

**Board of Trustees**  
**Meeting Minutes**  
**August 24, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Daniel Fine  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Floyd Taliaferro  
Pamela Taylor  
Jennifer Ubiera  
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 June Board Meeting. Ms. Mahony moved to approve the minutes, and Ms. Jones and Mr. Ward simultaneously 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*

Paul has partnered with DeliverEd to conduct focus groups and data analyses in alignment with the 5<sup>th</sup> Grade Expansion workplan. Paul's charter confirms that we are authorized to serve Grades 5-12 and no permission is required from The Public Charter School Board. After reviewing findings in October, a board vote will be held in November, and Paul will notify PCSB and My School DC of enrollment projections.

**Treasurer's Report**

Mr. Henderson confirmed we are starting SY21-22 in a strong cash position, investing primarily in the culture and safety of the school. We received more Title I revenue due to altered standards with Free and Reduced Lunch forms based on SY20-21 application numbers. The Summer School expense line is higher than budgeted for due to recovery work to close COVID- related gaps. Mr. Fine has resigned from the Board of Trustees and Mr. Ward will serve as the new Finance Committee Chair.

**New Business**

Ms. Albright shared final 5<sup>th</sup> Grade Expansion updates and voting proposal, in alignment with the Board's workplan. It was confirmed that a vote cannot occur via email, and we must provide public notice for our next vote (ideally held within 1-2 weeks of the October Board Meeting). Proposed dates will be circulated next month.

Ms. Albright and Mr. Henderson spoke briefly on the mandatory Conflict of Interest forms and Vendor List, which all members should sign and return to Ms. Bundy before the October meeting.

**Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 7:02 pm.

**Board of Trustees**  
**Meeting Minutes**  
**September 28, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Pamela Taylor  
Jennifer Ubiera  
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 6:05pm.

**New Trustee**

Ms. Andrea Deadwyler has been nominated as a Paul PCS Parent Trustee. Ms. Jones elaborated on Ms. Deadwyler's extensive experience in government and within the Office of Inspector General, and her potential contribution Finance Committee. Ms. Deadwyler is passionate about her 10<sup>th</sup> grade scholar's academic experience and looking forward to strengthening the parent voice on the board. Ms. Jones motioned to approve Ms. Deadwyler as the newest board member. 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 August Board Meeting. Ms. Mondragon- Motta moved to approve the minutes, and Mr. Nellhaus seconded the motion. The motion was approved unanimously.

**CEO's Report**

*SY21-22 Updates*

Enrollment is set to close out next week, and at 733- 735 students, we have met our budgeted enrollment number.

Moving forward, the Executive Dashboard will compare our current data to that of SY2018-2019 (to reflect a full year of in person learning), and then 2019-2020 data for a more aligned/ comparative analysis.

### **COVID-19 Update:**

According to the Mayor's mandate, all employees, and athletes ages 12 and older must be vaccinated by November 1, 2021. This means the weekly testing option is ending, and will only be allowed for those with medical and religious exemptions. Paul is currently exploring on-site vaccination administration options.

We have had six positive cases in the building this school year and 35 scholars in total who tested positive this school year. We currently have 10 scholars quarantined based on close contact. No other COVID cases in the building have led to testing positive within the timeframe of their exposure.

Paul PCS's consolidated process for contact tracing is as follows

- Immediately communicate with the staff members the positive person has encountered
- Contact each close contact based on interviews, and inform each close contact that they must quarantine
- Inform individuals who shared the room with this positive person, but weren't a close contact, that they should self-monitor
- Once key people are notified, grade level leads are contacted by school leaders
- Grade level leads will ensure then students will utilize google classrooms, and help teachers prepare for a hybrid lesson
- If a teacher needs to be quarantined, they teach from home via Zoom, and the students are in class on the Zoom and there's a teacher/ sub/ adult in the classroom to supervise instruction

### **Treasurer's Report**

Mr. Henderson shared that most grade levels were close to the expected enrollment, but 6<sup>th</sup> grade is smaller, and 9<sup>th</sup> grade is larger than predicted. However, we were made aware of this fairly early in enrollment, so appropriate accommodations were made. Overall, Paul may have 17 scholars above budgeted, by the time of the audit.

### **New Business**

A brief discussion ensued regarding the mayor's mandate for students 12 and older, and all staff to be vaccinated, and its effect on the school year. Paul currently has 22 unvaccinated staff members, and only one so far who has proceeded with an exemption.

## **Closing**

The School Performance Committee will meet on October 25<sup>th</sup> for an in- depth 5<sup>th</sup> grade report. On October 26<sup>th</sup>, DeliverEd will deliver a high level version of the same report to the full board. The data report will be sent to the SPC prior to the meeting on October 25<sup>th</sup>.

On November 8<sup>th</sup> at 5pm, the SPC will make a recommendation to the Executive Committee (which will then meet at 6pm). On November 9<sup>th</sup>, the full board will vote on the 5<sup>th</sup> grade expansion.

There being no further business to address, Ms. Albright adjourned the meeting at 6:55 pm.

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

**Members Present:**

Erin Albright  
Andrea Deadwyler  
Kemba Hendrix  
Christina Jones  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Kathy Quigley  
Jennifer Ubiera  
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*

**Others Present:**

Julia Linfors, *DeliverEd*  
Josh Boots, *EmpowerK12*

**Opening**

After introducing Mrs. Deadwyler (newly appointed parent trustee) to the full board, Ms. Albright called the meeting to order at 6:10pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the September Board Meeting. Mr. Nellhaus moved to approve the minutes, and Mr. Ward seconded the motion. The motion was approved unanimously.

**CEO's Report**

Dr. Wright shared Paul's marketing campaign and year-long celebration commemorating 21 years as a charter school. This celebration is in lieu of a 20-year anniversary that would have occurred while students were virtual this time last year. Dr. Wright also provided a high-level overview of the impact COVID like symptoms have had on attendance rates. Finally, she shared new interim cut scores that were developed by EdOps to provide a more comparable analysis of PARCC scores. This data will be shared with the School Performance Committee in November.

## **5<sup>th</sup> Grade Expansion Capacity Review**

Ms. Linfors (DeliverEd) and Mr. Boots (EmpowerK12) shared the data they collected within the last three months to support the Board in making an informed decision to expand Paul PCS. During this process, the DeliverEd team collected qualitative data and conducted interviews with several stakeholders of the Paul community to determine whether or not the expansion would be positively received and supported. EmpowerK12 collected quantitative data, analyzing student achievement and enrollment data to determine the strength of programming and participation, and the likelihood of favorable data in years to come with a new class of students.

The Expansion Capacity Review findings determined that the duration of enrollment at Paul correlates with student achievement, thus leading the team to project adding a 5<sup>th</sup> grade class will improve academic success of Paul scholars. This includes being more adaptable to the culture of the school ("The Paul Way") and more receptive to interventions when introduced to the schoolwide behavior standards early in their academic careers. In a quantitative sense, by analyzing the MS STAR Framework reports, the projected net gain will be roughly 8 points once adding the 5<sup>th</sup> grade class.

Paul would need to enroll at least 16 students for the 5<sup>th</sup> grade its first year in order to reach projected enrollment targets in the future. If Paul is unable to meet the 16-student enrollment minimum, parents will be informed as early as late April/ early May so they can select another school for their rising 5<sup>th</sup> grade student. If the original target is met, and grows consistently, there is a 50/50 chance of fully enrolling two classes with 50 5<sup>th</sup> grade students in SY23-24.

Ms. Linfors noted that questions were raised amongst interviewees regarding the physical proximity of students, specifically with logistical concerns, movement, staffing, space, COVID protocols, and maturity variations. Dr. Wright and Mr. Henderson assured the Board that proper measures were in place to address all of these concerns.

Regarding educator fatigue and mental bandwidth, which was mentioned by interviewees and emphasized by Ms. Mondragon- Motta, Dr. Wright explained that the majority of the work involved with this expansion would be done by Network team members and will not be added to the workloads of teachers. Additionally, Paul is in a financial position to staff up, and will not expect current Middle School teachers to be responsible for teaching the added class.

Dr. Wright concluded by confirming that this addition would not destabilize the Middle School as Paul experienced with the addition of the High School. Mr. Ward elaborated on this sentiment.

### **Next Steps**

Any follow up questions about the presentation should be sent to Dr. Wright and Ms. Bundy, to then relay to the DeliverEd and EmpowerK12 teams. If the Board votes in favor

of the expansion, Dr. Wright will work with her team and the Board to determine an appropriate timeline.

**Closing**

The Finance Committee will meet on November 1<sup>st</sup>, and the Executive and School Performance Committees will meet on November 8<sup>th</sup>. On November 9<sup>th</sup>, the full board will convene to vote on the 5<sup>th</sup> grade expansion.

There being no further business to address, Ms. Albright adjourned the meeting at 7:23 pm.



**Board of Trustees**  
**Meeting Minutes**  
**November 9, 2021**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Andrea Deadwyler  
Kemba Hendrix  
Christina Jones  
Gina Mahony  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Pamela Taylor  
Jennifer Ubiera  
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 6:04pm.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the October Board Meeting. Ms. Taylor moved to approve the minutes, and Mr. Ward seconded the motion. The motion was approved unanimously.

**Board Departure**

Ms. Mahony's current 3-year term expires this month, and she has decided to resign from the Board of Trustees. Board members thanked her for her service, highlighting the monumental tasks she managed while serving as Chair.

**CEO's Report**

*Assessment Data*

Dr. Wright shared data discussed in the last School Performance Committee meeting, aligning A1 assessment data with the newly established cut scores (via EdOps). Overall, data showed strong performance in all areas except 8<sup>th</sup> Grade Math, and 9<sup>th</sup> Grade ELA and Math.

*Culture of Community*

Professional Development shifts have been made to support mental health of the staff members who are needing more time to adjust to shifts in workloads and being in person. Staff will now have the opportunity to participate in PD virtually on alternating Thursdays.

### *Paul '21*

Dr. Wright announced the year-long celebration underway to commemorate Paul's 21 years as a charter school. She encouraged members to participate in Giving Tuesday, supporting graduates who need financial support in their undergraduate studies in what has been coined Paul's "Safe Fund". Paul PCS is sure to verify the need of the student(s) who will receive these funds, but in essence, no former student is turned away financially, and can be awarded \$300-\$500. Paul is also hosting a gala on December 11<sup>th</sup> which board members are encouraged to attend. Proceeds from this event will also be added to the Safe Fund.

### *AALE Accreditation*

Paul received its reaccreditation confirmation from The American Academy for Liberal Education on November 5<sup>th</sup>. Paul will be accredited for another 5 years and will be monitored via interim reports to ensure suggestions and recommendations are implemented in the coming school years.

## **5th Grade Expansion**

After careful deliberation, Dr. Wright and the Executive Leadership of Paul proposes that the Board votes to approve the addition of a 5<sup>th</sup> grade class, but no sooner than the 2023-2024 school year. Due to the mental space and capacity of teachers, post-pandemic, this time is necessary for the school to restabilize.

The School Performance Committee believes that it may be difficult to enroll the encouraged 25 students for the first class of 5<sup>th</sup> grade students in light of the lingering pandemic and believes Paul should explore other means to stabilize enrollment in the meantime. The SPC will continue to analyze data and encourage pulse checks on the organization before launching this expansion.

The Finance Committee believes we are in a solid position to fund the expansion. Though it will require an investment on the front end (not expecting to exceed \$100K per year) but should stabilize and break even as enrollment increases in years to come.

The Marketing, Development, and Public Relations will focus on the planning and execution of this project, particularly narrowing down ideal target audiences and mapping out strategies to appeal to them.

The Executive Committee supports the proposal presented by Dr. Wright. As such, Ms. Albright motioned to approve the addition of a 5th grade class no sooner than SY 23-24. Ms. Jones seconded the motion, and the floor was opened for discussion.

Beginning in January, the School Performance Committee will work closely with Dr. Wright to determine the assessment data and markers to consider and monitor in SY 22-23. Dr. Wright will share with the staff that we're aiming for SY23-24 and if there are people who want to provide feedback, they are welcome to do so. It will be clear that we are working towards a self-contained 5th grade so that current staff members aren't greatly impacted. Foundational work and planning for this expansion will begin during SY22-23, but the timeline can and will be revised as the current school year progresses.

After the open discussion concluded, Ms. Albright restated her motion (which Ms. Jones seconded) and asked for the vote of each board member. The motion was approved unanimously.

**New Business**

Ms. Jones, Governance Chair, mentioned the potential removal of a board member, due to non-responsiveness. She will reach out to the individual over next 60 days to notify them of potential proceedings, and a follow up will be brought to the Board in January.

**Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 7:04pm.

**Board of Trustees  
Meeting Minutes  
January 25, 2022**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Andrea Deadwyler  
Kemba Hendrix  
Christina Jones  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Kathy Quigley  
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 6:05pm.

**Board Term Extension**

Ms. Quigley, our Parent Trustee, was slated to complete her board term in January 2022, but she has agreed to stay on the board until her daughter graduates in June. Mr. Nellhaus moved to approve the extension, and Ms. Hendrix seconded the motion. The motion was approved unanimously.

**Approval of Board Meeting Minutes**

Ms. Albright asked board members for a motion to approve the minutes of the October Board Meeting. Ms. Hendrix moved to approve the minutes, and Mr. Nellhaus seconded the motion. The motion was approved unanimously.

**CEO's Report**

*Enrollment*

Paul's enrollment numbers across all three schools are tracking ahead compared to data from this time last year. Though the Middle School is also tracking ahead with being a "top 3" choice amongst families, the High Schools are tracking behind in this subcategory. School leadership teams are developing strategies to stabilize enrollment and to accommodate an ideal master schedule, aligning with the facilities allotment to support up to 760 students (we currently already have a stable enrollment at 747 scholars).

*Strategic Planning*

Dr. Wright shared the timeline for Paul's strategic planning, the school model document, and strategic direction outline. The Executive Committee will review these plans in February and decide which board members will be involved in this process, and in what capacity (i.e., establishing data targets).

### **Treasurer's Report**

Mr. Henderson notified the board that Paul is projected to end this school year with 173 days of cash on hand, remaining in alignment with our covenant coverage ratio, budget, and recommendation from the Public Charter School Board. The March and April Finance Committee meetings will be focused on budget planning for SY22-23. The budget will be presented to the full board in April for review and will be voted upon during the May board meeting.

### **Operations Updates**

Paul continues to have fairly low COVID numbers, and in addition to the T3 Shield testing conducted weekly for selected students, staff members are required to submit weekly at home tests (provided by OSSE/ DC Health).

### **Governance Updates**

#### *New Board Candidates*

Ms. Jones and Ms. Mondragon- Motta will interview two candidates this month, one of which has a background in finance, and the other being a doctoral candidate in Education Policy and Leadership. After the first interviews are conducted, candidates will meet with Ms. Albright, Ms. Hendrix, and Dr. Wright to before a recommendation for appointment before the full board.

#### *Policy Updates*

Ms. Jones shared a new form connected to the Open Meetings Act, which the board will use moving forward in the event a meeting needs to be closed for Executive Session. Once the form is completed by the board member who made the request, it will be posted on Paul's website before the meeting occurs.

Ms. Jones also informed the board that more robust background checks will be the standard moving forward, and they will be processed through Paul's HR department with ADP services.

### **Executive Slides:**

Dr. Wright explained each layer of the monthly data presentation compiled by EdOps, specifically reviewing attendance mandates and codes.

For a student to be labeled pre-truant, they need to have three unexcused absences from school. At this time, Paul leaders launch incentives and connect with families to ensure these scholars do not enter the truant category, with 10 or more unexcused absences. Attendance impact meetings are held throughout the school year to address chronically absent students, and across the three schools, truancy number are relatively low, but pre-truancy numbers are high. There has been lower in-seat attendance than in pre-pandemic years due to illness and/ or COVID- like symptoms.

Suspensions over the past five years have been brought from 25% to 3%, but there are higher numbers this year in particular, as scholars are getting reacclimated to school. Some have endured behavioral struggles leading to physical aggression, but families are given the option to withdraw before concerns raise to a level of proposed expulsion.

### **Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 7:07pm.

**Board of Trustees**  
**Meeting Minutes**  
**February 22, 2022**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Kemba Hendrix  
Christina Jones  
Jeff Nellhaus  
Kathy Quigley  
Pamela Taylor  
Jennifer Ubiera

**Admin Present:**

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

**Opening**

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

**CEO's Report**

*Strategic Planning*

The full E Team will continue this base layer strategic planning work with our DeliverEd consultant this week, beginning with an internal capacity inventory assessment and priority streamlining. Interest surveys for planning committees will be distributed next week, and parent surveys for feedback will be sent in March.

This strategic planning process is no longer linear, but Paul has consistently adapted to the ongoing shifts as it pertains to serving scholars in a pandemic and post-pandemic world. To date, a number of incentives have been announced to staff members for the upcoming school year, including virtual Fridays. Listening sessions have been conducted for teaching staff, most of which are supportive of a 4-day in- person work week.

*Internal Data Analyses*

It is important that moving forward, we develop and maintain clarity around what constitutes learning loss, so it can be appropriately addressed in the coming school years. Based on a MAP-based data analysis conducted by EdOps, there is a 22-week lag on average for grades 6-10, which took years to accumulate and was not evident until Fall 2021. Paul will launch programming to address and close this gap even though growth data has improved as of Winter 2022. Overall, Paul is working to ensure trajectory is solid for all students in all grade levels. Significant recovery work will be underway in the coming months, as a Learning Recovery Specialist will be hired to address the 22-week gap.

To address socioemotional impact of the pandemic and its connection to learning loss and underperformance, more clinicians and student support staff for our special populations have been hired, and Paul's leadership team continues to monitor and analyze data provided by the Department of Behavioral Health surveys and internal Culture and Climate surveys. The upcoming school calendar has been adjusted to incorporate the additional socioemotional learning necessary.

#### *General Announcements*

It has been announced that once the Public Charter School Board's Performance Management Framework is active again, PMF points will only be granted for scholars who score a 4+ on PARCC. Appropriate shifts will be made internally to address schoolwide needs as scholars will now only be credited for meeting standards rather than also approaching standards, as it has been in previous years.

Paul continues to have fairly low COVID numbers, and in addition to the T3 Shield testing conducted weekly for selected students, staff members are required to submit weekly at home tests (provided by OSSE/ DC Health).

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

Staffing shifts have resulted in increased spending by approximately \$144K and projected strategic planning work should cost roughly \$50K. However, having exceeded enrollment projections this school year, these changes did not significantly impact Paul's financial health.

Overall, the days of cash on hand at the end of the school year will be far more than PCSB's recommendation and should be consistent throughout our strategic plan regarding programming shifts.

#### **Approval of Board Meeting Minutes**

Ms. Albright proposed an amendment to the January meeting minutes as written, due to a date error. Once the change was made, Ms. Hendrix moved to approve the amended minutes, and Ms. Taylor seconded the motion. The motion was then approved unanimously.

#### **Committee Reports**

##### *Executive Committee*

All committee chairs are reviewing and ensuring we're meeting marks to be highly effective as it pertains to the annual feedback provided by the Board Diagnostic Assessment.

##### *Governance Committee*

The two new candidates screened this month will be interviewed by Ms. Albright, Ms. Hendrix, and Dr. Wright in March, and should be voted upon by the full board in the March Board Meeting. The Governance Committee is also actively working on new process for expulsion appeals.

#### **Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 6:55pm.

**Board of Trustees**  
**Meeting Minutes**  
**March 22, 2022**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Andrea Deadwyler  
Kemba Hendrix  
Christina Jones  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward

**Admin Present:**

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

**Opening**

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

**Approval of Board Meeting Minutes**

Ms. Albright asked for a motion to approve the February 2022 meeting minutes. Mr. Nellhaus moved to approve the minutes, and Mr. Ward seconded the motion. The motion was then approved unanimously.

**CEO's Report**

PARCC Testing:

After two years, PARCC testing will resume this Spring, and will be mandatory for Grades 6-10. Instructional audits have been conducted to monitor student learning and identify key strategies to focus on in preparation for PARCC administration. Additionally, PARCC test security training and infrastructure trials have been held over the course of the month to ensure our testing methods are successful and valid. PARCC scores will not be reflected in the Performance Management Framework this year.

Community:

Though the Mayor has ended the indoor mask mandate for DC schools, Paul's position is as follows:

*At this time, at Paul PCS, we plan to remain a "mask-on" community. In our assessment, we have established that consistency diminished distractions and the pivot between masking and un-masking would disrupt that familiar method we currently maintain. We may reconsider this after spring break dependent on COVID case data and the weather, but at this time do not intend to remove the mask requirement indoors. Masks will be optional outdoors, but we will continue to require weekly testing of staff and offer testing for 20% of our students on Thursdays.*



## Strategic Plan 2022-2025

Dr. Wright shared the following priority areas and strategies developed with our consultants at DeliverEd:

- Increase scholar access to rigorous and differentiated content so that every student achieves at his/her highest potential
  1. Monitor and respond to student progress to ensure all scholars are on track, prepared for, and have access to postsecondary options including college exposure strategies
  2. Develop a comprehensive 6th - 12th college access program, including mentorship and college visits and an alumni support network
  3. Implement a differentiated approach to instructional coaching
  4. Improve leadership capacity to support teaching staff to effectively utilize the available technology to support student learning.
  5. Creation of high-quality recovery, enrichment, and acceleration supports and opportunities
- Enhance our culture to create a safe, joyful school environment for all scholars
  1. Expand programming to positively impact the comprehensive health and wellness of all Paul students (food, exercise, health and wellness, etc)
  2. Create athletics and non-athletic programs to effectively serve students well.
  3. Create and implement a comprehensive school culture plan that focuses on high academic expectations and clear behavioral expectations for all students and staff
- Deepen family and caregiver collaboration and engagement
  1. Develop and implement a parent engagement strategy to ensure we practice compelling, consistent parent communication and strengthen parent collaboration with the schools.
  2. Address gaps in our current home/school communications program
- Effectively promote equity and support for special populations
  1. Develop and implement a holistic support process for students who are EL and SPED to ensure they are on-track and have access to postsecondary options including college exposure strategies
- Recruit and retain high-quality staff
  1. Create incentive-based programming to attract high quality staff to our org (salary scale adjustments, performance-based bonuses, autonomy and flexibility regarding schedules and requirements)
  2. Actively hire to address and accommodate our Spanish speaking community, specifically within leadership teams
  3. Address current gaps in performance management routines, including implementing regular meetings with administrators (explicit work around establishing a shared organizational understanding of what constitutes excellent instruction).
  4. Ensure the performance evaluation process is authentic, transparent, and effective
  5. Actively implement strategies to elongate staffs' commitment to working in the field of education and to attract new talent to the profession
  6. "Provide a clear plan for supporting first- and second-year teachers to ensure their growth quickly on behalf of our scholars"

7. Prioritize creating a leadership pathway for career development for high performing staff members
  8. Support meaningful, consistent initiatives to create and maintain positive staff morale and stabilize staff attrition.
  9. PD outside of Paul and outside of DC
- Safeguard and ensure our organizational sustainability & future growth
    1. Expand grade level offerings to serve a greater population of Washington DC students
    2. Through a multi-year strategic financial plan, ensure we (1) understand & account for the sustainability of funding sources; (2) invest strategically in core curriculum rigor and a diverse non-core curriculum; and (3) provide sustainable support for positive culture initiatives. (4) Improving overall facilities plant ensuring it can respond to programmatic needs (5) Identify potential off site expansion location for executive staff
    3. Create an internal recruitment and marketing plan that will attract new students and retain current students, including a calendar of events for the recruitment of new students and the retention of current students
    4. Create strategy for “pulse-check” to provide consistent ongoing feedback from all stakeholders including faculty, staff, parents and students - comprehensive and timely feedback.

#### Strategic Plan Process Timeline

- March 22: Board will discuss high level priorities and review process
- April 7: Plan Writing Day
- April: All committees discuss plan
- April 18: Executive Committee will review the draft document and provide feedback
- May: Present final draft of the strategic plan to the full board
- May-June: Open comment period
- June: Full board vote to adopt the plan

Throughout the implementation of the 2022-2025 Strategic Plan, Paul will continue to use appropriate resources as financial investments to address our academic goals. These numerical goals will be fluid, adjusting to any milestone shifts that may be necessary in accordance with any shifts in populations served.

#### **Treasurer’s Report**

The SY 22-23 budget writing process has begun and will be discussed with the full board in April. The budget will be voted upon in May.

#### **Closing**

There being no further business to address, Ms. Albright adjourned the meeting at 7:12pm.

**Board of Trustees**  
**Meeting Minutes**  
**April 26, 2022**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Andrea Deadwyler  
Kemba Hendrix  
Christina Jones  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Pamela Taylor  
Sterling Ward  
Shamera Wilkins

**Admin Present:**

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

**Opening**

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

**New Trustees**

Ms. Jones reviewed credentials of prospective members Ms. Wilkins and Ms. Sallay with the Board. After providing brief overviews of their professional backgrounds, Ms. Jones moved to appoint both members to the board. Mr. Nellhaus seconded the motion for Ms. Wilkins, and the motion was approved unanimously. Ms. Hendrix seconded the motion for Ms. Sallay, and that motion was also approved unanimously.

**CEO's Report**

*Strategic Planning Process*

Dr. Wright provided a debrief of the strategic plan writing sessions which were used to add depth and context to priorities and strategies. Additional planning sessions will be held in the coming weeks to develop corresponding activities. Stakeholder feedback will begin in late May, to include parents, teachers, network teams, students, and other community members. The full plan will be presented to the Board in May and will be voted upon in June.

*School Performance Updates*

Many of the metrics tracked by the Strategic Plan will not be tracked by the School Performance Committee next school year, so Dr. Wright has developed a data calendar and tracker for all committees to reference, classified by the newly established priorities (for SY22-23 and beyond).

### *Learning Recovery*

Paul's Executive Leadership has commissioned a learning recovery study begin addressing learning loss. It has become evident that remediating learning loss may call for the incorporation of other learning methods and opportunities over in the course of the school year. A Learning Recovery Specialist will join the Paul staff in June to spearhead these approaches.

### *Enrollment Updates*

We are currently 15 applications behind where we were this time last year, but we still plan to be 80-85% fully enrolled by the end of May.

### **Approval of Board Meeting Minutes**

Ms. Albright asked for a motion to approve the March 2022 meeting minutes. Mr. Ward moved to approve the minutes, and Ms. Taylor seconded the motion. The motion was then approved unanimously.

### **Treasurer's Report**

#### *FY23 Budget Proposal*

Mr. Henderson shared bylaws with board pertaining to financial planning and provided an outline of processes for the coming months.

*The Board is responsible for assisting in developing an annual budget and selecting an independent firm to conduct an annual audit of the school's finances. The Board is also responsible for acting in a stewardship capacity over the resources of the Corporation and ensuring sound financial management over its assets.*

Critical themes in FY23- based on approved SY22-23 priorities as aligned with the strategic plan:

- Increase scholar access to rigorous and differentiated content so that every student achieves at his/her highest potential
  - Alumni Coordinator
  - Learning Recovery Specialist
  - HS Elective offerings
- Enhance our culture to create a safe, joyful school environment where stakeholders feel a sense of belonging.
  - Athletics and Extended Day programming increased to pre-COVID levels
  - Investments in student and staff wellness
- Deepen family and caregiver collaboration and engagement
  - Recruitment of bilingual staff
  - Translation Services

- Effectively promote equity and support for special populations
  - Continuing separated High School Academies
  - English Learner and Special Education support staff
  - Dedicated Aide program strengthened and expanded
  - Flexibility to plan well for and to serve our diverse population
- Recruit and retain high-quality staff
  - Virtual Friday
  - Expanded self-driven professional development and leadership development
  - Salary and benefits investment in human capital
- Ensure our organizational sustainability & future growth
  - Marketing investment
  - Focus on 6th grade / 5th grade enrollment
  - New efficiencies in aftermath of investments made during COVID
  - Infrastructure plan

#### Critical Drivers of FY23 Revenue

1. Elementary and Secondary School Emergency Relief (ESSER) + Recovery Funding
2. Enrollment: 735
  - Internal aim of 752
  - Uniform Per Student Funding Formula (UPSFF) proposed increase of 5.8%
  - UPSFF weighted funding based on needs of Population
  - DC Charter School Facilities Allotment proposed increase of 2.2%

#### Critical Drivers of FY23 Expenses

1. Staffing
  - 6 new full-time employees (FTEs)
  - Benefits
  - Staff wellness initiatives
2. Student expenses
  - Student expenses will return to levels consistent with pre-pandemic spending, as we invest in more special education services/providers, student field trips, and student programming.
3. Efficiencies
  - Occupancy Services accounts for efficiencies from our previous facilities projects.
  - Spending on office supplies was high in FY22 in order to prepare for full time return Capitalized Expenses

*\*\*Please see the full proposed budget [slide deck](#) prior to the May 2022 vote.*

**Closing**

Ms. Albright will update the Board with details about the Annual Retreat/ June Board Meeting, which will be held on June 14, 2022.

There being no further business to address, Ms. Albright adjourned the meeting at 7:35pm.

**Board of Trustees**  
**Meeting Minutes**  
**May 24, 2022**  
*Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Andrea Deadwyler  
Kemba Hendrix  
Christina Jones  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Terri Sallay  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins

**Admin Present:**

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

**Opening**

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

**Approval of Board Meeting Minutes**

Ms. Albright asked for a motion to approve the April 2022 meeting minutes. Mr. Nellhaus moved to approve the minutes, and Ms. Ubiera seconded the motion. The motion was then approved unanimously.

**Virtual Amendment**

In an effort to ensure the post- pandemic mental and emotional wellness of staff and students, the leadership of Paul PCS has proposed a virtual Friday option for SY22-23. OSSE requires 1080 seat hours and 180 days of instruction each school year. While Paul currently meets the 1080 required hours on site, Paul will utilize the virtual amendment authorized by PCSB to support schools in reaching the 180-day requirement.

Paul currently has a 1:30pm dismissal weekly on Thursday (considered a half day), and would like to shift that schedule to Friday, while also giving scholars and staff the option to log into class virtually on these days only. Families may opt for in- person attendance, where scholars will still participate in virtual instruction but in a classroom setting, monitored by a staff member. Each Friday will be used for in depth work to support data analysis, learning recovery, dual enrollment, enrichment, and SAT support.

To support our 84% of students who receive free and reduced lunch, Mr. Henderson and his team are planning to send students home with food on Thursday afternoons and utilizing delivery and pick up options as implemented during the pandemic. These processes will be reevaluated quarterly and adjusted as necessary.

Dr. Wright proposed the board consider a charter amendment through the Public Charter School Board allowing Paul to have a partial day of instruction virtually, on each Friday of the school year. Ms. Hendrix moved to amend the charter to include virtual days in the calendar year, within the necessary considerations adhering to PCSB and OSSE regulations. Ms. Sallay seconded the motion, and after a full board vote, the motion was approved unanimously.

### **Strategic Plan Review**

Dr. Wright reviewed the framing for the strategic planning work and its impact on the direction of the school for the next three years. Consultant Julia Linfors explained DeliverEd's approach to develop the draft of the strategic plan, to include capacity reviews, full day writing sessions, and priority delegation.

To address priorities approved by the Board in the Spring, Priority Leads and Executive Team members have developed a narrative of success for each priority, and corresponding metrics which will be monitored by the Board (primarily the School Performance and Finance Committees). Detailed strategies will be monitored and assessed regularly by Priority Leads to ensure the movement of the work in alignment with the infrastructure of the organization and the measure of success noted in the narrative.

Board Members were asked to provide feedback on the plan prior to the June meeting, when the public-facing Strategic Plan is set to be voted upon.

### **FY23 Budget Vote**

The following shifts have been made to the budget proposal since the April Board Meeting:

- + \$130,000 Pandemic Supplemental Funding: Announced in May by DC Council.
  - There are several initiatives that we will anticipate in the evolution of our strategic plan, so we are investing half of these funds in yet unidentified strategic initiatives that will serve our evolving needs in the coming year. The remaining funds will serve to increase our net income.
- + \$83,503.00 Carl D. Perkins Grant was awarded to Paul in May and will be offset by additional elective FTE that will serve to diversify college & career readiness in our HS students.
- Updates to salaries and benefits based on reconciliation after first round of offer letters were disseminated were largely offset by other variances and miscellaneous adjustments.



After the floor was opened for questions, Mr. Ward motioned for the board to approve the updated budget as presented. Ms. Taylor seconded the motion, and the budget was approved unanimously.

**Closing**

Ms. Albright will continue update the Board with details about the Annual Retreat/ June Board Meeting, which will be held on June 14, 2022.

There being no further business to address, Ms. Albright adjourned the meeting at 7:28pm.

**Board of Trustees**  
**Meeting Minutes**  
**June 14, 2022**  
*Abbreviated Meeting conducted via Zoom*

**Members Present:**

Erin Albright  
Andrea Deadwyler  
Kemba Hendrix  
Christina Jones  
Roxana Mondragon- Motta  
Jeff Nellhaus  
Terri Sallay  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins

**Admin Present:**

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

**Opening**

Ms. Albright called the meeting to order at 6:06pm.

**Board Term Renewal**

Mr. Ward moved to renew the terms of Ms. Albright and Ms. Jones, effective July 1, 2022. Ms. Taylor seconded the motion. The motion was approved unanimously; and both board members will serve another 3-year term.

**Slate of Officers for SY22-23**

Ms. Albright reviewed the slate of officers, proposing to renew the 1- terms of the Executive Committee and the current committee chairs. Mr. Ward moved to approve the slate of officers as written, and Mr. Nellhaus seconded the motion. The motion was approved unanimously.

**Approval of Board Meeting Minutes**

Ms. Albright asked for a motion to approve the May 2022 meeting minutes. Ms. Hendrix moved to approve the minutes, and Mr. Ward seconded the motion. The motion was then approved unanimously.

**Approval of Strategic Plan**

After discussing the addition of metrics and numerical targets Plan and proper timeline for updates, Ms. Jones moved to approve the Strategic Plan and Ms. Sallay seconded the motion. The motion as approved unanimously.

**Closing**

Ms. Albright adjourned the meetings at 6:30pm and proceeded with the Annual Board Retreat/ professional development sessions.

### *5- Year Accreditation*

Dr. Wright shared preliminary feedback from AALE's accreditation process, which was anticipated and minimal. Paul will submit a formal response to the site evaluation this week, and AALE's vote to renew our accreditation will be held in October.

### *SY21-22 Updates*

- Dr. Wright shared the data dashboard reviewed at the August SPC meeting, highlighting the following:
  - 9<sup>th</sup> Grade on track metric is lower than projected, at 77%, due to elective credits. There is a plan in place to make up the credit in the current semester.
  - Last year's PSAT and SAT numbers were lower than anticipated as only roughly 60% of upperclassmen tested last year due to COVID-19. SAT Prep classes are in progress and participation is projected to return to 100%.
- Dr. Wright and Ms. Spann shared the structure and this year's Professional Development Institute, particularly focusing on the socioemotional learning of the whole child in light of the pandemic shifts and reestablishing the culture of Paul. We are building relationships within the school and in the community via mentoring and touchpoints with students and working closely with ONSE case workers to ensure our culture stays strong.
- Our instructional priorities are centered around access to rigor and critical thinking, while keeping equity and engaging instruction at the forefront and understanding that over 50% of our scholars have an IEP or identifies as an EL learner.
- Ms. Albright inquired about the 14% increase in 8<sup>th</sup> grade scholars earning high school credits, to which Ms. Spann explained the selection process that reaches 7<sup>th</sup> grade honors students and the increasing number of opportunities to earn these credits.
- Our enrollment is currently at 720 scholars, and we are monitoring attendance carefully. Two scholars are home- based as of now due to preexisting medical conditions.
- We are fully staff for SY21-22, with the exception of 1 SPED teacher, but due to overstaffing, the lift is feasible.
- 80% of our staff members are vaccinated and we can confirm in the coming as the HR department collects copies of vaccination cards from staff. The vaccine is encouraged and expected, and if it is not administered, staff members must submit negative test weekly or religious or medical exemption form. On site testing will be available by the end of September.