

**Board of Trustees  
Meeting Minutes  
August 25, 2020**

**Members Present:**

Erin Albright  
Jackie Beatty  
Ryan Evans  
Daniel Fine  
Janisa Hayes  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Jeff Nellhaus  
Pamela Taylor  
Kathy Quigley  
Sterling Ward

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Director of Operations*  
Charlotte Spann, *Director of Schools*  
Tracy Wright, *Chief Executive Officer*

*Meeting conducted via Zoom*

**Opening**

Ms. Mahony called the meeting to order at 6:03pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked Board members if there were any additions or corrections to the minutes of the June board meeting. There being none, Ms. Albright asked for a motion to approve the minutes. Mr. Nellhaus so moved, and Ms. Taylor seconded the motion. The motion was approved unanimously.

**CEO's Report**

Dr. Wright and Ms. Spann shared the following start of school highlights:

- Paul continued its staggered orientation approach and made appropriate adjustments impacting online practices, platform training, and intentional engagement strategies, in light of distance learning feedback from the Spring.
- Enrollment numbers are still increasing, and our percentage of our budgeted enrollment met has now exceeded 96%.
- Student support services for both schools include a total of 8 clinicians to address socioemotional deficiencies and mitigate the impact that trauma has caused in light of the pandemic

- Schoolwide MAP Assessments began this week, and Ms. Spann discussed proctoring practices to increase connectivity with students and reflect proactive learning.
- Staff members have been involved in extensive real-time professional development to fine tune technical skills and troubleshoot nuances.

### School Performance

Dr. Wright discussed the historical performance of the organization and where we landed with respect to the strategic plan for SY19-20. She also reviewed the proposed goals for 2020-2021 vetted through the School Performance Committee. Numerous data points were omitted in light of PARCC testing decisions made in light of the pandemic. Dr. Wright informed the board OSSE plans to give PARCC in the Spring of 2021, but an abridged version, assuming students will return to in-person instruction.

### Treasurer's Report

Mr. Henderson echoed Dr. Wright's sentiments about the Student Support accommodations and services. He also spoke to meal services available and plans to support with delivery needs as they arise. Paul decided not to hire the additional 7-8 teachers referenced in budget passed in July, saving us about \$50K each month they are not hired.

Ms. Albright reminded board members to review the list of vendors that were paid more than \$5K in FY20, and to sign the corresponding Conflict of Interest.

### New Business

Ms. Albright asked Dr. Wright to briefly explain the School Safety Omnibus Act, which requires the signature of all board members. Next, she and Dr. Wright informed the board that there will be a shift of board practices (regarding committee discussions, full board discussions, and Executive Sessions) in October due to new legislation under the Open Meetings Act.

Ms. Albright shared the list of Board Goals and duties agreed upon during June's meeting, and opened the floor for feedback on committee assignments. The Board decided to specify the duties associated with monitoring academic performance to meet charter continuance conditions. The Executive Committee will develop a timeline for the goals and share upon completion. Ms. Albright asked for a motion to approve the six high- level board goals, and Mr. Ward and Mr. Fine simultaneously moved to approve the motion. The motion was approved unanimously.

### Closing

Ms. Albright adjourned the meeting at 7:06pm, and board members transitioned to their Executive Session.

**Board of Trustees  
Meeting Minutes  
September 22, 2020**

**Members Present:**

Erin Albright  
Jackie Beatty  
Ryan Evans  
Janisa Hayes  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Jeff Nellhaus  
Sterling Ward

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Director of Operations*  
Charlotte Spann, *Director of Schools*  
Tracy Wright, *Chief Executive Officer*

*Meeting conducted via Zoom*

**Opening**

Ms. Albright called the meeting to order at 6:00pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked Board members if there were any additions or corrections to the minutes of the August board meeting. There being none, Ms. Albright asked for a motion to approve the minutes. Mr. Ward so moved, and Ms. Jones seconded the motion. The motion was approved unanimously.

**CEO's Report**

*Academic Data*

Dr. Wright shared a high-level review of the first iteration of the MAP Assessment, specifically noting the progress from March 2020, when students entered distance learning. All grades and content areas met or exceeded growth targets except 8<sup>th</sup> and 9<sup>th</sup> grade ELA, and aside from the fine tuning necessary in those areas, Paul's overall virtual learning approach has resulted in academic success.

Dr. Wright shared preliminary PMF report cards, powered by PCSB's projection tool. Mr. Nellhaus asked Dr. Wright to discuss how MAP projections directly correlate with PMF scores, so she explained that process and calculations, and how RIT scores are analyzed. She also confirmed that MAP is (and has been) closely aligned with middle school data, and that high school students have been able to meet and exceed growth targets. Paul administrators will continue to monitor the data and discuss during the School Performance Committee meetings, to determine master of grade level standards.

### *Attendance*

Dr. Wright spoke briefly of Paul's attendance rates and emphasized that although we have roughly 31 children who are not regularly reporting to virtual classes, this is a city-wide concern, as Washington DC has a total of 20,000 students who are currently not participating in distance learning.

### *Support Services*

Paul's department of Student Support Services has put are several plans in place to sustain the mental health and pandemic navigation of both staff and students.

### *Strategic Plan*

Dr. Wright shared updated goals and edits of the Strategic Plan, and reasoning behind each shift.

### **Treasurer's Report**

Mr. Henderson shared financial documents reflecting 717 students instead of the 748 budget for. The shifts due to the pandemic have had a financial shortfall of \$754K primarily from per pupil allocation and facilities connected with each student. Mr. Henderson ensured that a plan is in place for every enrollment and expense scenario. Though we are \$754K behind in revenue, we are \$371K ahead in expenses.

### **New Business**

Dr. Wright spoke in depth of the Open Meetings Act, and reviewed regulations and Paul's planned course of action. To adhere to the Open Meetings Act, Paul will ensure the following practices are in place by October 2020:

- Paul will use Zoom to host our meetings and stream live on Paul's YouTube account
- All open meetings will be saved on YouTube, Facebook, and the Zoom account of the host (M. Bundy), posted within 7 days of recording, and preserved for 5 years.
- To mitigate interruptions during the meeting, observers cannot enter the Zoom room. Comments will be turned "off" on both platforms, but we will provide the [info@paulcharter.org](mailto:info@paulcharter.org) email in the description box for observers to utilize if there are questions or concerns.
- Closed sessions must be recorded and saved in the "Board Secretary's" Zoom account and the reason for "closing the meeting" must be identified and stated in advance (i.e., noted on the agenda).
- A new section of Paul's website will be a hub to access all resources pertaining to board members and meetings. This includes:
  - Annual Meeting Calendar and Links
  - Date, Time, Location, Agenda, Closed Meeting Notification
  - Recordings of past meetings
  - Notes pertaining to upcoming meetings
  - Contact information for the Board Chair and CEO
  - Redlined versions of minutes created by M. Bundy and edited by E. Albright will be posted within 30 days of board meetings, and refreshed once voted upon

Dr. Wright concluded by relaying best practices suggestions regarding Committee meetings, and governance implications as they relate to Executive Sessions.

In light of the shifts necessary to be in compliance with the Open Meetings Act, Ms. Jones and Ms. Mahony proposed shifts to Paul's bylaws, specifically regulations leading to executive session, and redefining the quorum minimum.

After a clarifying discussion ensued, Ms. Hendrix motioned to approve the amended bylaws, and Mr. Evans seconded the motion. The motion was approved unanimously. If there are fewer than eight members in attendance at any board led meeting, it is not subject to regulations of the Open Meetings Act.

### **Closing**

Ms. Albright adjourned the meeting at 7:37pm, and board members transitioned to their Executive Session, during which members will decide if/ when trainings will be held that would not need to be recorded under the Open Meetings Act.

**Board of Trustees**  
**Meeting Minutes**  
**October 27, 2020**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Jackie Beatty  
Daniel Fine  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Pamela Taylor  
Sterling Ward

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Director of Operations*  
Charlotte Spann, *Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:03pm.

**Term Renewal**

Mr. Fine, trustee and Finance Committee chair, has agreed to renew his three-year term, and will serve as a board member until 2023. Ms. Beatty, parent trustee, has agreed to serve as a board member until her scholar graduates in 2021.

Mr. Ward moved to approve the renewals, and Ms. Taylor seconded the motion.

The motion was approved unanimously, as the following members voted in favor of these term renewals:

Erin Albright  
Gina Mahony  
Kemba Hendrix  
Daniel Fine

Jackie Beatty  
Pamela Taylor  
Sterling Ward  
Christina Jones

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the September Board Meeting. Ms. Hendrix moved to approve the minutes, and Ms. Jones seconded the motion. The motion was approved unanimously, as the following members voted in favor of the minutes, as written:

Erin Albright  
Gina Mahony  
Kemba Hendrix  
Daniel Fine

Jackie Beatty  
Pamela Taylor  
Sterling Ward  
Christina Jones

## **CEO's Report**

### *Academic Data*

Advisory 1 interim assessments concluded last week, and board members will have the opportunity to engage in the data discussion during the School Performance Committee meeting next month. During this session, MAP data from the beginning of the year will be compared to interim data, to gauge how well Paul is fairing in academic progress, as a result of distance learning. As a note, interim assessments focus on grade level material.

Also, place- based SAT administration occurred this month, and all 93 seniors took the exam on either the original or make-up date.

### *Attendance Data*

Paul's attendance rates are currently on target, at roughly 95% in the Middle School and 93% in the High School. Mr. Fine inquired about in- seat attendance reporting, to which Ms. Spann explained that if a scholar logs into class for one of the 70-minute blocks via Zoom, they are reported as "present" for the day, on Paul's internal PowerSchool system. However, EdOps reports on each block of the day, and that analysis is connected to direct instruction (as opposed to, for example, attendance on an asynchronous learning day).

### *Disciplinary Data*

Paul's current disciplinary data involves fewer than two suspensions per school, for Advisory 1, due to scholars displaying inappropriate materials during class time on Zoom.

### *Upcoming Events*

Dr. Wright explained Paul's approach to MySchoolDC's virtual EdFest this December, specifically our plan to highlight our strategies for student success during distance and hybrid learning.

Ms. Spann informed the Board that in lieu of focusing our Giving Tuesday campaign on international travel, this year, funds will be allocated to collegiate technology. Paul is aiming to raise capital for underserved, but very deserving, 2021 Seniors who may need laptops, tablets, software, speakers, or other electronics for their first year of college.

Ms. Spann and Dr. Wright also discussed Paul's search for a suitable vendor to support school-wide anti-bias training. This is projected to be multifaceted and multi-year work, but with the financial support of Ms. Spann's cohort within the Manati Group, an examination of our structures and functionality should inform possible outcomes to mitigate implicit bias within organization that may be unintentionally impacting scholars.

## **Treasurer's Report**

As the annual Enrollment Audit concludes, Paul will submit 713 as its Certified Enrollment number. This is 35 students fewer than anticipated, primarily due to COVID-19 related issues and concerns.

Overall, Paul is in a strong financial position this year, and better what presented last month (due to a typo/ error in the last slide deck from EdOps). The current decrease in revenue is offset by a higher number of SPED students than our budget forecasted and savings in utilities/ facilities due building closure.

**New Business**

There was no new business presented at this time.

**Closing**

Ms. Albright adjourned the meeting at 6:38 pm, and no Executive Session was called. It was determined offline and communicated to the Board that they will convene again on December 1, 2020 for the last board meeting of the calendar year.

**Board of Trustees**  
**Meeting Minutes**  
**December 1, 2020**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Jackie Beatty  
Daniel Fine  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Pamela Taylor

**Admin Present:**

Jewel Brooks, *Marketing and Communications Manager*  
Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Director of Operations*  
Charlotte Spann, *Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:00pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the October Board Meeting. Mr. Fine moved to approve the minutes, and Ms. Mahony seconded the motion. The motion was approved unanimously, as the following members voted in favor of the minutes, as written:

Erin Albright  
Gina Mahony  
Kemba Hendrix

Daniel Fine  
Jackie Beatty  
Pamela Taylor

**CEO's Report**

*Upcoming Events*

Ms. Brooks shared Paul's Giving Tuesday initiative- supporting scholars through Technology Assistance Program for Seniors of 2021. Donations made will provide hardware, software, appliances, cloud storage, and other electronic items to support well rounded scholars, whether they begin their collegiate experience at home or on campus.

Ms. Spann shared the restructuring of EdFest and discussed processes to encourage enrollment on a virtual platform, including an open house one week prior to EdFest and registering parents for virtual booth appointments.

Paul PCS has entered its accreditation renewal process with the American Academy for Liberal Education. A joint self-study is underway, and virtual site visits will be conducted in Spring 2021.

Per the Omnibus Act, Title IX and Mental Health trainings are almost complete for staff, and we will begin working on similar trainings for scholars during the second and third advisories. The New Teacher Project's insight surveys will be administered over the coming weeks, to collect data on the distance learning experience for teachers. This data will be shared with the full board in February.

#### *Academic Updates*

Paul PCS will begin planning for high stakes testing, such as PARCC, ACCESS (for English Learners), MSAA (for scholars with Special Needs). ACCESS must be administered on-site, but school leaders are still waiting for a city-wide announcement regarding the delivery of other exams.

The School Performance Committee slide deck was shared, containing Advisory 1 Interim Assessment Data. Advisory 2 Mid-quarter Assessments are still being scored, and data will be shared with SPC upon completion.

#### **Treasurer's Report**

Mr. Henderson confirmed the enrollment audit's verification for funding for 716 students. There are financial implications of the enrollment shortfall, but it still leaves the school with 88 days cash on hand by the end of this school year.

One highlight that differed from recent finance reports is the Medicaid reimbursement for services provided roughly two years ago. Mr. Henderson explained this accounting rule in detail and spoke to the turnover time for services provided this year as well.

Mr. Fine added that most of early 2021 will be focused on the SY2021-2022 budget, and any staffing model shifts should Paul re-enter in- person learning prior to Fall 2021.

#### **New Business**

Ms. Albright shared ways to stay connected with Paul via virtual classroom visits, and on a digital platform, including newsletter subscriptions and social media accounts. She also reminded board members that all are invited to committee meetings, even if they do not serve on said committee. Interested members should reach out the committee chairs.

As the Board begins recruitment efforts for one additional trustee, Ms. Mahony and Ms. Jones will develop a "job description" to circulate among Paul's networks and those of the Board. An ideal candidate would be engaged in the social services, nonprofit, or mental health behavior arenas, or would be closely connected to the Latinx community. Board members were asked to send Ms. Jones or Ms. Mahony recommendations before they connect with Education Board Partners for recruitment.

#### **Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 6:48 pm.

**Board of Trustees**  
**Meeting Minutes**  
**January 26, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Jackie Beatty  
Ryan Evans  
Daniel Fine  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Jeff Nellhaus  
Kathy Quigley  
Sterling Ward

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Executive Director of Operations*  
Charlotte Spann, *Executive Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:03pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the December Board Meeting. Mr. Fine moved to approve the minutes, and Mr. Nellhaus seconded the motion. The motion was approved unanimously, as all present members voted in favor of the minutes, as written:

Erin Albright  
Gina Mahony  
Jeff Nallhaus  
Christina Jones  
Janisa Hayes

Daniel Fine  
Jackie Beatty  
Sterling Ward  
Ryan Evans

## **CEO's Report**

### *Governance*

Paul PCS is still in its accreditation renewal process with the American Academy for Liberal Education. A joint self-study will be submitted in mid- February, and virtual site visits will be conducted in Spring 2021.

Prior to our upcoming strategic plan revision, Dr. Wright plans to lead a conversation about the addition of a 5<sup>th</sup> grade class with the Executive Committee, School Performance Committee, and the full board in the coming months. A follow up with PCSB regarding shifts and goal revisions will not occur until July 2021.

### *Academic Data*

Dr. Wright shared Winter MAP data with the School Performance Committee and shared the results in a slide deck with the entire board. Overall, this data has shown scholars progressing at the same rate in virtual learning as in place-based learning last year. Paul's school leaders are working to determine what can be done differently when scholars return to place-based learning, so all scholars are exceeding virtual learning data. In-person learning will resume for hand selected high need EL scholars and scholars with IEPs in mid-February. As of Advisory 3, there will be scheduling shifts for virtual learning, specifically making all remaining Fridays in SY20-21 Asynchronous. This shift is to allow scholars time to work on extensive projects and participate in office hours, while affording staff professional development and data analysis opportunities, individual planning time or hosting office hours, and time for culture-related grade level meetings.

### *Overall Updates*

It has been confirmed that PARCC will be administered remotely in the Spring, and school teams are working diligently to establish compliant and effective processes for this high-stakes test. There has been a strong push from the DC Charter alliance to not publicize PARCC results; Dr. Wright will provide updates to individual committees as they are made available.

Ms. Mahony inquired about vaccination proceedings, to which Mr. Henderson admitted the process has been less than ideal for teachers thus far. Shipment issues resulted in a delay in the portal opening, but some Paul staff have in fact been able to register for the vaccine.

Ms. Mahony also asked how families are responding to in-person learning efforts, and Ms. Spann assured all measures are being explored to provide parents with support with transitioning their students back to place- based learning. Parents are being updated regularly and encouraged to provide feedback during Parent Action Groups, Café con Chisme, and Student Led Conferences.

### *Enrollment Data*

High School application rates are close to last year's winter numbers (138 applicants in 2021 vs 142 in 2020). More High School applicants are selecting Paul PCS as one of their top three choices, compared to this time last year (63 in 2021 vs 59 in 2020).

Middle School application rates are pacing behind last year's winter numbers (90 applicants in 2021 vs 132 in 2020). Fewer Middle School applicants are selecting Paul PCS as one of their top three choices (50 in 2021 vs 86 in 2020).

*Teacher Satisfaction Data*

Data collected by The New Teacher Project will be unpacked during a leadership retreat this Thursday and will be reviewed with the School Performance Committee in February.

**Treasurer's Report**

Mr. Henderson reviewed staffing shifts in response to enrollment, and what costs Paul has incurred to support SPED and high need scholars, and funds saved due to food reimbursement policies and more shelf-stable meals. Mr. Henderson and Mr. Fine confirmed that Paul's overall financial health is looking better than it has in previous months.

**Committee Reports**

Ms. Albright opened the floor for Executive Committee and School Performance Committee questions. There were none at this time.

**New Business**

Recruitment for a new board member is still underway. An ideal candidate would be engaged in the social services, nonprofit, or mental health behavior arenas, or would be closely connected to the Latinx community. Board members were asked to send Ms. Jones or Ms. Mahony recommendations before they connect with Education Board Partners for recruitment.

**Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 6:41 pm.

**Board of Trustees**  
**Meeting Minutes**  
**February 23, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Jackie Beatty  
Ryan Evans  
Daniel Fine  
Janisa Hayes  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Jeff Nellhaus  
Pamela Taylor  
Sterling Ward

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Executive Director of Operations*  
Charlotte Spann, *Executive Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:02pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the January Board Meeting. Mr. Nellhaus moved to approve the minutes, and Ms. Jones seconded the motion. The motion was approved unanimously, as all present members voted in favor of the minutes, as written.

**CEO's Report**

*Governance*

The American Academy for Liberal Education self-study was submitted as a next step for our 5- year reaccreditation, and virtual site visits are set to be conducted in Spring 2021.

### *Academic Data*

The School Performance Committee discussed interim assessment data for Advisory 2 and confirmed virtual performance has been significantly higher than that of previous years. However, comparing Advisory 1 to Advisory 2 data, findings were mixed. This informs our decision to return to in person learning incrementally.

Attendance rates are currently up in both schools, but it was noted that 9<sup>th</sup> graders have had a high level of absences overall, so plans are in place to familiarize staff with scholar subgroups to help re-engage these scholars with the use of individualized plans and check ins encouraging them to finish the year strong.

### *Enrollment Data*

We are currently pacing behind the marks set in previous years in the middle school, but it has been confirmed that this issue is not Paul- specific. Kindergarten- 8<sup>th</sup> Grade schools have average enrollment rates that are down 40% across the city, and high schools are down 15% across the city. Some reasons for lagging enrollment range from admitted discomfort with returning to in-person learning to persistent issues with technology and/or platforms.

### *Teacher Satisfaction Data*

Paul's Instructional Culture Index is the same this year as it was last year for our Middle School. The High School has declined somewhat, likely due to intense expectations set in efforts to exclude Paul from the learning loss narrative schools perpetuate city wide.

Focus groups of staff and parents will be formed to obtain and implement feedback regarding the rigor of our virtual program as we plan for SY21-22.

### *Distance Learning Updates*

Returning to in-person learning will be complex, as there will be a limited number of seats available to safely conduct school in the building. There are still limitations on the number of students allowed in pods, and adults allowed to move within the pods, but the Executive Team (in collaboration with the DC Charter Alliance and other local schools) is diligently working on different models in which students can learn safely and effectively next school year.

The small groups of high need students who report to the building currently will finish out the year in this way. As of now, summer school will be held virtually- focusing on recovery work for the first two weeks, and then open programming for work addressing learning loss.

Paul PCS is working on ensuring comfort levels of staff returning to the building, regarding the place-based protocols. As of now, about one third of staff members are interested in receiving the COVID-19 vaccine, although it has been clear it is not mandatory to return to school.

## **Treasurer's Report**

The proposed SY21-22 budget will be shared at the April board meeting, for feedback. The full-time employees that were not hired to support the hybrid model have provided savings for the SY20-21 model. There is a strong debt coverage due to the PPP loan, but the school is well above the covenant's agreement, either way.

## **Committee Reports**

Ms. Albright opened the floor for Finance Committee and School Performance Committee questions. Mr. Nellhaus noted that during his conversation with EdOps about the Interim Advisory Assessments, cut scores will be reevaluated to obtain more accurate gauges of learning loss.

## **5<sup>th</sup> Grade Expansion Exploration**

Dr. Wright provided framing for the year of study to explore offering 5<sup>th</sup> grade at Paul PCS. This addition would not necessitate an amendment to our charter, as it already includes a 5<sup>th</sup> grade class. She shared a preliminary high level research plan, including launching programming with a 25- student 5<sup>th</sup> grade class. Adding a new grade allows for a smoother transition to middle and high school grades, aligns our entry options to more common charter transition grades, and increases enrollment numbers in grades where the achievement gaps are less significant.

Over the next month, the proposal will be updated to respond to the questions raised by board members. In April, the board will decide whether to proceed with detailed planning. In June, the board will determine whether to proceed with the set-up of new grade. If so, work will continue over the summer, and the board will vote in October whether to open enrollment for the new grade. The board provided a number of questions and suggestions, to be addressed by Dr. Wright and her team during next month's board meeting.

## **New Business**

Recruitment for a new board member is concluding soon. Of the five interviews conducted so far, Ms. Jones has three promising candidates she will propose move to the interview stage.

## **Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 7:43 pm.

**Board of Trustees**  
**Meeting Minutes**  
**March 23, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Jackie Beatty  
Daniel Fine  
Janisa Hu  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Jeff Nellhaus  
Kathy Quigley  
Pamela Taylor

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Executive Director of Operations*  
Charlotte Spann, *Executive Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:03pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the February Board Meeting. Mr. Nellhaus moved to approve the minutes, and Ms. Jones and Ms. Hu simultaneously seconded the motion. The motion was approved unanimously, as all present members voted in favor of the minutes, as written.

**CEO's Report**

**Distance Learning and Planning Update:**

- Paul is almost prepared to reopen next school year, as it pertains to programming and logistics (this includes several variations of learning models to accommodate parents with different comfort levels). Paul is essentially reformatting the hybrid model that was scheduled to be in place for the current school year but was not implemented due to guidelines provided by the DC Department of Health.

#### Student Achievement:

- PARCC has been cancelled for Spring 2021, and the School Performance Committee will discuss implications and address assessments in depth. Paul will instead implement an Advisory 4 assessment to collect student achievement data.
- Summer School planning began this week, focusing on four major target areas: Grade Recovery, IEP and EL scholars, Remediation, and Enrichment (including PSAT/ SAT/ AP Boot Camps).
- AP testing will primarily be administered virtually in May (with the exception of two tests that are not offered virtually at all).

#### Enrollment:

- In person enrollment will begin April 5<sup>th</sup>, and re-enrollment efforts and incentives are being developed by school leadership teams.

#### Staffing:

- We are fully staffed in the middle school and almost fully staffed in the high school for next school year. The two SPED vacancies remaining are due to two current SPED teachers transitioning to general education.

#### 5<sup>th</sup> grade expansion:

- The Board and Executive Team Members engaged in an in- depth presentation explaining the levels of rationale behind adding a 5<sup>th</sup> grade class to Paul. The Board will vote in April to continue exploring this option and plan for the addition in a more logistical and granular way.

#### **Treasurer's Report**

Mr. Fine confirmed that Paul's financial health is improving monthly, as there is more certainty around the school model and planning for the near future.

Mr. Henderson added that, though the enrollment numbers are not consistent with those of previous years, Paul doesn't anticipate significant attrition during prior to and during the 2021-2022 school year.

#### **Committee Reports**

Ms. Albright opened the floor for Committee Chairs to discuss their meeting minutes and subsequent plans.

#### **New Business**

##### Governance:

Education Board Partners are hosting a day-long training on April 29<sup>th</sup> as a professional development opportunity for board members. Ms. Albright will circulate the invitation and details to the full board.

#### **Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 7:38 pm.

**Board of Trustees**  
**Meeting Minutes**  
**April 27, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Jackie Beatty  
Daniel Fine  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Roxana Mondragon- Motta, *newly appointed*  
Jeff Nellhaus  
Floyd Taliaferro, *newly appointed*  
Pamela Taylor

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Executive Director of Operations*  
Charlotte Spann, *Executive Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:01pm.

**Board Term Renewals**

Ms. Albright announced the expiration of board terms for Sterling Ward and Jeffrey Nellhaus. She briefly shared their professional background and contributions to the Board and school during their terms. Ms. Albright moved to approve the three-year term renewals of Mr. Ward and Mr. Nellhaus. Ms. Mahony seconded the motion. The motion was approved unanimously.

**New Board Members**

The Governance Committee and Executive Committee hosted interviews with prospective board candidates that met the preferences specified in previous board meetings. Ms. Jones shared the professional experiences and potential contributions of two candidates, Floyd Taliaferro and Roxana Mondragon- Motta. Mr. Taliaferro offers a fresh perspective on socioemotional learning and mental health in an educational atmosphere. Ms. Mondragon- Motta has availed pro-bono legal services for immigration matters and could be a great support for our Latino/Latina and English Learner (EL) students. Committee members present during the candidates' interviews offered additional insight, and Ms. Albright opened the floor for motions to nominate the candidates. Ms. Hendrix moved to approve the addition of Mr. Taliaferro to the Board. Ms. Taylor seconded, and the motion was approved unanimously. Mr. Nellhaus moved to approve the addition of Ms. Mondragon- Motta to the Board. Ms. Mahony seconded the motion, and the motion was approved unanimously.

## **Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the March Board Meeting. Ms. Jones moved to approve the minutes, and Ms. Taylor seconded the motion. The motion was approved unanimously, as all present members voted in favor of the minutes, as written.

## **CEO's Report**

### *School Updates:*

Dr. Wright informed the Board that in light of new mandates from the Office of the Mayor, Paul's plan to use a hybrid model for scholars beginning Fall 2021 has now shifted to a full capacity and 5-day week in person learning. Paul is awaiting guidance from Mayor's office and OSSE regarding families that prefer to continue with distance learning. Significant planning and preparation meetings are underway to comply with this new regulation.

OSSE approved the accountability and state testing waiver, so it has been confirmed that Paul will not administer PARCC in the Spring but will have an Advisory 4 Interim Assessment and continued MAP testing until the end of the school year. Mr. Nellhaus mentioned the possibility of PARCC being held in the Fall. Details and confirmation are forthcoming.

### *Enrollment:*

There are approximately 900 active potential students in our pool for enrollment. This number exceeds that of SY19-20, when we met our enrollment target, and significantly exceeds that of SY20-21 during the beginning of distance learning.

### *5<sup>th</sup> Grade Expansion:*

Dr. Wright provided framing for our expansion efforts and a draft of a timeline to proceed with adding a 5<sup>th</sup> grade class to Paul. It was agreed in both committee and full board meetings that a vote would occur this month to approve the allocation of resources necessary to gain a clearer understanding of what this expansion entails. After an in-depth discussion, Ms. Taylor moved to approve moving forward with the planning process for the 5th grade expansion. Ms. Jones seconded the motion, and the motion approved unanimously.

## **Treasurer's Report**

In proposing the FY22 budget, Mr. Henderson explained the rationale behind the major implications for the SY21-22 budget, including addressing learning loss, reestablishing school culture, and focusing on reopening doors to scholars 5 days per week for in person instruction and still providing a hybrid option for families uncomfortable with returning in person. The budget target will be largely based on an enrollment of 720 students (though we are aiming for 760) and supported by a proposed increase in per-pupil funding, CARES Act and Recovery Funding. On the expense side, Paul is prepared to support an adjusted teacher/ staffing model, and financially prepare for the substantial increase in food service costs, as the major facilities needs were accounted for in the FY21 budget.

Mr. Fine summarized that there has been a major increase in federal revenue due to pandemic relief programming for public schools, and while Paul has an anticipated revenue of \$20 million, the expenses before debt service total \$18.8 million, before capital expenditures. Paul should be in a



comfortable financial space for our debt service coverage, our cash balance is expected to decrease \$200K. The overall aim for FY22 is to budget with days of cash above 90.

## **Committee Reports**

Governance Committee:

Ms. Jones and Ms. Mahony discussed changes in the Board Member Agreement, to include updates in training and attendance requirements, and clarity around financial contributions. Board members with longer terms will be partnered with newer board members to serve as a mentor and acclimation support, specifically as it pertains to Paul's Board materials, standards, expectations, and culture.

## **New Business**

There was no new business to discuss at this time.

## **Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 7:48 pm.



**Board of Trustees  
Meeting Minutes  
May 25, 2021  
Meeting conducted via Zoom**

**Members Present:**

Erin Albright  
Jackie Beatty  
Daniel Fine  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Floyd Taliaferro  
Pamela Taylor

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Executive Director of Operations*  
Charlotte Spann, *Executive Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:02pm.

**New Board Members**

Dr. Wright shared with the Board that the candidate slated to be voted upon today plans to be officially appointed to the Board over the summer. This vote has been postponed.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the April Board Meeting. Ms. Taylor moved to approve the minutes, and Mr. Nellhaus seconded the motion. The motion was approved unanimously, as all present members voted in favor of the minutes, as written.

**CEO's Report**

*5th Grade Expansion Plan*

Paul PCS has completed its Request for Proposal for the 5th Grade Expansion Plan and will be posted this week. Mr. Henderson had a discussion today with representatives from Catalyst Ed, a company funded in part by the New Schools Venture Fund. The next interview is with Aftin, a recommendation from EdOps. Both companies are accustomed to this particular type of expansion and have beneficial resources and knowledge of the DC landscape.



### *Reaccreditation with AALE*

AALE will conduct classroom observations and leadership interviews June 1-9.

### *PCSB Conditions*

PCSB reopened its COVID policy for public comment during the May meeting, and it was determined that conditions for SY21-22 will not be monitored. If conditions are set to end with a particular school during the upcoming school year, they will be released and not reevaluated during SY22-23. Paul PCS is waiting to hear from OSSE regarding the Star Framework and the stipulations related to their benchmarks.

### *Enrollment and Staffing Updates*

Paul has met and exceeded enrollment completion goals and are on target with pre-COVID predictions (the original SY20-21 goals). 96% of staff roles have been filled for SY21-22.

### **Treasurer's Report**

The SY21-22 budget that was proposed in April will be the same version voted upon. As a reminder, the focus areas of the funds are investment, recovery, COVID-19 regulations, and safety. Expenses are lower and revenue is higher than this time last year since we were fully virtual, so we should have over \$7 million in cash and investments at the end of the fiscal year. The budget is still based a 720-student enrollment, and because internal goal is much higher, the hope is to exceed enrollment and begin the school year cash- positive. Mr. Fine moved to approve the budget as written, and Ms. Albright seconded the motion. The floor was open for comment, and after a vote, the budget was approved unanimously.

### **Committee Reports**

Mr. Nellhaus announced that the waiver for PARCC has been confirmed for 2021. The next PARCC administration will be Spring 2022. Dr. Wright added progress monitoring will still be in place in form of a Continuing Education Plan through OSSE.

### **Closing**

Ms. Albright briefly discussed the June board meeting and retreat format and agenda and asked board members to look out for the Education Board Partners survey for a self-study/ self-rating.

Dr. Wright provided commencement updates and invited the full board to attend.

There being no further business to address, Ms. Albright adjourned the meeting at 6:42 pm.



**Board of Trustees**  
**Meeting Minutes**  
**June 22, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Ryan Evans  
Daniel Fine  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Kathy Quigley  
Floyd Taliaferro  
Pamela Taylor  
Jennifer Ubiera

**Admin Present:**

Monya Bundy, *Executive Operations Coordinator*  
Will Henderson, *Executive Director of Operations*  
Charlotte Spann, *Executive Director of Schools*  
Tracy Wright, *Chief Executive Officer*

**Opening**

Ms. Albright called the meeting to order at 6:15pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the May Board Meeting. Mr. Nellhaus moved to approve the minutes, and Ms. Jones seconded the motion. The motion was approved unanimously, as all present members voted in favor of the minutes, as written.

**CEO's Report/ Year End Review**

Dr. Wright, Mr. Henderson, and Ms. Spann used this time to reflect upon SY 2020-2021 and share projections for SY2021-2022. Overall, the adaptability and resilience of staff paired with the commitment of students made for a successful virtual school year.

**Treasurer's Report**

Mr. Henderson reiterated enrollment projections and cash positioning mentioned in last month's meeting. Regarding enrollment, Paul is outpacing pre-pandemic (SY19-20) numbers, and budgetary shifts will be made conservatively upon submission of enrollment totals in the Fall.

**New Board Member**

Ms. Jones introduced board candidate, Jennifer Ubiera, to the full board. Ms. Ubiera is an Organizing and Advocacy Associate with the Georgetown University Juvenile Justice Initiative. She represents court- involved youth in DC's delinquency system and leads initiatives and community coalitions focused on ending the school to prison pipeline in DC. Ms. Jones believes she will be an ideal candidate for the Board, as she can inform work in our disciplinary systems and its impact on our scholars. Ms. Jones moved to approve Ms. Ubiera's appointment to the Board, and Ms. Taylor seconded the motion. The motion was approved unanimously.

### **Slate of Officers**

Ms. Albright shared proposed shifts to the Executive Committee due to the recent resignations of Ms. Jackie Beatty and Ms. Janisa Hu. These shifts include Ms. Jones serving as the Board Secretary, and Mr. Evans, Mr. Nellhaus being added to the Executive Committee. Ms. Taylor moved to approve the new officers and committee members, and Ms. Hendrix seconded the motion. The motion was approved unanimously.

### **New Business**

Mr. Henderson opened the floor for discussion of Paul's internet use policy, as it pertains to the Child Internet Protection Act. He explained Paul's processes for monitoring internet use via Chromebooks, WIFI, and Paul email accounts. These policies are also listed in the Employee and Family handbooks, which will be shared with the full Board prior to the start of the next school year.

### **Closing**

There being no further business to address, Ms. Albright moved to adjourn the Board of Trustees meeting and proceed to a private training, development, and evaluation segment of the Annual Board Retreat. Mr. Nellhaus seconded the motion, and the motion was approved unanimously. Ms. Albright adjourned the meeting at 7:01 pm.