

**Board of Trustees  
Meeting Minutes  
August 22, 2023**

**Members Present:**

Erin Albright  
Christina Jones  
Schuyler Malachi  
Jeff Nellhaus  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins  
Tonya Winston

**Admin Present:**

Tracy White, *Chief Executive Officer*  
Rosee Ragin, *Executive Director of Student Support Services*  
Pamela Merckerson, *Executive Director of Talent and HR*  
Kristin Yochum, *Executive Director of Operations*  
Monya Bundy, *Executive Operations Coordinator*

**Opening**

Ms. Albright called the meeting to order at 6:02pm, and welcomed Ms. Yochum, Paul's new Executive Director of Operations.

**Approval of Board Meeting Minutes**

Ms. Albright requested a motion to approve the June 2023 meeting minutes. Ms. Jones moved to approve the minutes, and Ms. Wilkins seconded the motion. The motion was approved unanimously.

**Executive Reports**

After a review of the SY23-24 organizational shifts, to include the addition of the Senior Leadership Cabinet (a team of Assistant Directors), each Executive Director reviewed their SY23-24 priorities.

*CEO- Academic Priorities*

The primary goal of Paul's academic leadership team is to verify what scholars are retaining, and how to strategically address evident needs. The following practices are in place to support this goal:

- Improving the fidelity and implementation of the Response to Intervention (RTI) Process, which targeting a subgroup of students with individual needs
- Strengthening the impact of learning recovery strategies.
- Addressing curriculum planning and instruction through unit digestion and collaborative structures

- Using formative assessment data to strengthen teacher proficiency and small group instruction to support differentiated instruction

### *Student Support Services*

The overarching goal of the SSS department is to determine the impact of accommodations and ensure scholars are adequately prepared on a socioemotional level for life beyond Paul.

SY23-24 priorities are as follows:

- Explicit teaching of expectations, social skills, and socioemotional strategies
- Partnerships with community agencies
- Monthly wellness initiatives
- Attendance oversight
- Progress monitoring of Non- Public Placement students
- Closing gaps via intervention techniques
- Monthly professional development opportunities
- Postsecondary planning
- Implementation of services to ensure academic achievement

### *Talent and Human Resources*

The Talent department emphasizes the importance of staff wellness, retention, and performance through exercises to boost morale and encourage collaboration. Priorities include:

- Comprehensive benefits
- Enhanced compensation
- Thorough evaluative practices
- Coaching support
- Routine awards and recognition opportunities
- Collective effort between hiring managers and their direct reports to maintain excellent teacher performance

### *Operations*

The Operations department aims to conduct analyses to determine needs throughout the building and use this information to support strong programming. Priorities include:

- Long term facility management plans
- Technology investments and device management
- Streamlined IT management practices
- Marketing and engagement action planning as it pertains to recruitment and enrollment
- Extended Day programming revamp

**Treasurer's Report**

Paul PCS ended SY22-23 with 220 days of cash on hand, exceeding the debt to service coverage ratio with \$2.14M in excess. Our cash balance at the end of the school year was \$2.3M above budget.

Commonfund representatives will work closely with Paul in the upcoming months to determine Paul's best investment options. This information will be reviewed within the Finance Committee before being shared with the full board.

**New Business***IEP Certificate Track Program*

Mrs. Ragin shared the IEP Certificate of Completion program available to students if a high school diploma is not appropriate for certain students with IEPs. After a review of the document outlining requirements and associated assessments, Mr. Ward moved to approve the IEP Certification Policy, and Dr. Malachi seconded the motion. The vote was approved unanimously.

*Quality Site Review*

Dr. White announced the 5-year Quality Site Review facilitated by PCSB and shared current requirements and monitoring factors (compliance, student progress, etc.).

*Board Goals*

Ms. Albright shared that Committee Chairs will review the Board Effectiveness Diagnostic Data and bring feedback to September Executive Committee meeting. From there, Ms. Albright will conduct an overall assessment and make appropriate suggestions on policies and procedures and bring this information to the full Board in September for approval.

*Board Vacancy*

The Board is currently looking to fill one vacancy, preferably to serve on the Governance or School Performance Committee.

**Closing**

The next board meeting will be held on September 26, 2023. There being no further business to address, Ms. Albright adjourned the meeting at 7:10pm.



**Board of Trustees  
Meeting Minutes  
September 26, 2023**

**Members Present:**

Erin Albright  
Kemba Hendrix  
Jeff Nellhaus  
Terri Sallay  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins  
Tonya Winston  
Brittany Wood

**Admin Present:**

Tracy White, *Chief Executive Officer*  
Monya Bundy, *Executive Operations Coordinator*

**Opening**

Ms. Albright called the meeting to order at 6:04pm.

**Approval of Board Meeting Minutes**

Ms. Albright requested a motion to approve the August 2023 meeting minutes. Ms. Hendrix moved to approve the minutes, and Ms. Wood seconded the motion. The motion was approved unanimously.

**CEO's Report**

Dr. White reviewed the overall academic performance of the school- beginning with our approach to analyzing PARCC data as it compares to her first year (SY17-18), which marked the launch of Paul's internal turnaround efforts. Our Middle and High Schools track scholar achievement and MAP scores over the course of the year instead of during testing seasons and at the beginning of each school year when PARCC data is released. Paul witnessed exponential growth in achievement in SY18-19 and there was a strong start to SY19-20, pre-pandemic. SY20-21 involved major adjustments aligned to virtual learning, and SY21-22 was heavily focused on recovery as in-person learning resumed. During SY22-23, Paul was able to reestablish growth and adapt to modified needs of scholars, and now in SY23-24, the goal is to monitor achievement and continue to thrive.

SY22-23 PARCC Scores are as follows:

<b>Middle School ELA</b>	<b>High School ELA</b>
3+ 65.77%	3+ 46.49% (Increase)
4+ 44.10% (Increase)	4+ 18.85%
<b>Middle School Math</b>	<b>High School Math</b>
3+ 32.06%	3+ 20.19% (Increase)
4+ 11.83% (Increase)	4+ 2.95% (Increase)

Dr. White shared final numbers/ percentages for other accountability metrics, to include attendance and re-enrollment, on track rates, dual enrollment, standardized testing, graduation, college acceptance. She also shared our progress connected to the goals outlined in our [Strategic Plan](#), and our Fall 2023 MAP data. An in depth look at this data can be found [here](#).

### **Treasurer's Report**

During the review of the July Financials, Dr. White noted the addition of \$1.2M provided by the Washington Teachers' Union, and the shifts in the salary and personnel lines aligned with salary scales mandates of WTU. For staff members who are not teachers, Paul is absorbing a greater cost of everyone's benefits. \$1200-\$3000 annual savings for some employees.

Dr. White reminded the Board that we are currently 55 students over budget pertaining to enrollment, a revised budget must be sent to PCSB due by end of October, which Board will vote on via email. The explanation of budgetary shifts can be found [here](#).

### **New Business**

There have been meeting date shifts to observe the upcoming holiday in October.

### **Closing**

The next board meeting will be held on January 23, 2023. There being no further business to address, Ms. Albright adjourned the meeting at 7:10pm.

**Board of Trustees  
Meeting Minutes  
November 28, 2023**

**Members Present:**

Erin Albright  
Kemba Hendrix  
Jeff Nellhaus  
Schuyler Malachi  
Terri Sallay  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins  
Tonya Winston

**Admin Present:**

Tracy White, Chief Executive Officer  
Monya Bundy, Executive Operations Coordinator

**Opening**

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

**Approval of Board Meeting Minutes**

Ms. Albright requested a motion to approve the September 2023 meeting minutes. Dr. Malachi moved to approve the minutes, and Ms. Ubiera seconded the motion. The motion was approved unanimously.

**CEO's Report**

Dr. White began the discussion of the Advisory 1 Progress Update with exercises from the ELA 6 and ELA 7 mid-advisory assessment to determine the Board's general understanding of current testing standards. The Board found that these activities are reflective of mastery of executive functioning and thinking beyond the reading materials presented to thoroughly answer each question.

*Interim Assessment Data*

- We've seen overall improvements in ELA in four of our grade levels- with increased levels of proficiency in 3+ or higher for three grade levels, and increased levels of proficiency in 4+ or higher for five grade levels.
- The formative data collected shows a greater level of improvement than overall A1 Math data, but the A1 data still shows evidence of an increase in the average scores and students getting a 4+ across grade levels.
- To improve both Math and ELA scores schoolwide, Smart Saturdays have launched, providing students with additional weekend support.
- There will be one more formative assessment before winter break, and a second round of interims when students return.

### *Attendance*

Incentives are in place to maintain a gradual improvement in in-seat attendance rates. However, chronic absenteeism has been a challenge, and although Paul PCS is under the city average, that still means 22-23% of our students have been in school less than 90% of the overall time, which has an impact on academic performance. Counselors are working with systems and strategies to ensure students are coming to school consistently.

### *Academic Data*

Our 5th grade is in need of academic support, particularly with primary reading skills, so our focus is around growing this group of students. As a reminder, Paul expanded to 5th grade to align with other Charter Middle Schools in DC and trouble recruiting in the 6th grade. Additionally, data has shown that the longer students are at Paul, the more successful they've been academically.

### *Virtual Fridays*

While participation is steady, we currently have more students reporting to the building than this time last year because students have been revoked due to lack of compliance (remaining visible, proper on- screen behavior, etc.).

### *Parent Survey Data*

Approximately 400 students have been reflected in our Parent Survey Data, with over 80% of these participants providing favorable feedback. We have identified families who didn't respond positively and followed up directly.

### *School Quality Reports*

The DC Report Card will be reviewed in January. A draft of PCSB's Performance Management Framework will be discussed in March once model is in a more definitive form (they are currently working with a 5-star rating system).

## **Treasurer's Report**

There have been shifts in cash and expenditures (a \$756K impact on cash) due more students enrolled than budgeted for, and security to support this higher number of students. There has also been an increase in benefits and taxes to cover a higher percentage of employee healthcare expenses. We remain in a strong place financially, though expenses higher due to factors mentioned above, our pay scale update, additional positions, and the Washington Teacher's Union retro pay. The Key Performance Indicators are all healthy, but there will be shifts in revenue streams eventually in days of cash and the Debt Service Coverage Ratio.

### **Other Notes:**

- The Revised Budget submitted in October has been accepted by PCSB.
- The Financial Analysis Report will be shared with the Board when it is available.
- The Finance Committee has agreed to shift Paul's EagleBank current accounts to ICS demand accounts which ensures everything is FDIC insured and allows these accounts to earn interest at 4.08%.



**New Business**

There was no new business to discuss at this time.

**Closing**

The next board meeting will be held on January 23, 2023. There being no further business to address, Ms. Albright adjourned the meeting at 6:58pm.





**Board of Trustees  
Meeting Minutes  
January 23, 2024**

**Members Present:**

Erin Albright  
Jeff Nellhaus  
Schuyler Malachi  
Pamela Taylor  
Sterling Ward  
LaTonia Winston

**Admin Present:**

Tracy White, Chief Executive Officer  
Rosee Ragin, Executive Director of Student Support Services  
Kristin Yochum, 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**

A vote for the November 2023 Minutes will be conducted via email.

**CEO's Report**

Dr. White and the Executive Team updated the Board on department priorities connected to the current strategic plan.

*Academic Performance*

- Improved fidelity implementation of the Response to Intervention process
- Strengthened implementation of learning recovery strategies and curriculum unit plans
- Deepened use of formative assessment data
- Strengthened teacher proficiency of Danielson 3D indicators
- Strengthened small group instruction to support differentiated instruction

*Student Support Services*

- 100% Compliance in Special Programs including non-public placement
- Scholar support planning to address high need scholars with Autism
- Partnered with Sped Co-op to add a transition class for 11th and 12th graders
- Significant decline in incidents with weapons and drug possession from last school year
- Significant decline in suspensions overall in the middle school from last school year
- Wellness work to address concerns of relational aggression as well as grief and loss
- Continued focus on transition planning for graduating SWIEPs and EL scholars
- Continued focus on strategies to improve attendance

- As a note, in seat attendance has become a citywide concern, resulting in a limited number of support programs from secondary enforcement available. Paul has implemented a “call list” procedure in efforts to mitigate this issue before it becomes academically punitive for our scholars.

### *Operations*

- A Facilities Management plan through FY26 has been created and includes securing a partner to produce a detailed 10-year management plan.
- Three marketing firms with experience in DC Education have been identified to prepare bids to evaluate our current footprint, make recommendations, and implement changes.
- New policies and agreements for staff and students have helped to improve stability of Extended Day Programming; summer planning has begun with a focus on outside partners.

### *Talent*

- Development of a supervisor guide that includes best practices, onboarding, policies and procedures, staff wellness, and performance management
- Actively working to maintain and improve 92.3% overall retention rate
- Implementation of monthly wellness activities and ongoing check-ins to ensure staff members feel supported

### *Organizational Updates*

- Paul’s 25-year review process with the Public Charter School Board has launched with a Qualitative Site Review. 17 classes were visited in the Middle School and 21 classes in High School. There has been a significant uptick in performance from last site review.
- Enrollment season for SY24-25 has begun, and we are currently pacing ahead in the Middle School and High School compared to this time last year.

### **Treasurer’s Report**

It is projected that we will end the year with 217 days of cash on hand (equaling \$14.37M), and a DSCR of 2.83. Potential funding increases are underway for the upcoming year- if carried out, this will help mitigate the cost of salary increases connected to special populations.

### **New Business**

Ms. Ubiera will co-chair the Governance Committee alongside Ms. Jones and will work on finding candidates for current board vacancies and the School Performance Committee vacancy.

Ms. Albright and Mr. Nellhaus will work with Dr. White and other Executive Team members on planning for Paul’s international program.

### **Closing**

The next board meeting will be held on March 26, 2024. There being no further business to address, Ms. Albright adjourned the meeting at 7:08pm.



**Board of Trustees  
Meeting Minutes  
March 26, 2024**

**Members Present:**

Erin Albright  
Jeff Nellhaus  
Schuyler Malachi  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins  
LaTonia Winston  
Brittany Wood

**Admin Present:**

Tracy White, Chief Executive Officer  
Monya Bundy, Executive Operations Coordinator

**Opening**

Ms. Albright called the meeting to order at 6:04pm.

**Approval of Board Meeting Minutes**

Ms. Albright requested a motion to approve the January 2024 meeting minutes. Mr. Ward moved to approve the minutes, and Mr. Nellhaus seconded the motion. The motion was approved unanimously.

**CEO's Report**

*Enrollment*

Enrollment season for New to Paul students has closed, and we are actively working on re-enrollment for the scholars who already attend Paul. We are still aiming to reach the 5<sup>th</sup> grade enrollment target (of 25 scholars) SY24-25 and are closely watching the number of students applying out in the Middle School. Though fewer scholars have applied out in the 8<sup>th</sup> grade, a higher number of scholars have been applying out in the 7<sup>th</sup> grade. Our leadership teams are reaching out to these families to learn more about this decision, as our Winter 2024 survey data had high satisfaction rates. There is a possibility this is connected to safety concerns students encounter on the way to the building.

### *ASPIRE Accountability Framework*

Dr. White explained the shifts from the Performance Management Framework to the ASPIRE Accountability framework, which is now being used to guide decisions about interventions and charter renewal and reapproval for LEAs in Washington, DC. ASPIRE, which has been in development for close to three years, assigns levels instead of tiers, and now factors in MAP scores and median growth percentile through DC CAPE (formerly PARCC) as it relates to student growth, and only acknowledges 4+ on DC CAPE. Additionally, ASPIRE also credits schools for the percentage of students who receive a score of 530+ on Math and 480+ on Reading on the SAT. As with the PMF, the new framework also factors in attendance and re-enrollment, but it does allow schools to select our own mission specific goals (PCSB is still developing criteria for these goals). High School Charter Leaders have come together to submit a letter proposing changes to a number of aspects of the framework, but specifically the distribution of points, which PCSB has agreed to recalculate and release in April.

At this juncture, Paul Middle school has landed at 65.1% (at Level 2- indicating strong performance), and there will be no redistribution of points as with the high school, so the score will likely remain on the report card for SY22-23. Paul International High School has landed at 54.2% but with the pending recalculation, we anticipate reaching Level 2 (Strong).

Conversations have also taken place amongst school leaders across the city about weighted scores and acknowledgement learning gaps in high schools, which have a shorter time period to recover or reach grade level, and the weight SAT scores hold in the report card, given that colleges are slowly shifting to “SAT optional”.

### *Attendance*

Our YTD Attendance, Chronic Absenteeism, Truancy, and Suspension rates are all reflecting positive trends compared to this time last year.

### *A2 Interim Assessments*

The significant shift in Math performance in A2 Interims this year is likely connected to chronic absenteeism. Math has taken a greater hit than ELA as the subject is procedural and sequential (unlike ELA, which grants opportunities to close gaps through understanding context). Additionally, our Math Assessment now consists of DC CAPE items only, and is more difficult than last year’s A2 Interims. Our A3 Interims will contain comprehensive DC CAPE standards in both Math and ELA.

### **Treasurer’s Report**

Paul currently has 216 days of cash on hand, with a debt service coverage ration of 2.87, well above the required 1.15. We have recently spent ~\$70K on facilities projects



(replacing fire doors in the building) and earned ~\$55K through lower health insurance expenses.

ICS (Insured Cash Sweep) accounts have been opened through Eagle Bank to ensure our funds are earning meaningful interest. The second PPP loan is in a separate savings account, and will be reflected in upcoming financial reports.

The Mayor has proposed a 12.4% per pupil foundational funding allotment for the upcoming year, which we are building our budget around. There is also slated to be a significant at-risk funding allotment increase. Updates to the proposal needed to be made on the Mayor's behalf, which will now be submitted for review on April 5, 2024.

### **New Business**

Mr. Nellhaus plans to resign from the Board of Trustees at the end of the school year, but since his term ends in March 2024, a vote needs to be held to extend his final term to June 2024. Ms. Ubiera made a motion to extend Mr. Nellhaus' term, and Mr. Ward seconded the motion. The motion was approved unanimously.

### **Closing**

The next board meeting will be held on April 23, 2024. There being no further business to address, Ms. Albright adjourned the meeting at 7:02pm.



**Board of Trustees  
Meeting Minutes  
April 23, 2024**

**Members Present:**

Erin Albright  
Kemba Hendrix  
Schuyler Malachi  
Terri Sallay  
Pamela Taylor  
Sterling Ward

**Admin Present:**

Tracy White, Chief Executive Officer  
Monya Bundy, Executive Operations Coordinator

**Opening**

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

**Approval of Board Meeting Minutes**

A vote to approve the March 2024 meeting minutes was held electronically. Mr. Nellhaus moved to approve the minutes, and Ms. Hendrix seconded the motion. The motion was approved unanimously.

**CEO's Report**

*Enrollment*

Enrollment season has become slightly more tedious this year as it pertains to required paperwork to validate full enrollment. Therefore, we are pacing behind where we were this time last year, as most families have only completed the paperwork they are familiar with and need support with submitting additional documentation. Cecile Middleton Day (an enrollment initiative) will be held on April 27, 2024 to help families complete paperwork. Nevertheless, each grade level (including 5<sup>th</sup> grade with a total of 16 enrolled scholars to date) is projected to reach its target enrollment by the close of the season. Dr. White will share a boundary study in the June board meeting that will explain enrollment strategies further- specifically physical plants and grade level configuration norming.

*In Seat Attendance*

Paul's in-seat attendance numbers are higher than they were at this time last year (90.5% for the Middle School and 88.7% for the High School), and chronic absenteeism has improved from last year as well. We are still working on solidifying the best strategy to approach this volatile metric, as it is being monitored more closely than truancy since the pandemic.

### *Interim assessment data*

Our A3 Interim Assessments are being used to gauge the projected progress of our scholars on the DC CAPE Exams- specifically indicating which students will likely score a 3+ or 4+, and helping us determine where to point our efforts to best support (i.e., SMART Saturday, Spring Break interventions, additional tutoring opportunities).

ELA Assessments have shown improvement in all grade levels except 7th and 12th grades. The anomaly with 7<sup>th</sup> grade class is currently being addressed in their CHAMPS block as well as SMART Saturday. As for the 12<sup>th</sup> grade class, their lead teacher has been out sick for 6 weeks and the impact has not been the same with the substitute teachers in place.

Math Assessments have been more rigorous in comparison to last year because of new curriculum we adopted this year, and overall adjustment to DC CAPE standards vs. PARCC. Although teachers are doing well with pacing, delivering the curriculum and preparing scholars for these exams, chronically absenteeism has impacted the overall scores, as it the subject is sequential and cannot be recovered through context as ELA can.

### **Treasurer's Report**

We have begun accruing a significant amount of interest by shifting our operating budget to an Insured Cash Sweep account. We are currently in a healthy cash position with a DSCR of 2.92, well above required 1.15. Our current revenue has increased by \$661K due to a higher SpEd population and unbudgeted Supply Chain Assistance Funds. Expenses are currently \$139K lower due to position removals and vacancies, making our net income \$800K higher than budgeted for. However with planning for an anticipated salary expense and building work expenses, our cash has been reduced by \$310K, leaving a net change in cash of \$490K higher than originally projected (with 217 days of cash at year's end).

We are currently drafting our FY25 budget, to include the 12.4% increase to the UPSFF, and have also included the 3.1% facilities allotment, which may be removed by Council after this year. The first full Council Vote on the FY25 Budget will be held on May 29, 2024.

### **New Business**

Dr. White has requested an Executive Session during the May 2024 Board meeting to discuss employment shifts across the DC landscape. The proposal is to close this session under: 1 (2) To discuss, establish, or instruct the public body's staff or negotiating agents concerning the position to be taken in negotiating the price and other material terms of a contract, including an employment contract, if an open meeting would adversely affect the bargaining position or negotiating strategy of the public body. A vote will be held electronically to approve this Executive Session.

### **Closing**

The next board meeting will be held on May 28, 2024. There being no further business to address, Ms. Albright adjourned the meeting at 6:35pm.

**Board of Trustees  
Meeting Minutes  
May 28, 2024**

**Members Present:**

Erin Albright  
Kemba Hendrix  
Schuyler Malachi  
Jeff Nellhaus  
Terri Sallay  
Pamela Taylor  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins  
Brittany Wood

**Admin Present:**

Tracy White, Chief Executive Officer  
Monya Bundy, Executive Operations Coordinator

**Opening**

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

**Approval of Board Meeting Minutes**

Ms. Hendrix moved to approve the April 2024 meeting minutes, and Ms. Wilkins seconded the motion. The motion was approved unanimously.

**CEO's Report**

**Assessment Season**

Testing has concluded at Paul- to include the following assessments:

- ACCESS (Assessing Comprehension and Communication in English State-to-State for English Language Learners),
- DC CAPE (District of Columbia Comprehensive Assessments of Progress in Education)
- NAEP (National Assessment of Educational Progress)
- Advanced Placement Testing
- MAP (Measure of Academic Progress)

Data will be shared with appropriate committees upon receipt.

**Recruitment and Enrollment**

We are currently ~52% fully enrolled, as the new documentation requirements have been proven to be a challenge for families to complete since they are unfamiliar with the new processes. We are aiming to be 75-80% fully enrolled before the close of the school year, to avoid the influx of documentation submission in August.



## **Treasurer's Report**

After a review of the financial obligations of the Board, Dr. White focused on the strategic themes that inform budgetary decisions, including:

- Investing in Learning Recovery Program
- Transitioning to block scheduling in the high school (working on Math and ELA daily, alternating in History, Science, and Electives)
- Launching CTE tech program to allow students to earn certifications and college credits
- Focusing on school climate via student and staff wellness
- Expanding of our parent engagement work
- Special population support staff
- Recruiting and retaining high quality staff (professional development and benefits)
- Marketing investment and 5th- 6th grade enrollment strategies

### *Critical Drivers of Revenue*

- Uniform Per Student Funding Formula (UPSFF) proposed increase of 12.4%
- UPSFF weighted funding based on unique needs of population
- DC Charter School Facilities Allotment proposed increase of 3.1%
- The increase in "At Risk" allocation
- Earned interest from ICS checking and savings accounts

### *Critical Drivers of Expenses*

#### Staffing

- No change in FTE count

#### Staff wellness initiatives

- Special education services/providers, student field trips, and student programming.

#### Indirect student expenses

- Occupancy Services accounts for efficiencies from our previous facilities projects and process: we only anticipate expenses to increase by inflation in FY25.

### *Capitalized Expenses*

- Furniture, Fixtures and Equipment (FF&E) in FY24 was higher due to replacement of security cameras.
- The computer line item requires continued investment to maintain 1:1 with our tech offerings for students and for staff. The increase in FY25 will partially be covered by E-Rate.
- Leasehold improvements reflect gutter replacement and set aside for other projects.

## **Committee Reports**

Ms. Ubiera shared current Board recruitment strategies and the vacancy post Board members will share with selected networks. She will follow up directly with members who offered to share this information on their platforms.

**Closing**

Our next board meeting will be held on June 11, 2024. During this meeting, we plan to propose bylaw updates that reflect a new of required meetings per school year.

Ms. Ubiera will conduct the Chair and Vice Chair election, and a vote will be held to confirm the Executive Committee for the upcoming school year. There being no further business to address, Ms. Albright adjourned the meeting at 7:02pm.



## Board of Trustees Meeting Minutes June 11, 2024

### Members Present:

Erin Albright  
Kemba Hendrix  
Christina Jones  
Schuyler Malachi  
Terri Sallay  
Jennifer Ubiera  
Sterling Ward  
Shamera Wilkins

### Admin Present:

Tracy White, *Chief Executive Officer*  
Rosee Ragin, *Executive Director of Student Support Services*  
Pamela Merkersen, *Executive Director of Talent and HR*  
Kristin Yochum, *Executive Director of Operations*  
Monya Bundy, *Executive Operations Coordinator*

### Opening

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

### Department Reports- Executive Directors

#### *CEO's Updates:*

SY23-24 marked the first year of our shared leadership model with the Senior Leadership Cabinet (composed of Assistant Directors, the Head of Schools, and the Director of Leadership Development). In order to prioritize better academic outcomes and college and career preparedness, we are focusing on early intervention strategies to meet needs that are greater than our Tier 1 instruction. Learning recovery models are also in place for the upcoming school year, primarily focusing on ELA and Math. To clarify, learning recovery addresses skill gaps for all students, even those performing at or above grade level, whereas interventions are more targeted responses for students not progressing despite recovery efforts. We spent this year adjusting this model and will continue to modify it during the summer to ensure we have interventions ready for the first day of SY24-25.

Mrs. Ragin added the following details about tiered support system implemented by the Support Intervention Team (SIT):

- For Tier 1, the team aims for 85-90% of students to succeed through tier one programming, which encompasses general educational strategies.

- Tier 2 targets 10-15% of students needing additional support beyond tier one, such as tutoring or counseling.
- Tier 3 focuses on the top 5% of students with the highest needs, implementing Scholar Action Plans with research-based interventions.
- The school is working on expanding resources for tiers two and three by developing a bank of interventions, integrating both people-driven and tech-based supports.

*Student Support Services Department Updates:*

- We have nine students in nonpublic placements, managed closely to ensure they receive appropriate support. Two students graduated from these placements this year, highlighting the importance of diligent case management.
- Paul has intensified its focus on Wellness, organizing four family events and monthly wellness activities for scholars.
- Efforts to reduce suspension rates were successful, with a shift towards logical consequences and teaching better behavior choices.
- A year-long professional development program was implemented for Student Support Technicians (SSTs), which led to improved in-class support for scholars needing one-on-one assistance. Also, SST-II roles were established for advanced techs.

*SSS Priorities for the Upcoming Year:*

- We plan to strengthen the implementation of our special education accommodations to ensure effective postsecondary transition planning for scholars with IEPs.
- We will shift our culture focus from reactive climate management to proactive culture building, aiming to prevent behavioral issues rather than just addressing them. We will emphasize teaching social-emotional learning (SEL) standards and integrating these into the school's MERIT framework.

*Operations Department Updates:*

- Paul plans to develop a high-quality, tailored Student Information System (SIS) to serve as the ultimate source of student data, including test scores, grades, family information, and more. This will streamline access to student information and improve data management across various teams.
- We are implementing a consistent, data-driven marketing strategy to unify internal and external communities. The strategy, supported by our partner communications agency, will guide recruitment efforts and target specific neighborhoods and schools for outreach.
- Paul aims to modernize the student enrollment process, providing real-time, actionable data to school leaders. The plan includes streamlining communication with families to avoid email overload and pushing more enrollment processes online via the Parent Portal, empowering families with immediate access to student information.
- Efforts are underway to link attendance data from school day programs with extended day programs, enabling analysis of how participation in extended programs impacts school day outcomes like attendance and grades.
- Most of the non-urgent deferred facilities work will be completed by the end of the summer.

### *Talent and HR Department Updates:*

- The department takes pride in maintaining a strong adult culture, reflected in a 92% retention rate from the 23-24 school year. Efforts to monitor and support staff through regular check-ins have been proactive, addressing needs and concerns before they escalate.
- Wellness has been a key focus, with various initiatives launched to support staff, including monthly activities, vaccination clinics, and partnerships with health organizations like Inova. These initiatives aim to address physical and mental well-being, with workshops on mental fitness and stress management.
- The HR Team worked on making the salary scale competitive and transparent, and negotiated a 0% increase in benefits rates for the upcoming year, which is a significant achievement given the usual 11% annual increase.
- The Talent Department has been strategic in offering competitive health insurance and retirement benefits. Despite not being able to match salaries of larger schools, the department compensates by covering a larger percentage of health insurance costs and offering a strong retirement plan with a 6% match.
- Moving forward, the department plans to expand its Wellness initiatives, continue to support employee engagement, and maintain its competitive edge in benefits and support systems. The goal is to keep attracting and retaining high-quality candidates through a comprehensive and supportive work environment.

### **Board Term Renewal**

Ms. Ubiera agreed to serve another 3- year term with the Board of Trustees. Ms. Albright moved to approve Ms. Ubiera's term renewal, and Ms. Hendrix seconded the motion. The motion was approved unanimously.

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

Ms. Hendrix moved to approve the May 2024 meeting minutes as written, and Mr. Ward seconded the motion. The motion was approved unanimously.

### **Treasurer's Report**

The April financials showed no noteworthy changes, and the budget for the next school year had no edits since the May meeting. Ms. Hendrix made a motion to approve the FY25 budget as proposed in May, and Ms. Sallay seconded the motion. The motion was approved unanimously.

### **Committee Reports**

The board is actively recruiting two new trustees, with a focus on educational experience and Latino community representation to better reflect the school's demographics.

### **Board Meeting Calendar**

The board agreed to reduce the number of board meetings from eight to seven next year by combining the April meeting into the May meeting, with the provision to revisit this decision if necessary. This applies to SY24-25 only, for now. Ms. Hendrix moved to approve this calendar shift, and Ms. Jones seconded the motion. The motion was approved unanimously.



### **Slate of Officers**

The reviewed the slate for SY24-25 and proposed shifts to standing committees. Ms. Hendrix will now serve as the Board Chair, and Ms. Wilkins will serve as the Vice Chair. Ms. Albright moved to approve board slate with the addition of Dr. Malachi to the Executive Committee, and Ms. Jones seconded the motion. The motion was approved unanimously.

### **Executive Session**

The board agreed to hold a closed session at the first meeting of SY24-25 to discuss embargoed DC CAPE Data. Ms. Albright moved to close a session of the August 27<sup>th</sup> board meeting under Section 2-575, Code of the District of Columbia, (15) to discuss matters involving personally identifiable information of students. Mr. Ward seconded the motion, and the motion was approved unanimously.

### **Closing**

Our next board meeting will be held on August 27, 2024. There being no further business to address, Ms. Hendrix adjourned the meeting at 7:43pm.