



Board of Trustees Meeting Minutes August 27, 2024

Members Present:

Kemba Hendrix
Schuyler Malachi
Laurie Anderson- Smith
Jennifer Ubiera
Sterling Ward
Shamera Wilkins
Brittany Wood

Admin Present:

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

Opening

Ms. Hendrix called the meeting to order at 6:05pm.

Board Candidate Nomination

Laurie Anderson-Smith has a strong background in special education and has worked with students from diverse backgrounds and special needs. She's served as both an educator and an administrator across multiple school levels, and her Ph.D. research focuses on restorative school practices. After sharing more details about Ms. Anderson-Smith and opening the floor for feedback, Dr. Malachi motioned to appoint Ms. Anderson-Smith to the Paul PCS Board of Trustees. Mr. Ward seconded the motion, and the motion was approved unanimously.

Approval of Board Meeting Minutes

Dr. Malachi moved to approve the June 2024 meeting minutes as written, and Ms. Ubiera seconded the motion. The motion was approved unanimously.

CEO's Report

Student Highlights

Dr. White shared two success stories in which Paul Scholars with IEPs demonstrated persistence and significant improvements academically and behaviorally within the last year. Both scholars are on track to graduate on time, and one has enrolled in our ATC program, earning college credits since grade 11.

Student Support Team Planning

School Leadership Teams have been linking the importance of organizational culture to support student culture. This approach emphasizes the CHAMPS framework, which promotes courage, humanity, achievement, professionalism, and effective planning and the MERIT program which focuses on initiative, ensuring our students are motivated, empowered, responsible, and independent thinkers.

Accountability and Organizational Improvement (AOI)

Our new AOI department has focused on key aspects such as student learning environments, adherence to uniform policies, and proper use of devices. School leadership teams have been actively engaging in classrooms and providing feedback to both teachers and school leaders.

Enrollment

We currently have 770 students enrolled, with a no-show rate of 24 (a significant improvement compared to previous years). We're reaching out to families of those students to ensure we can backfill any vacancies, aiming to stabilize our enrollment at around 760.

25 Year Review

Dr. White will meet with members of PCSB in September to discuss evaluation metrics and to assess our goal attainment for this review, as they have shifted from the PMF (Performance Management Framework) to the ASPIRE Framework. We had a successful quality school review in 2024, and based on preliminary ASIPRE results and our accountability report, our schools have met the necessary thresholds, and we are confident about navigating the upcoming review period.

Treasurer's Report

We ended SY23-24 in a very strong financial position. Our current cash balance reflects 273 days of cash on hand, exceeding the charter board's requirement of 60 days. Our debt service coverage ratio stands at 4.31, well above the required 1.15. As June 2024, we report a net income of \$2.4 million, due to various revenue increases and spending adjustments. We are currently evaluating our investment strategies, particularly regarding salaries and overall facility needs.

Next Steps

During our in-person September meeting, we will review the Proposed SY24-25 Board Map, comprehensive data from SY23-24, and our Executive Directors will attend a portion of the meeting to share preliminary goals and departmental priorities for the upcoming year. Also, the Board will be asked to complete conflict of interest forms for vendors we have spent more than \$5K with during SY23-24.

Closing

Our next board meeting will be held on September 24, 2024. There being no further business to address, Ms. Hendrix adjourned the meeting at 6:56pm and proceeded to a previously approved Executive Session to discuss embargoed SY23-24 DC CAPE data.



**Board of Trustees
Meeting Minutes
September 24, 2024**

Members Present:

Erin Albright
Kemba Hendrix
Schuyler Malachi
Terri Sallay
Laurie Anderson- Smith
Pamela Taylor
Jennifer Ubiera
Sterling Ward
Shamera Wilkins

Admin Present:

Tracy White, *Chief Executive Officer*
Monya Bundy, *Executive Operations Coordinator*
Kristin Yochum, *Executive Director of Operations*
Charlotte Spann, *Executive Director of Accountability and Organizational Improvement*
Pamela Merkerson, *Executive Director of Talent*
Rosee Ragin, *Executive Director of Student Support Services*

Opening

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

Approval of Board Meeting Minutes

The minutes of the August 2024 meeting were reviewed. Ms. Ubiera motioned to approve the minutes, and Ms. Wilkins seconded. The motion approved unanimously.

CEO's Report

Overview of School Data and Accountability Metrics

Dr. White began with a detailed presentation of school data, starting with accountability metrics linked to the ASPIRE Framework, which replaced the PMF (Performance Management Framework). The key data points reviewed were:

- **PARCC Data** – The ASPIRE Framework focuses on metrics similar to the PARCC data, with comparisons made to SY22-23. Dr. White noted significant progress in high school outcomes, particularly in math and science, but highlighted a dip in middle school ELA scores.
- **School Year Goals (SY24-25)** – Quantitative goals were set, particularly around proficiency growth and attendance. The board was informed that student growth in MAP (Measure of Academic Progress) will be closely monitored, with goals of

reversing middle school ELA proficiency declines and improving high school AP exam success rates.

ELA Decline in Middle School

Ms. Spann provided further context on the unexpected decline in middle school ELA scores. She noted that staffing stability was not a major factor, as the team largely remained the same, except for the new fifth-grade teacher. She also pointed out that 50% of the fifth-grade cohort were English Learners (ELs), which contributed to the overall decline. A significant number of students did not meet their growth targets, despite making academic progress. Ms. Spann emphasized that the team is prioritizing more targeted support, with a focus on accelerating student growth, particularly in grades 5–8.

Accountability Metrics: Attendance and Re-enrollment

- **Middle School** – The attendance rate remained stable at 90.5%, but there was a slight increase in chronic absenteeism. The school is investing resources into addressing this issue, including hiring two new staff members specifically tasked with managing tardiness and absenteeism.
- **High School** – There was an improvement in the high school's attendance rate, with the chronic absenteeism rate showing a notable decrease. However, re-enrollment rates are still being finalized and are under validation by the ASPIRE framework.
- Ms. Spann highlighted the tardy hall initiative, explaining that it has already begun showing positive results by encouraging students to arrive on time. A new parental outreach process is in place for students with chronic tardiness, with meetings scheduled to develop individualized plans to improve attendance.

Accountability & Organizational Improvement

- **CHAMPS Leadership Framework** – This framework emphasizes courage, humanity, achievement, professionalism, and strategic planning in the school's leadership culture. The initiative is aimed at building a strong adult culture within the school, which, in turn, supports the students' success. She introduced the idea of an adult culture audit to monitor leadership effectiveness and its impact on student outcomes.
- **Learning Recovery** – The focus remains on ensuring that all students demonstrate growth, particularly in ELA and math. Spann discussed the importance of using adaptive platforms like i-Excel to supplement the curriculum and support students who are behind in core subjects.
- **Organizational Metric Review (OMR)** – A new system designed to improve data analysis and response. The OMR will ensure that data collected across the school is systematically analyzed to inform decision-making processes, improving organizational efficiency.
- **Middle School Performance** – Ms. Spann expanded on the earlier conversation about ELA proficiency declines, noting that teachers are being given additional coaching support.

Operations

- **Data Integration** – Efforts are underway to integrate school-day and extended-day programming to create a seamless data system that tracks student progress holistically. This will provide a comprehensive view of each student's academic and extracurricular involvement, attendance, and behavior.
- **Marketing and Enrollment** – The operations team has partnered with Link Strategic Partners to improve the school's external marketing and brand strategy. This will help drive recruitment and increase demand for seats. Ms. Yochum also discussed efforts to modernize the enrollment process through technology, allowing parents to submit documents online.

Student Support Services

- **Social-Emotional Learning (SEL)** – SEL continues to be integrated across the school. This year, SEL Thursdays have been introduced, where students participate in dedicated lessons on social-emotional skills led by deans and counselors. House and Crew sessions will also emphasize SEL, providing students with smaller, supportive settings to develop these critical life skills.
- **Special Education** – The department is pushing forward with a new initiative where all IEP students will begin leading portions of their own IEP meetings. This empowerment model allows students to take ownership of their educational goals and reflect on their progress.
- **Nonpublic Placements** – The number of students in nonpublic placements has decreased to seven, with close case management ensuring that these students receive the appropriate supports to succeed.

Talent and HR

- **Staff Wellness** – Ms. Merkerson highlighted new wellness initiatives, including vaccination clinics, mental health resources, and workshops to support the physical and mental well-being of staff. An expanded Employee Assistance Program (EAP) now provides staff with three therapy sessions, regardless of their enrollment in the school's health insurance plan.
- **Compensation and Benefits** – The department has successfully negotiated a 0% increase in benefits costs for the upcoming school year, despite the average 11% increase in the region. This helps ensure staff can access affordable healthcare while maintaining competitive salary packages.

Treasurer's Report

Dr. White concluded the meeting with a financial report for FY25, stating that the school is in a strong financial position:

- The school has 274 days of cash on hand, well above the charter board's requirement of 60 days.
- The Debt Service Coverage Ratio stands at 2.78, exceeding the required ratio of 1.15.
- The revenue forecast for FY25 is approximately \$27.3 million, with a variance of \$113K above projections due to federal grants and staffing adjustments.

Dr. White also noted that the board is considering new investment strategies to utilize surplus cash effectively. The Finance Committee will continue exploring these options in upcoming meetings.

Closing

The next board meeting is scheduled for November 19, 2024. There being no further business, Ms. Hendrix motioned to adjourn the meeting at 7:53 pm.

**Board of Trustees
Meeting Minutes
November 19, 2024**

Members Present:

Erin Albright
Schuyler Malachi
Terri Sallay
Laurie Anderson- Smith
Jennifer Ubiera
Sterling Ward
Shamera Wilkins

Admin Present:

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

Opening

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

Approval of Board Meeting Minutes

The September 2024 meeting minutes were presented for approval. Following a motion by Ms. Albright and a second by Dr. Malachi, the minutes were unanimously approved by the board.

CEO's Report

Academic Updates

- A1 Interim Data Analysis: We are in the same place as we were at this time last year, fairing slightly better in high school. The cut scores we use are lower than the ranges of DC CAPE.
 - ELA Performance:
 - Grades 5 and 10 demonstrated notable improvements compared to the previous year.
 - Grade 7 performance remained stable, while Grade 11 showed slight declines in 3+ proficiency levels but higher 4+ proficiency.
 - Grade 12 exhibited declines linked to attendance challenges and scope and sequence adjustments; targeted remediation and revised curricula have been implemented to address these issues.
 - Math Performance:
 - Overall improvements were observed across most grades, except Grade 8. Dr. White attributed this to early staffing transitions that have since been resolved.

- When Winter MAP data is finalized, we will use it to triangulate data and evaluate student growth.
- Discipline and Attendance:
 - Suspension rates remain below the 10% threshold, with significant efforts toward culture-building and consequence implementation.
 - Chronic Absenteeism:
 - This data point is concentrated in the 9th grade and younger middle school students.
 - Real-time data through Empower K12 is aiding in addressing trends and supporting targeted family engagement efforts.
 - Chronic absenteeism remains a critical metric due to its accountability implications. The goal is to reduce the rate to below 25% by year-end.
- Enrollment
 - We exceeded our enrollment projections, with a certified count of 766 students (16 above budget). This brings additional revenue but highlights shifting trends in special education needs and funding weights.

Treasurer's Report

We are over 200 days of cash on hand and a debt service coverage ratio of 3.1, exceeding the mandated 1.15. Additional enrollment revenue of \$253,000 was adjusted due to special education weights, resulting in an overall increase of \$86,000 in revenue. We also have strong interest earnings from ICS-protected accounts, exceeding projections. Paul will engage external consultants to refine investment strategies and develop policies in new year.

Bylaws Review and Proposed Revisions

Ms. Ubiera and Ms. Albright presented six key amendments for board discussion:

- Parent Trustees: Ensuring at least two parent trustees are active at any time to represent the parent community.
- Officer Trustee Elections: Clarification to align committee chair elections with even years for consistency.
- Quorum Adjustment: Reducing quorum for trustee removal to 75% to avoid potential standstills.
- Modernizing Communication: Removing outdated methods like fax and replacing telephone meetings with remote or virtual meeting terminology.
- Role Delegations: Allowing treasurers and secretaries to delegate duties to assistants for continuity and efficiency.
- Interim Adjustments: Appointing Cheryl Cunningham as interim treasurer until bylaw revisions are approved. Ms. Albright made a motion to approve this adjustment, and Mr. Ward seconded. The motion as approved unanimously.

Trustees were encouraged to review and discuss these amendments with their committees and submit feedback by January 2025, with a potential vote slated for March 2025.



New Business

Dr. White highlighted concerns about potential disparities in funding between DCPS and charter schools following the new Washington Teachers' Union contract. She urged board members to leverage their networks to advocate for equitable funding.

Closing

The next board meeting is scheduled for January 28, 2025. There being no further business, Ms. Wilkins adjourned the meeting at 7:50 pm.

**Board of Trustees
Meeting Minutes
January 28, 2025**

Members Present:

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

Admin Present:

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

Opening

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

Approval of Board Meeting Minutes

The November 2024 meeting minutes were presented for approval. Following a motion by Mr. Ward and a second by Ms. Albright, the minutes were unanimously approved by the board.

CEO's Report

Community Climate & Student Well-being

Dr. White acknowledged the rapid social and political shifts taking place nationally and their impact on the Paul community, particularly regarding fears around immigration enforcement. Staff had spent significant time addressing anxiety and uncertainty among both students and families. Dr. White emphasized that these matters would be addressed in greater depth during the proposed closed session and a planned family engagement meeting.

Enrollment Update

Paul is actively engaged in enrollment and re-enrollment seasons. Dr. White provided a grade-by-grade update, with current year comparisons:

Middle School:

- 5th Grade: pacing similarly to 2024
- 6th Grade: significantly ahead — 30 more applicants, including a strong pool who ranked Paul in their top three choices.
- 7th & 8th Grade: pacing ahead of last year

High School:

- 9th Grade: pacing slightly ahead in top three ranking applicants.
- 10th Grade: behind last year's pace; however, the school traditionally enrolls only 10–12 new 10th graders annually

Dr. White noted that given national policy developments, staff are actively engaging families to reinforce Paul's commitment to serving all students, regardless of background or immigration status. These outreach efforts are critical to maintaining enrollment numbers and community trust.

Mid-Year Climate Survey

Originally, the board was slated to review internal mid-year survey data. Dr. White recommended postponement due to a new mandated climate survey issued by the DC State Board of Education.

Dr. White expressed skepticism about the practical value of the survey, especially given the absence of participation thresholds or use guidelines. She raised equity concerns, instructional disruption (loss of 1–2 class periods), and insufficient accommodations for younger or EL students.

Treasurer's Report

The board reviewed November 2024 financials, which reflected 273 days of cash on hand and a DSCR of 3.17 (well above 1.15 threshold). Our revenue has been impacted by additional funding from enrollment certification adjustments and savings from staffing adjustments and loan interest contingency recovery. We also currently have a \$477K positive cash variance driven by contingency adjustments and tech purchasing shifts

Dr. White raised strategic concerns regarding potential disruptions to federal funding (e.g., NSLP, IDEA, ESSER), citing a recent (blocked) federal attempt to pause grants. She encouraged the Finance Committee to explore proactive measures to further insulate Paul from national instability, especially given DC's unique governance structure without a traditional state-level buffer.

- *Sector Context:*
Dr. White shared updates from the DC Alliance of Charter Schools:
 - DCPS teachers are slated for a 3% raise + 4% bonus in FY25.
 - Charters must advocate for proportional UPSFF increases to remain competitive.
 - Eagle Academy's mismanagement led to a costly DCPS bailout (~\$12M), creating reputational and policy ripple effects across the sector.
 - At least 10 charter LEAs are under PCSB financial monitoring.

Bylaws Review and Proposed Revisions

Ms. Ubiera and Ms. Albright presented six key amendments for board discussion in November- no additional edits have been submitted since, and a vote will be held in March 2025 to approve the updated bylaws.

New Business- Executive Session

Due to sensitive topics involving student data, community fears regarding immigration enforcement, and evolving strategic responses, the board discussed scheduling a special in-person meeting on February 11, 2025. Ms. Albright made a motion to approve this in person Executive Session, and Ms. Ubiera seconded the motion. The motion was approved unanimously. Dr. White assured the board that school leadership is partnering with legal and community-based organizations to support families amid immigration concerns, and that Paul is committed to stability, access, and education for all students.

Closing

The next board meeting is scheduled for February 11, 2025. Ms. Hendrix moved to close the formal meeting to allow time for the Strategic Planning consultants' presentation and discussion. The meeting was adjourned at 6:47 PM.



Board of Trustees
Unofficial Meeting Minutes
March 25, 2025

Members Present:

Erin Albright
Laurie Anderson- Smith
Kemba Hendrix
Schuyler Malachi
Terri Sallay
Pamela Taylor
Jennifer Ubiera
Sterling Ward
Shamera Wilkins

Members Absent:

LaTonia Winston
Brittany Wood

Admin Present:

Tracy White, *Chief Executive Officer*
Charlotte Spann, *Executive Director of Accountability and Organizational Improvement*
Rosemarie Ragin, *Executive Director of Student Support Services*
Pamela Merkersen, *Executive Director of Talent*
Kristin Yochum, *Executive Director of Operations*
Monya Bundy, *Executive Operations Coordinator*

Opening

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

Board Term Renewal

Ms. Ubiera introduced the formal renewal of board terms for two members whose terms were expiring; Ms. Sallay and Ms. Wilkins have agreed to serve an additional three-year term on the Board of Trustees. Ms. Albright moved to approve each term (voted on separately) and Ms. Ubiera seconded both motions. All members voted in favor, and both term renewals were approved unanimously.

Approval of Board Meeting Minutes

The January 2025 meeting minutes were presented for approval. Following a motion by Dr. Malachi and a second by Ms. Wilkins, the Board proceeded with a formal roll call vote to satisfy procedural requirements. All members present voted in favor, confirming unanimous approval of the January meeting minutes.

Department Reports

Each of the Executive Directors gave a brief overview of what their department prioritized and accomplished during Advisory 3. These were primarily centered around operational updates, incentive effectiveness, and the impacts these have on student performance.

Highlights included:

- Strong gains in middle school learning recovery initiatives (75% ELA, 79% Math showing weekly proficiency)
- 9th graders launched its first Career Technical Education cohort using *Project Lead the Way*
- 8 students accepted into competitive summer dual enrollment programs (an increase from 2–3 participants, historically)
- New Summer Youth Employment Program project where 70–80 students will create a student-run nonprofit as a service-learning experience

Leadership Transition Update

Dr. White announced the recent high school leadership transition, explaining that the former high school principal had initially indicated in November that this would be her final year at Paul, citing personal reasons and professional fatigue. However, as the school year progressed, she opted to transition out earlier than originally planned. The existing senior leadership infrastructure, including academic deans and school directors, ensured stability and continuity for students and staff. Dr. White noted that two strong external candidates are currently undergoing final rounds of vetting. The board will be invited to participate in the finalist interview process as part of the next stage.

Treasurer's Report

Dr. White summarized the school's financial outlook, which remains strong despite national uncertainty. Paul PCS is currently holding approximately 273 days of cash on hand, and its debt service coverage ratio stands at a robust 3.33—well above the minimum requirement of 1.15.

She explained that although Congress had narrowly avoided a federal shutdown by passing a continuing resolution, one final piece of legislation (still pending at the time of the meeting) could impact Q4 funding for schools across the country. Should that occur, Paul's Q4 payment could drop from \$4.4 million to \$1.2 million.

Additional highlights included an expected \$130K increase in year-end cash due to salary savings from unfilled vacancies and higher-than-projected interest earnings from the

school's investment accounts. Dr. White noted that the FY26 budget is now under development, with an initial draft scheduled to be shared with the Finance Committee in April. The board will vote on the final version in June.

Bylaws Review and Proposed Revisions

Ms. Albright, on behalf of the Governance Committee, presented the final vote on the revised bylaws. She reminded the board that the proposed edits had been first introduced in November and were primarily designed to bring the document in line with current practices and clarify outdated language.

As no additional edits or comments had been submitted since the original presentation, she moved to approve the updated bylaws as written. The motion was seconded by Ms. Wilkins and approved unanimously by roll call vote.

Closing

Ms. Hendrix closed the meeting by reiterating that there will be no April board meeting. The board's next scheduled gathering will take place on May 27, 2025, followed by the annual meeting in June. That final meeting will include a formal vote on the new Strategic Plan and next year's budget. With no additional business raised, Ms. Hendrix adjourned the meeting at 7:30 PM.

**Board of Trustees
Meeting Minutes
May 27, 2025**

Members Present:

Laurie Anderson- Smith
Kemba Hendrix
Schuyler Malachi
Jennifer Ubiera
Sterling Ward
Brittany Wood

Members Absent:

Erin Albright
Terri Sallay
Pamela Taylor
LaTonia Winston
Shamera Wilkins

Admin Present:

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

Opening

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

Approval of Board Meeting Minutes

Ms. Hendrix reminded the board that the full board had not met in April, as it was a scheduled recess month. She invited a motion to approve the March 2025 meeting minutes. Jennifer Ubiera moved to approve; Miss Wood seconded. A roll call vote was conducted, and all present members voted in favor. The motion passed unanimously.

CEO's Report

Dr. Tracy White provided a comprehensive CEO update, beginning with the high school principal search. After the mid-year departure of the previous principal, the school had been actively searching for a qualified replacement. Despite a pool of seemingly strong candidates, further reference checks revealed concerns that led to continued recruitment efforts.

Enrollment

Over 600 students had fully re-enrolled by late May, which is historically early and signals strong organizational coordination. The enrollment team's success was attributed to strategic project management and full-staff participation.

25- Year Review

PCSB issued a 38-page report, plus appendices, summarizing Paul's performance. Despite significant errors in the report's data and limited time to respond, Paul PCS met all charter goals, including strong instructional quality, financial viability, and compliance. The review period



covered SY22–23 and SY23–24 due to the pandemic-related data gaps in prior years. The recommendation is for the school’s charter to be renewed without conditions. Dr. White emphasized concerns with the rushed review process and inaccuracies in the official report. She highlighted errors in enrollment reporting and misrepresentations in instructional ratings, especially at the high school. Paul PCS will voice these concerns during its June 2 public hearing.

Employee Retention Credit

Paul received ERC which will be put towards staff retention bonuses. These were announced to staff during in-person meetings and were well received. Bonuses are contingent upon employees remaining through October 2025.

Treasurer’s Report

Dr. White walked the board through the financial update, beginning with the March forecast. The school continues to maintain a strong fiscal position with over 200 days of cash on hand and a debt service coverage ratio well above the required 1.15. Notably, these figures preceded the disbursement of the ERTC-funded bonuses, and future reports will reflect the impact.

The budget benefited from supplemental special education revenue due to updated student IEP levels, and increased interest earnings from the school’s investment accounts. Staff development spending was below projections due to underutilization of professional development grants. Dr. White urged more staff to apply in the coming year, reiterating that organizational priorities guide PD offerings, but individual enrichment is supported.

She also flagged contracted staffing as a financial strain, particularly in areas where staff attendance has been inconsistent. The school plans to reimagine certain roles to improve cost-efficiency and service delivery. Additional cash flow considerations included HVAC repairs, TSA-style security equipment purchases, and routine operational expenses.

FY26 Proposed Budget Presentation and FY27 Budget Advocacy Forecast

Dr. White presented the draft FY26 budget, built with strategic alignment to the new organizational plan. Budget drivers include instructional support, expanded elective offerings, increased family engagement, and operational enhancements. The school has also budgeted for investments in staff wellness, new gym equipment, upgraded locker rooms, and MacBooks for all staff.

Revenue projections are conservative due to delayed confirmation from the Mayor’s office. However, Paul PCS has since confirmed receipt of a facilities allotment and a block grant, which together will increase projected cash by approximately \$300,000. The final budget will be updated to reflect this prior to the June vote.

Despite a \$2.4M projected revenue drop (due to expiring COVID and ERTC funds), the school remains fiscally sound with a budgeted DSCR of 2.31 and approximately 288 days of cash on hand. The school is budgeting for 750 students (with a stretch goal of 769) and will reduce total positions by five, primarily through attrition.



Capital projects include construction of an external "cell phone house" for secure device storage, in compliance with new DC legislation. Dr. White assured the board that emergency protocols were in place to centralize communication with families.

Dr. White closed with a preview of looming fiscal challenges in FY27. The Mayor's proposed budget eliminates prior commitments to include DCPS teacher salary increases in the charter funding formula. Additionally, the per-pupil allocation is projected to decrease by \$500, and charter facility funds will remain flat even as DCPS receives added infrastructure support. Dr. White flagged this disparity as deeply concerning and called for board advocacy.

Board members were encouraged to submit written testimony to the DC Council during the upcoming budget hearings on May 29 and 30. Talking points will be distributed to assist with submissions.

Dr. White also noted the need to reevaluate access to financial reserves currently limited by loan covenants and will explore renegotiation options with Eagle Bank.

Closing

Ms. Hendrix concluded the meeting by highlighting key agenda items for the June 10 board meeting. These will include:

- A vote on the FY26 budget
- Final vote on board member term renewals
- Overview of the ASPIRE accountability framework
- Deeper dive into the strategic plan
- Discussion of anticipated board transitions and summer recruitment



Board of Trustees
Unofficial Meeting Minutes
June 10, 2025

Members Present:

Erin Albright
Laurie Anderson- Smith
Kemba Hendrix
Schuyler Malachi
Pamela Taylor
Jennifer Ubiera
Sterling Ward
Shamera Wilkins

Members Absent:

Terri Sallay
LaTonia Winston
Brittany Wood

Admin Present:

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

Opening

Ms. Hendrix called the meeting to order at 6:25pm, and the Board collectively recited the mission.

Board Term Renewals

Ms. Ubiera introduced the formal renewal of board terms for two members with expiring terms; Ms. Albright and Ms. Wood have agreed to serve an additional three-year term. Ms. Ubiera moved to approve each term (voted on separately) and Mr. Ward seconded both motions. All members voted in favor, and both term renewals were approved unanimously.

Approval of Board Meeting Minutes

Ms. Hendrix invited a motion to approve the May 2025 meeting minutes. Mr. Ward moved to approve; Dr. Malachi seconded the motion. A roll call vote was conducted, and all present members voted in favor. The motion passed unanimously.

Executive Reports

Dr. White opened the Executive Team presentations by acknowledging the culmination of a landmark school year as Paul celebrated its 25th anniversary. She expressed her appreciation for the Board's strategic guidance and noted that the retreat offered an opportunity to reflect on accomplishments while preparing for continued growth.

Dr. White also announced that Charlotte Spann, Executive Director of Accountability and Organizational Improvement, will be transitioning out of her role at the conclusion of the school year. Dr. White highlighted Ms. Spann's transformative impact on Paul's academic programs, systems-building, and leadership development, describing her as a cornerstone of the school's evolution over the past decade. The Board expressed deep appreciation for Ms. Spann's contributions and wished her well in her next chapter.

Operations

- **Data Systems Transformation:** One year ago, Paul used PowerSchool minimally for attendance and grades, while relying on multiple other systems for parent contact information and operational data. As of the end of the current school year, PowerSchool is the ultimate source of comprehensive student data.
- **Training and Engagement:** Parents and families have been trained to log in and monitor attendance and grades, strengthening home-school partnerships.
- **Regional Leadership:** Paul hosted the first-ever DC PowerSchool Users Group, bringing together over 40 participants, including LEA partners, vendors, and officials from the Office of the State Superintendent of Education (OSSE). This event positioned Paul as a leader in data systems innovation in the District.

Academic and Instructional Programs

- **Instructional Quality:** Despite teacher capacity challenges nationally, Paul's instructional coaching model has allowed new teachers to thrive.
- **Middle School Interventions:** Targeted interventions for struggling ELA and Math students led to measurable growth, especially in grades 6 and 9.
- **High School Excellence:** AP program participation expanded significantly, and dual enrollment opportunities resulted in 24 students earning college credit while still in high school.
- **Career & Technical Education (CTE):** Paul's first cohort of 9th graders in the CTE Pathway competed successfully at the state level, earning multiple awards. Dr. Lanette Bacchus also received a statewide award for outstanding CTE leadership.

Student Support Services and Culture

- **Special Education Advancements:** Transition planning for students with IEPs has deepened. High school students are now leading their own IEP meetings, demonstrating self-advocacy and ownership of their learning plans.
- **Wellness Supports:** The social work and counseling teams, in partnership with LAYC, have addressed increased mental health needs, implementing comprehensive crisis management plans.
- **Attendance Initiatives:** Chronic absenteeism remains a challenge, particularly in high school. The team has launched individualized student support plans and a spring attendance action plan to address the issue proactively.

Treasurer's Report

- Paul ended the year with 273 days of cash on hand and a debt service coverage ratio of 3.3, far exceeding required thresholds. Interest earnings from sweep accounts outperformed projections. Potential federal funding disruptions due to political uncertainty necessitate continued prudent financial management. The Finance Committee is exploring mechanisms to insulate Paul from future cash flow interruptions.

Governance Update

- Ms. Ubiera reminded the board that the updated bylaws approved in March reflect current practices and enhance governance transparency. She also noted that the Board will engage in strategic planning work over the summer in anticipation of approving the school's updated strategic plan at the September meeting.

Strategic Plan Discussion and Board Reflection

Dr. White facilitated a reflective discussion on Paul's 25-year legacy and the vision for the next five years. Themes included:

- Strengthening family engagement
- Deepening the leadership pipeline within Paul's staff
- Continuing to innovate in CTE and dual enrollment programming
- Bolstering attendance and student wellness supports
- Ensuring financial sustainability in a complex funding environment

Executive Session

The Board agreed to hold a closed session at the first meeting of SY25-26 to discuss embargoed DC CAPE Data. Ms. Albright moved to close a session of the August 27th 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

Ms. Hendrix thanked all attendees for their commitment to Paul's mission and scholars. She reminded the Board that there is no meeting in July and the next meeting will take place on August 26, 2025. There being no further business to address, Ms. Hendrix adjourned the meeting at 8:44pm.