. In addition, the Department still needs to reconcile union dues, because union dues were also estimated payments. Regarding reporting, Deputy Commissioner Concannon stated that the Department will be able to inform the Board at the subsequent meeting as to what happened with regard to the caseload accounts in FY16.

Deputy Commissioner Concannon stated that next steps and challenges include having CCFA interface directly with the state billing system. The Department will also have to implement the rate reserve increase, reconcile union dues, return overpaid DTA parent fees, and provide further CCFA end user enhancements. Deputy Commissioner Concannon concluded that CCFA is working, and the Department is paying providers through the system.

Vice Chairperson Walachy asked how billing reconciliation would work with a program's ability to review any over or underpayment. Deputy Commissioner Concannon responded that programs will have the opportunity to fix billing for specific locations of care, and any adjustments will occur through the billing process. Vice Chairperson Walachy added that in a perfect world, programs should know whether they owe money back to the Department, but she asked whether there will be special consideration for Programs that may be burdened by the requirement to return any overpayment. Deputy Commissioner Concannon responded that the Department did a deep dive with programs to make sure that it is not overly burdensome, and in instances where there may be a serious burden, the Department will work with programs to adjust their payment plan.

On a motion duly made and seconded[[1]](#footnote-1), it was:

**VOTED that the Board of Early Education and Care hereby authorizes the Department to apply a rate increase to the reimbursement rates for center-based programs and Family Child Care Systems providing subsidized early education and care services in a percentage to be determined by the Department and retroactive to July 1, 2016, as presented at the Board Meeting on September 13, 2016, subject to the approval of the Department's spending plan and appropriation of funding.** The motion passed unanimously.

1. **QRIS Validation Study Findings – Discussion**

*Relevant resources included in Board Materials:*

* + *QRIS Validation Study, PowerPoint presentation dated September 13, 2016.*

Joanne Roberts, Senior Research Scientist at the Wellesley Centers for Women presented the QRIS Validation Study Findings to the Board for discussion. Chairperson Lesaux introduced the presentation by station that the story is not exactly the same as the previous presentation regarding the QRIS Validation Study, because there is an even more precise lens on how to think about the study findings. She noted that this study dovetails with the challenge of how to think about workforce support.

Ms. Roberts thanked the Board Ad-Hoc Committee, Gwen Alexander, and the Department's Program Quality staff for their assistance with the QRIS Validation Study. Ms. Roberts also acknowledged the assistance of the UMass Donahue team for their assistance. Ms. Roberts set forth an overview and goals for the QRIS Validation Study, including relationships among criteria and how criteria are related to each other, investigating relationships between QRIS levels, and examining quality levels as predictors. She noted that the study took a holistic approach, looking at verification and individual criteria, licensing requirements, and overall relationships to make the most practical recommendation. Ms. Roberts set forth the methodology for the study, with QRIS levels 1 and 2 randomly sampled, and QRIS levels 3 and 4 included in totality.

Ms. Roberts stated that the first question was whether there were any differences in quality by QRIS level. The answer was yes for preschool, with the greatest difference represented between levels 1 and 3. For infant/toddler programs, there was a more representative difference in quality between levels 1 and 2. Ms. Roberts concluded that QRIS level 2 programs are probably not functioning as the Department would anticipate, and more support is needed at this level. Ms. Roberts noted significant differences by level across all subscales. Ms. Roberts also concluded that there is some evidence of drift, whereby programs observed previously may have drifted lower in the subscales. There were slight regional variations in terms of quality.

Ms. Roberts noted that QRIS is a dynamic system that has changed constantly, particularly in the verification process. However, despite many challenges and changes, the validation study still determined significant differences by level. In addition, Ms. Roberts also noted that overall quality was higher in Massachusetts than has been reported in other states. Ms. Roberts detailed specific gains that were demonstrated higher level programs.

Ms. Roberts stated that there were a large number of programs, close to 33%, that shifted from QRIS level 2 to level 1, as those programs no longer met level 2 standards. Ms. Roberts also noted a smaller shift downwards for level 3 programs, in part due to drift, and in part due to regional disparities. Ms. Roberts stated that two specific subscales, space/furnishing and health/safety, were consistently low and often pulled programs down to lower QRIS levels.

Ms. Roberts stated that the study looked at 89 individual criteria and looked to see significant differences between criteria. She stated that 68% of the criteria showed significant differences, and an additional 10% were approaching significance. She noted that some of the criteria needed refining, in particular a honing of language. The rest of the criteria showed no significant differences, with some criteria met by every program. Ms. Roberts recommended removing these criteria. In addition, no programs met some criteria. Overall, Ms. Roberts noted that 80% of criteria had recommended changes, and a table of changes was presented to the Board Ad-Hoc Committee.

Ms. Roberts stated that a survey was issued to providers, asking providers what their perceptions were of QRIS. Most providers responded that communication and support for QRIS has improved over the last two years, and that most QRIS participants plan to seek advancement to higher levels. Some programs noted that they participate in QRIS and other outside accreditation systems, and that programs would prefer to focus on a single system. In particular, it was noted that administrators in higher-level programs seem to understand the system in terms of promoting quality. Ms. Roberts noted that public pre-kindergarten programs appeared the lease engaged in the QRIS system. She stated that there has been thinking about separate standards for public pre-kindergarten programs, as there are certain issues particular to public schools that do not lend themselves to the criteria.

Providers also saw education and training as a barrier to increasing levels, as such takes time and has an associated cost. The results of the survey indicated that the Department should increase funding opportunities, introduce tiered reimbursement, add additional coaching resources, simplify the QRIS tools, and provide clearer paperwork. It was also noted that some of the language surrounding the criteria was ambiguous, making it difficult for programs to know how to improve. Other feedback included a need for Spanish-language resources, a reduction in overall use of scores, and a reduction in compound criteria.

Ms. Roberts stated that when it comes to classroom quality, there is a need to support licensing as basic health and safety standards need to be in place. She noted some overlap in licensing requirements and QRIS standards, and stated that licensing needs to be a part of the QRIS equation. There is also a need to support smaller programs that are not a part of a larger network. Ms. Roberts noted the large ranges for when educators had professional development, with some educators having professional development more than 20 years ago. Ms. Roberts also stated that Head Start and NAEYC were examined, and there is an argument that these accredited programs could potentially enter QRIS in level 2 or level 3.

Ms. Roberts stated that staff turnover was an issue for programs at all QRIS levels. She stated that QRIS requirements for staff need to be tightened to support the career ladder. In sum, Ms. Roberts stated that the Department should think about a hybrid model, noting that the current system makes all programs having to meet all levels, which works well until level three. On levels 3 and 4, there is more of a focus on classroom practices. Ms. Roberts stated that most other states have a points system for determining level.

Chairperson Lesaux asked if QRIS really needs two levels before getting past the foundational elements. Ms. Roberts responded yes, because when programs enter the system at level 1, moving those programs to the level 3 standards may be too big of a lift and an interim level is needed. Chairperson Lesaux stated that the Department can think about licensing as a way of having programs meet foundational elements.

Secretary Peyser stated that it appears that QRIS level 2 has more to do with programs buying into the system and attempting quality improvement, and asked what is being observed with the level 2 Head Start programs. Ms. Roberts responded that answering this question is restricted by the sample size, but they did observe a difference between NAEYC and Non-NAEYC accredited programs at level 1. No difference was observed at level 2, and at level 3, most programs were NAEYC accredited.

Ms. Roberts stated that next steps will be to finish working on the final draft report, which will be presented to the Board's Ad-Hoc Committee. The findings will be presented to the field and the Advisory Council, as well as through webinars. Ms. Roberts stated that regional meetings will be conducted to gather feedback, from which additional recommendations will be made.

Secretary Peyser asked that since 80% of the criteria need to be changed, how is the Department able to actually evaluate the criteria as a meaningful indicator of quality. Ms. Roberts responded that statistical analysis was conducted that other verification data was used, but she also noted that certain criteria had to be thrown out. Secretary Peyser asked whether we need all of the criteria if a certain percentage of criteria produce meaningful data. Ms. Roberts responded that there is an opportunity to engage in this, as it was noted that certain criteria were similar to others. Chairperson Lesaux added that another dimension is to look at which criteria are truly educative to programs and which serve as a support mechanism. Ms. Roberts noted that coaching and technical assistance made a big difference.

Ms. Roberts stated that environmental rating scale (“ERS”) requirements are high, but there is significant overlap with ERS and licensing requirements. Board Member Balboni noted that it is good that the analysis involves interactions between adults and children. Ms. Roberts stated that there are many “areas of conflict” in a classroom, and having basic things in place is helpful. Board Member Childs stated that one of the overall goals is to simplify the whole QRIS system, and that there are two ways to simplify the system – either by simplification of entry into the system, and simplification of understating the goals of the system.

Chairperson Lesaux thanked Ms. Roberts and everyone that worked on the validation study and analysis, and noted that there is more work ahead.

1. **Workforce Development Update - Discussion**

*Relevant resources included in Board Materials:*

* + *EEC Workforce Development Plan: Considerations in the Development of Core Credentials, PowerPoint presentation dated September 13, 2016.*

Deputy Commissioner for Program Administration Anita Moeller presented the Workforce Development Update to the Board for Discussion. Deputy Commissioner Moeller stated that there is an effort to create a core credential to address the foundation of knowledge for all educators, and to develop a fund to support that core credential, which will be the focus of today's discussion.

Deputy Commissioner Moeller asked what a core credential is and how it might relate to core competencies. She asked once the core credential is developed, who holds it, is it an individual or an organization? Who is responsible for ensuring that educators hold that core credential? Is the core credential essential to every early education role? How is this core credential measured? How does the Department ensure that the core credential ensures competency?

Deputy Commissioner Moeller described that the Department core competencies were developed many years ago and are in need of revision to keep pace with the developing field. She noted that as the Department considers competencies, it must think about the audience and what is the delivered mechanism. Deputy Commissioner Moeller noted that there is no full alignment of competencies across all activities at the Department. She discussed development around one or two core competencies, particularly child growth and development, and positive learning environments.

Deputy Commissioner Moeller stated that the CCDBG reauthorization requires health and safety minimum standards, and the Department can draw on existing resources to engage this year. She noted that the Department must address its Information Technology issues, because the Professional Qualifications registry is limited.

Vice Chairperson Walachy stated that the word that comes to mind when thinking about the field is “beleaguered”. She asked what the reaction by the field is regarding the development of core competencies. Deputy Commissioner Moeller responded that the field has to be engaged to make sure that these developments are not a burden. Commissioner Weber added that tradeoffs will have to be made, including with Department staff. He noted that the approach needs to be sensitive to the field, which is overwhelmed, and the Department understands that it cannot put another requirement out without careful analysis of the impact to the field.

Board Member Chesloff stated that a core credential can be an additional burden, but in terms of the larger workforce system, can be an important starting point. Vice Chairperson Walachy reinforced that the development of this credential must be in ways that support the field and does not serve as an unfunded mandate. Deputy Commissioner Moeller stated that the goal is not to destabilize the field. Board Member Childs stated that the core competency development should be embedded in quality that the Department knows needs to be improved, specifically highlighting certain subscales where programs may be struggling. Board Member Block stated that if one or two specific items are identified, it behooves the Department to recognize who is executing these competencies well. Board Member Block also highlighted the need to distinguish between individual competencies and program competencies, noting that individual competencies are portable, while program competencies are a snapshot in time.

Secretary Peyser stated that the goal is to create a human capital system that allows individuals to connect to provider supports. He noted that this is easier said than done, but if accomplished, can be a big win. Deputy Commissioner Moeller noted that administrators need support as well. Board Member Villegas-Reimers stated that she wants to support the existing workforce, but that the Department also has to think about the new workforce that the field wants to attract, and to this end, to focus on what makes a high quality early education and care system. Board Member Balboni added that licensors also need support and training, and should be brought into the process.

Chairperson Lesaux thanked Deputy Commissioner Moeller for the presentation.

The meeting adjourned at 3:52 p.m.

 Respectfully submitted,

 Thomas L. Weber

 Commissioner of the Department and

 Secretary to the Board

1. The vote regarding the rate reserve increase was duly made and seconded following the CCFA presentation. [↑](#footnote-ref-1)