

**Monument Academy Public Charter School
Minutes of January 25, 2020 Board Meeting**

Present:

Board members: Tycely Williams, Tami Lewis, Donna Anthony, Neela Rathinasamy, Emily Bloomfield, Shawn Hardnett, Matt Biel, Latricia Easter

Staff: Dr. Jeffrey Grant, Keisha Morris, Jeff McHugh

Guests: Aria Florant (McKinsey & Co.)

Absent: Dale Jones, Brian Jones, Ashleigh Lewis

Welcome and Call To Order: Board President Tycely Williams welcomed everyone to the Board meeting and opened the meeting at 10:20 am.

Adoption of Minutes from November 19, 2019 Board Meeting

Upon a motion duly made and seconded, the Board voted unanimously to approve the minutes of the November 19, 2019 Board Meeting in the form attached hereto.

Fundraiser

Tycely reviewed the upcoming Monument fundraiser, expectations for Board member participation, and support available for Board members inviting friends. Donna offered to send a framework we might use based on work one of her other organizations did. Next steps include:

- Tycely to follow up with specific people with ideas for content at the fundraiser (Tycely)
- All members to think about potential new board members to invite (all)
- Come up with a working wish list on what Monument needs to raise money for (Dr. Grant and Keisha)

Data Review

Jeff set everyone up with Monument email accounts and access to Microsoft Teams. It was proposed that the Board should have a high level snapshot, but not be able to navigate into the details, though perhaps have some details available to committee chairs. Next steps:

- Create a summary page for PCSB goals in the dashboard (Jeff)
- All Board members will take a week to go through the system on their own -- then send Jeff questions
- Add agenda item on data dashboard at the February Board meeting to discuss (Neela)
- Donna to share an example summary sheet from her other board (Donna)

Governance Priorities Review

Neela reviewed best practices as outlined by Education Board Partners. A discussion ensued about the appropriate level of board involvement in oversight and of how to maximize support for parent board member participation. Neela provided an overview of the conflict of interest policy and signature requirement as part of an annual process. She also discussed requirements related to specific contracts over \$25k.

Neela reviewed the purpose for Board committees, the role of each committee and the expectation that the next committee meetings occur before the February Board meeting. Those committees should discuss and prepare to give updates about current work and 2020 goals at the February board meeting.

Votes:

Board members volunteered for committees and upon a motion duly made and seconded the Board voted unanimously to appoint the following members to each committee:

Governance: Latricia, Donna

Academic and Accountability: Shawn, Latricia and Matt

Vote for Officers: upon a motion duly made and seconded, the Board voted unanimously to elect Emily Bloomfield to the office of Secretary until her successor is duly elected and qualified, in accordance with Monument's Bylaws.

Vote for Committee Chairs: upon a motion duly made and seconded, the Board voted unanimously to approve the following changes to committee chairs:

- Donna Anthonly is hereby elected to serve as Chair of the Finance Committee .
- Emily stepped down as chair of the Finance Committee but will continue to serve on the Committee.

The Board then discussed ideal characteristics of Board members and committed to creating a list of potential new members for discussion at the February Board meeting. The Governance Committee will synthesize the list of desired characteristics and define a path forward for identifying potential, additional Board members

Bylaws

Emily reviewed the proposed changes to Monument's Bylaws and reminded the Board of the history of Monument's Bylaws, including why the Monument Foundation and the Monument PCS Boards were created. The Board proposed for consideration that the entities sever the relationship. The Board also discussed a recommendation to clarify Monument PCS's mission statement to reflect that Monument's target demographic includes but is not limited to foster care students and in fact includes other highly at risk students. A proposal on language will come before the Board for a vote at the February Board meeting, which will include that any such language be approved by PCSB before final approval by the Board. Approval of such language in February will allow the revisions to be submitted to the PCSB at the

same time that the DCPCSB votes on Monument's new goals. The proposed changes will take into account feedback from staff, families, and other stakeholders.

Finance Committee

Donna Anthony reviewed some financial decisions for the Board to consider with respect to the remainder of the year, including the capital campaign and refinancing options. The ad-hoc Facilities Financing Committee as well as the Finance Committee will present recommendations to the Board at future Board meetings with respect to these matters.

DCPCSB Five-Year Review Update and Next Steps

Tami reviewed the DCPCSB recommended conditions for Monument's continuation, and the Board discussed the direction that the leadership would like to take as part of the goals agreement with the DCPCSB. Tami reviewed the concurrent work that the Alternative Accountability Framework working group is doing to set external and internal goals for all alternative schools, and she advocated taking that into consideration in negotiating with the DCPCSB. Tami further reviewed the requirement that schools set goals for academic achievement and optional mission specific goals. It was noted that Monument has learned from early experience that business rules are also critical. Dr. Grant is continuing to discuss with his team whether to propose social emotional measures. Dr. Grant will report back on interactions with DCPCSB, and the Board will vote on new goals when an agreement with DCPCSB has been tentatively reached. This is expected to be presented at the next Board meeting.

The Board voted to adjourn at 2:30pm.

**Monument Academy Public Charter School
Minutes of March 3, 2020 Board Meeting**

Present:

Board members: Tycely Williams, Tami Lewis, Donna Anthony, Neela Rathinasamy, Shawn Hardnett, Emily Bloomfield, Dale Jones

Staff: Dr. Decruise, Dr. Grant, Greg Gaskins, Keisha Morris, Gerron Cooper, Brandon Scott, Anna Scudiero, Dr. Gasque

Guests: Mayank Palod, EdOps

Absent: Brian Jones, Matt Biel, Latricia Easter, Ashleigh Lewis

Welcome and Call To Order: Board President Tycely Williams welcomed everyone and opened the meeting at 6:10 pm.

Adoption of Minutes from January 25, 2020 Board Meeting

Several corrections were noted in the minutes, and upon a motion duly made and seconded, the Board voted unanimously to approve the amended minutes of the January 25th Board Meeting in the form attached hereto.

Governance Committee

By-laws: the proposed By-law revisions are completed, with the exception of the provisions regarding Monument's mission. Dr. Grant is collecting stakeholder input and will recommend final language. The Board discussed some potential changes to the mission-related language, and broadly supported changing the language from its focus on foster care and broadening the scope of risk factors within the purview of Monument's mission. Tami reviewed the process for updating the DC PCSB so that the Board can share a draft of the proposed By-law changes to the DC PCSB in time to be included in the DCPCSB's vote to adopt Monument's revised goals.

Recruitment of Board members. Dr. Grant provided an update on his outreach efforts to potential new Board members. The Board agreed that it should pull together a pool of potential future candidates. A discussion ensued about the recruitment process, including requiring a formal application and resume and signed agreement/commitment, then having the Governance Committee present the candidate to the full Board before having a final vote. The Board also proposed changing the By-laws for parent terms, reducing them to 1 year with an option to renew, as opposed to the current 3-year commitment required of other Board members.

Dashboard: Neela presented a mocked up dashboard that includes 6 areas for Board oversight that are considered best practice. A discussion ensued about the level of detail for the metrics in each category for the Board as a whole, and for committees. It was agreed that the dashboard should include measures aligned with the school's DCPCSB goals and conditions, including SPED compliance and timely manifestation meetings. Shawn shared indicators that he's using

that are college prep indicators (grades, lagging indicators). It was proposed that the Board consider national indicators, and Dale Jones offered to connect Dr. Grant with Dr. Raymond Hart, the Director of Research at the Council of Great City Schools. It was also observed that Monument has data unique to its model, and it was discussed whether and how it can be used to tell its story and drive improvement at Monument, in addition to informing how other schools can make progress with similar students.

Finance Committee

Mayank reviewed the most recent financials. A discussion ensued about aligning next year's budget with the school's goals for next year and with the PCSB goals. The Board discussed the remaining fundraising goal and a spring fling as well as a concerted push with individual donors to meet those goals.

Tami shared that at a recent City Council oversight meeting, Monument was complimented on its work and that people had heard good things about the school. Dr. Grant reported on a positive CBS story that will run in a few weeks and should be very helpful for awareness and fundraising.

Donna reviewed the Finance Committee's 2020 goals, and the work that's happening to meet Monument's goal for long-term financial sustainability and being financially independent without philanthropy. In upcoming meetings, the committee will present 5-year projections for the budget, including medicaid revenue, facility costs and enrollment. The Finance Committee will also present options for refinancing Monument's debt, training Board members on the financials, and the timetable for preparing for the FY2021 budget submission due to the DC PCSB in June.

Head of School Report

Dr. Grant went through the head of school report, including progress to date on student recruitment for 2020/21 and staff intent to return notifications. Keisha updated the Board on the OSSE audit. Staff invited the Board to a Women's history student presentation on March 26th.

The Board voted to adjourn the public meeting at 8:04pm.

**Monument Academy Public Charter School
Minutes of March 24, 2020 Board Meeting**

Present:

Board members: Tycely Williams, Tami Lewis, Donna Anthony, Neela Rathinasamy, Emily Bloomfield, Shawn Hardnett, Dale Jones

Staff: Keisha Morris, Dr. Jeffrey Grant, Dr. Ashley DeCruise, Anna Scudiero, Brandon Scott, Gerron Cooper, Katrice Fuller

Guests: Mayank Palod, EdOps

Absent: Ashleigh Lewis, Matt Biel, Brian Jones, Latricia Easter

Welcome and Call To Order: Board President Tycely Williams welcomed everyone and opened the meeting at 6:01 pm.

Adoption of Minutes from March 3rd Board Meeting

The Board reviewed the minutes from the March 3rd meeting and upon a motion duly made and seconded, the Board voted unanimously to approve the amended minutes of the March 3rd Board Meeting in the form attached hereto.

Governance Committee

Neela led a discussion on the revised bylaws and referenced the bylaws markups and new draft.

The Board reviewed a proposal that parent board members serve 1-year terms. The Board discussed the need for an efficient phase-out for parent board members since all parent members must have a child currently in the school. Counsel has reviewed, and the Board voted to adopt the new language for the by-laws. Tami moved, Emily seconded. The Board unanimously approved. The Board noted that the next step is to submit the changes to PCSB and then, conditional on their approval, the Board will submit to the IRS.

Neela provided a quick update on Board recruitment, Neela agreed to send a full update on recruitment to the full board prior to the next board meeting.

Neela reminded Board Members of the Education Partners call March 25th, designed to help board members support school leaders through the COVID-9 school closures.

Finance Update

Donna led the discussion.

Mayank reviewed the updated financials and noted that before the school closure, there was little change. He noted that we received our first supplemental payment and it was in line with what we expected. Mayank shared that our private fundraising gap is \$240k after commitments.

The Board then discussed the financial update For FY21. Mayank announced that the 4% increase originally proposed is less likely and that they are now projecting a 2% increase for

next year. Mayank and the finance committee noted they are working through the lease for next year.

Vote to approve the 990:

Mayank took the Board through the highlights of the recent audit and opinion of the auditor. There were no misstatements or management issues, no flags raised or findings coming out of the audit, which happened in September. The Board noted that the mission and program mentioned in 990 are from the old bylaws, where it mentions students in contact with the foster care system. The Board decided to keep the 990 as is, not reflecting any change in mission in 990 until we've submitted and had them approved. A board member asked if we've always had a clean audit or ever had a finding, and Mayank reported that we have always had clean audits. Shawn moved and Tami seconded, and the Board unanimously approved the 990.

Finance Committee update:

Donna provided an update on the committee's focus. She reviewed the recent discussion with Building Pathways and their guidance on assumptions. Donna noted the committee also got some updates on the city and where they are on facilities and leases. Donna announced the Finance Committee will be presenting the draft FY21 budget at the April Board meeting. She also stressed the need for a finalized, multi-year agreement with Friendship and the importance of having cash available given uncertainty. She reiterated that Monument needs to raise \$240k to close donations on our private fundraising goal for this year. She encouraged board members to do outreach if they know of people who'd be willing to support and stated that Anna and Keisha have put together a letter to share with the board. The Board Discussed using an online capability to solicit friends and individuals and asked for staff support to provide draft text and donation links. The committee discussed having board members speak directly to potential funders and the possibility of finding large funders to initiate a match challenge.

Academic Committee:

The Board reviewed indicators for the dashboard and oversight for the committee, including compliance with SPED. The Committee recognized that it still needs guidance from the city and counsel with respect to this under the circumstances.

Head of School Report

Dr. Grant reviewed the activities Monument is implementing to help students continue to receive academics, SPED and mental health services, and to ensure they know where to go for meals and other resources. He shared that a small number of families need hotspots to support online learning. Board members inquired about donating items or supplies and staff announced that If people want to donate they can coordinate with Brandon or Katrice regarding drop off times or shipping.

The meeting adjourned at 7:34 pm.