

School Mission

DCBPCS is a learning community that ensures high academic achievement for all students in both Spanish and English, develops leadership, and values all cultures.

DCBPCS es una comunidad de aprendizaje que asegura un alto rendimiento académico para todos los estudiantes en español e inglés, desarrolla el liderazgo y valora todas las culturas.

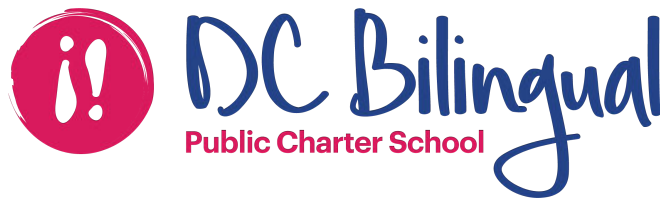
Time	Agenda Items	Who
8:30-8:35	Welcome/Minutes Approval May Meeting Minutes	Facilitated By: Nadia Participants: Board & School Leadership
8:35-8:45	Head of School Report 2020-2021 Goals	Facilitated By: Daniela & Denise Participants: Board & School Leadership
8:45-9:10	Academic Excellence Committee Updates	Facilitated By: Academic Excellence Committee Participants: Board & School Leadership
9:10-9:25	Development Committee Development Dashboard Review	Facilitated By: Alex & Dev. Committee Participants: Board & School Leadership
9:25-9:45	Finance/Facilities Committee 2021-2022 Budget Monthly Financial Reporting Construction Updates	Facilitated By: John & Darius Munchak (EdOps) Participants: Board & School Leadership
9:45-10:05	Governance Committee Secretary Vote/New Member Vote	Facilitated By: Lori & Gov. Committee Participants: Board & School Leadership
10:05-10:10	Recap & Next Steps	Facilitated By: Nadia Participants: Board & School Leadership
10:10-10:30	Executive Session [CLOSED*]	Facilitated By: Alina, Daniela & John Participants: Board & School Leadership

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

** Closure of this portion of the meeting is pursuant to the following exceptions to the Open Meetings Act:*

- 1. The reason for closure is to discuss a personnel matter.*

Closure is permitted by DC Official Code Section 405(b)(9)(10) and (14) of the Open Meetings Act.



Head of School Report May 2021

Presented to the Board of Directors

By Daniela Anello

May 27, 2021

DC Bilingual's Mission Statement

DCBPCS is a learning community that ensures high academic achievement for all students in both Spanish and English, develops leadership, and values all cultures.

DCBPCS es una comunidad de aprendizaje que asegura un alto rendimiento académico para todos los estudiantes en español e inglés, desarrolla el liderazgo y valora todas las culturas.

Report Summary

School Reopening Update

On May 17, we dialed up our in-person learning model to serve 278 students. In concert with the hybrid learning model (2 days in-person/ 2 days virtual learning), we continue to offer the Care model. Through the hybrid model, 143 students Prek-5 attend school in-person on Monday and Tuesday and 135 attend school in-person on Thursday and Friday. This is more than double the number of students served in the 25% hybrid model (128 students total on site - 82 on Monday and Tuesday and 39 on Thursday & Friday).

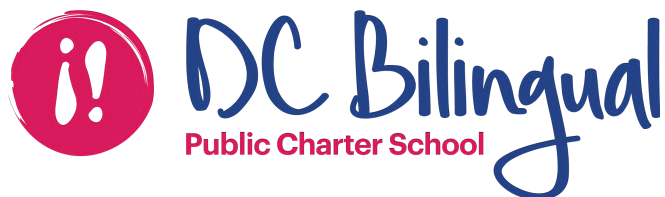
Previously, we were serving 33% of our population onsite (Cares and DCB programming). Now we are serving **66%** of our total population on site (Cares & Hybrid) while serving 34% entirely virtually.

Diversity Equity & Inclusion Update

The Request for Proposal for Diversity, Equity and Inclusion work at DCB is now posted and receiving applications. [Click here](#) to read the proposal. We will receive bids until June 8th. Our school's Equity and Diversity Committee and members of our Instructional Leadership team will review and select competing bids.

Section 1

Highlighted May Events



May 5 | Family Food Market: Distributed free boxes of food from the Capital Area Food Bank to families in the community.

May 20 | Vamos a comer en Iran: Hosted a special edition of Family Cooking Night where Chef Taraneh introduced our community to Iranian cuisine with her delicious recipe for Persian meatballs.

May 27 | Feria de Ciencias, Chemistry Bar: We kicked off the Science Fair with a science-themed cocktail making class with Alonzo Freeman, RAMY award-winning mixologist from [The Royal](#) and [Lulus Winegarden](#). [Recipe](#)

May 28 | Feria de Ciencias, DCB LIVE Laboratory: DC Bilingual hosted a live science experience with Dr. Brenda María Soler Figueroa and teacher Ambar Martinez. The virtual workshop explored the magical Bioluminescent Bay of Puerto Rico. [Activity](#)

Upcoming Events

June 2, from 11:00 AM to 2:00 PM & 4-6:00 PM | Family Food Market: Join us for our final family food market planned for this school year! Stop by to receive a free box of groceries for your family. We need volunteers! If you're interested in helping, please contact [Isa Zambrano](#).

June 12, from 9:00 AM to 12:00 PM | Garden Workday: It's our last workday in the garden for the school year and it is open for the whole community. Please [sign up here](#) to join us June 12 from 9-12. If you are interested in volunteering over the summer, please contact [Lola Bloom](#).

June 16, from 6:00-7:30 PM | 5th Grade Graduation: This year we will celebrate in-person in a safe, socially distanced outdoor graduation at DC Bilingual. There will be virtual connection options available as well.

Section 2

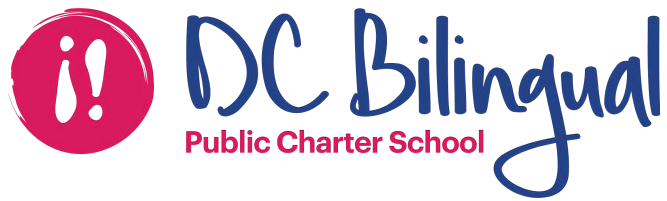
Communications Update

Email Metrics:

HOS List: 1,437 (+12)
Open rates: 43.1% (+67.7%)
Click Rates: 8.9% (+18.7%)

Facebook Metrics (last 28 days):

New Likes: 9 (-40%)
Reach: 2,792 (-24%)
Post Engagements: 1,042% (+5%)



Twitter Metrics (last 28 days):

Tweets: 12

Tweet impressions: 4,031 (+81%)

Profile visits: 445 (+176.4%)

Mentions: 10 (+66.7%)

Followers: 728 (+4)

Instagram:

DCBFW Followers: 432 (+19)

School Year 2020-2021 Head of School Goals



To ensure that DC Bilingual operates a high-quality school program in the school year 2020/2021, DC Bilingual Head of School will focus on five specific categories:

- 1 **Academic Goals**
- 2 **Diversity, Equity & Inclusion (DEI) Goals**
- 3 **Finance**
- 4 **Development**
- 5 **Operations & School Growth Planning**

1 Academic Goals

Goal 1: By October 2021, DCB will achieve Tier 1 status and meet or exceed its School Quality Report Score as compared to that of the previous school year.

Goal 2: DCB will meet or exceed its internal SY 20/21 academic goals as specified below:
Up to date academic dashboard can be [found here](#):

Goal 1: Student Achievement (PARCC and CLASS)

- A. Students will grow 3% pts (to **71%** in English and **66%** in Math for 2021) on PARCC each year for both Math & Reading at 3+. Students will grow 2% pts (to **42%** in English and **33%** in Math for 2021) on PARCC each year for both Math and Reading at 4+. Progress towards goals will be measured by Term Interim.
- B. DCB PK CLASS program averages will meet or exceed 6 in Emotional Support and Classroom Organization; and will meet or exceed 3.5 in Instructional Support.
(Data available at the end of the year - NOTE if assessment occurs)

Goal 2: Student Progress (Fountas & Pinnell)

- A. The percent of DCB students on grade level will increase by 10 percentage points from BOY 2020 to June 2021.
- B. In addition, DCB students will show an average of 1.0 years of growth in English and 1.0 years in Spanish by Spring 2021
- C. Draft: Identify discrepancies based on demographics, then write a goal to reduce or eliminate the gaps.

Goal 3: School Environment (Attendance and Re-enrollment)

- A. 92% of eligible students will re-enroll and attend DCB Bilingual from year to year.
- B. 90% of enrolled students will attend school daily (In-Seat Attendance Rate).

Goal 4: School Equity

- A. By June 2021, Tier 3 and 4 behavior will decrease 20% from baseline (SY 2019-20 data)
- B. By June 2021, DCB will significantly reduce the disproportionality with which subgroups are represented among Tier 3 and 4 behavior infractions
- C. By June 2021, 60% of teachers will score highly effective in both Culture of Learning and Managing Student Behavior (teacher evaluation rubric)

Diversity, Equity & Inclusion Goals:

Goal 1: DC Bilingual will be an inclusive anti-racist community.

The goal will be measured by:

1. Establishing a recruiting and hiring strategy that targets more candidates who are diverse specifically those of Black/African-American/Black-Latinx backgrounds and that have an anti-racist mindset.
2. Develop a transparent career advancement system that will result in an authentically diverse representation on the leadership team.
3. Redefining the way DCB engages the community in the decision making process and continuously create spaces for under represented/silenced voices to be part of the conversation and give authentic feedback.

Note: these goals match the areas that our staff community scored the lowest in and are supported and measured by our school's DEI strategic plan that we are drafting with support from [Promise 54](#).

Action Plan linked [here](#).

Operations & Growth:

GOAL 1A: To keep DCB on track for a August 2022 opening of the building addition and follow the projected student growth plan to increase the amount of students served from August 2022 -August 2028.

This goal will be measured by:

- 1) Construction started and on track for August 2022 delivery.
- 2) Financing secured and in line with operational and budget priorities.
- 3) Launch communication strategy for effective communication with all stakeholders during construction.

GOAL 1B: By June 2020, DCB will meet 100% of school year 20/21 Middle States Accreditation Goals & Strategic Planning Initiatives as identified in the [Strategic Plan](#) voted on by the Board of Directors in August, 2018.

Finance

GOAL 3A: DCB will be in a strong financial situation to oversee approved expansion plans while assuring that current students receive an excellent education and experience.

This goal will be measured by:

1. A FY20 preliminary FAR report that shows strong financial situation, as determined by DC PCSB. **The metric for this goal might need to be revised based on the financing structure for the addition.*
2. A clean FY20 financial audit.

Development

GOAL: DC Bilingual will build a culture of philanthropy as demonstrated by:

1. Meet \$600K development goal
 - a. 80% retention among donors at \$1K+ or replacement with new \$1k donors to meet 80%
 - b. Secure multi-year pledges.
2. Participate in 3+ speaking opportunities attended by education, business, philanthropic leaders, and media.

DC Bilingual Board Dashboard 2020-2021

Revised April, 2021



Vision: DCB will have a clear identity as a high-performing, bilingual, and multicultural school.

Related Strategic Planning Goals:

Goal 1: Student Achievement (PARCC and CLASS)

- A. Students will grow 3% pts (to **71%** in English and **66%** in Math for 2021) on PARCC each year for both Math & Reading at 3+. Students will grow 2% pts (to **42%** in English and **33%** in Math for 2021) on PARCC each year for both Math and Reading at 4+. Progress towards goals will be measured by Term Interim.
- B. DCB PK CLASS program averages will meet or exceed 6 in Emotional Support and Classroom Organization; and will meet or exceed 3.5 in Instructional Support. *(Data available at the end of the year - NOTE if assessment occurs)*

Goal 2: Student Progress (Fountas & Pinnell)

- A. The percent of DCB students on grade level will increase by 10 percentage points from BOY 2020 to June 2021.
- B. In addition, DCB students will show an average of 1.0 years of growth in English and 1.0 years in Spanish by Spring 2021
- C. 1-2 Equity Goal: By June 2021 we will decrease the percentage of students eligible for Free & Reduced who are significantly below grade by 50% in Spanish and English (52% to 26% or 13 students in English; 62% to 31% or 16 students in Spanish)
- D. 3-5 Equity Goal: By June 2021 we will decrease the percentage of Black/African American students 3 years or more below by at least 50% (28% to 14%), and increase the percentage of Black/African American students 0.49 years below grade level (or higher) by at least 50% (7% to 21%).

Goal 3: School Environment (Attendance and Re-enrollment)

- A. 92% of eligible students will re-enroll and attend DCB Bilingual from year to year.
- B. 90% of enrolled students will attend school daily (In-Seat Attendance Rate).

Goal 4: School Equity

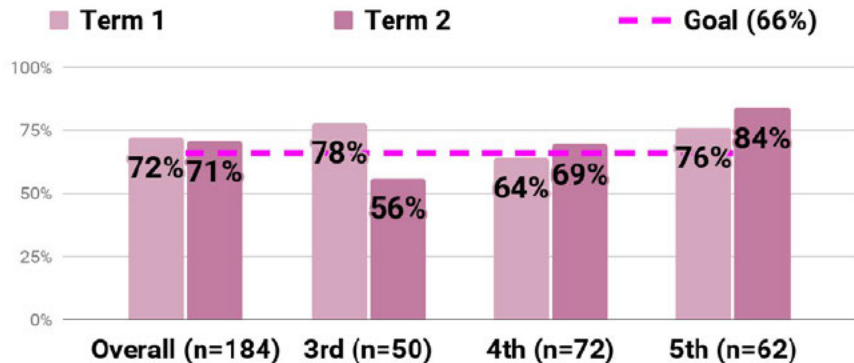
- A. By June 2021, Tier 3 and 4 behavior will decrease 20% from baseline (SY 2019-20 data)
- B. By June 2021, DCB will significantly reduce the disproportionality with which subgroups are represented among Tier 3 and 4 behavior infractions
- C. By June 2021, 60% of teachers will score highly effective in both Culture of Learning and Managing Student Behavior (teacher evaluation rubric)

Goal 1A: Student Achievement (MATH)

Summary: 3rd, 5th and schoolwide percentages met or exceeded goals for 45% or more, 4th and 5th grade percentages met or exceeded goals for 60% or more.

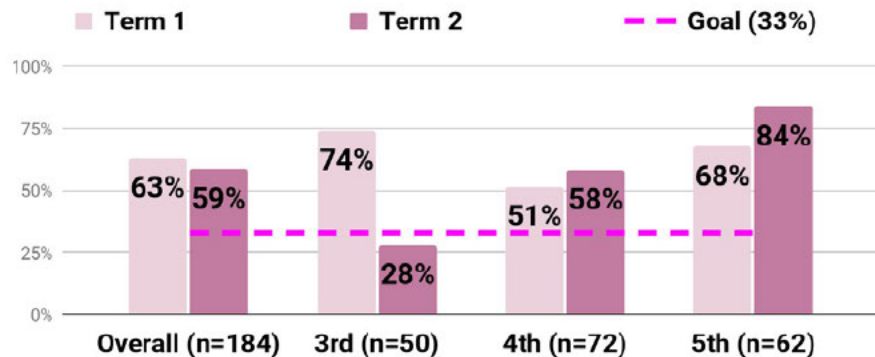
Next Steps: Work with instructional leadership to create and execute action plan during onsite learning.

**% of Students 45% or above on 2020-21 MATH Interims
(estimate of students scoring at 3+)**



% of Students 45% or above on 2020-21 MATH Interims (estimate of students scoring at 3+)

**% of Students 60% or above on 2020-21 MATH Interims
(estimate of students scoring at 4+)**



% of Students 60% or above on 2020-21 MATH Interims (estimate of students scoring at 4+)



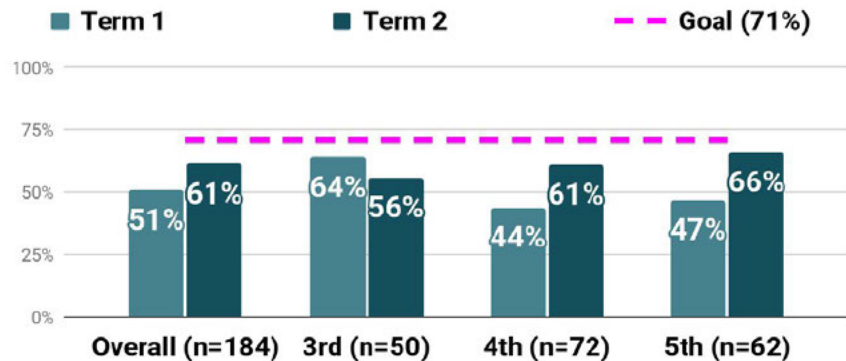
PARCC	2015	2016	2017	2018	2019
Math 3+	64%	67%	60%	56%	64%
Math 4+	27%	39%	31%	28%	31%

Goal 1A: Student Achievement (ENGLISH)

Summary: 3rd, 4th, 5th and schoolwide percentages did not meet or exceed goals for 45% or more. 3rd, 4th and schoolwide met or exceeded percentage goal for 60% or more.

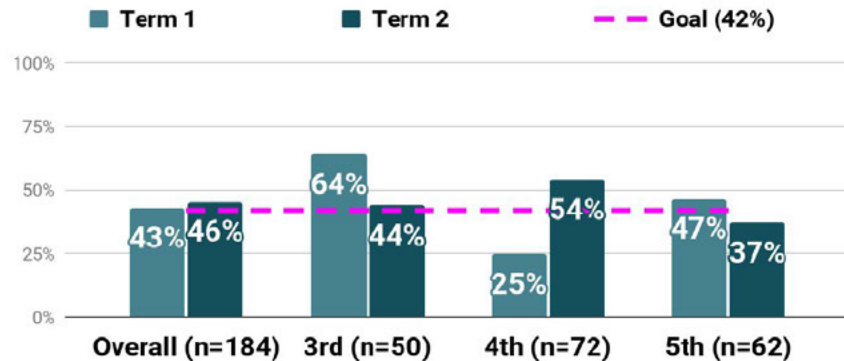
Next Steps: Work with instructional leadership to create and execute action plan during onsite learning.

**% of Students 45% or above on 2020-21 ELA Interims
(estimate of students scoring at 3+)**



% of Students 45% or above on 2020-21 ELA Interims (estimate of students scoring at 3+)

**% of Students 60% or above on 2020-21 ELA Interims
(estimate of students scoring at 4+)**



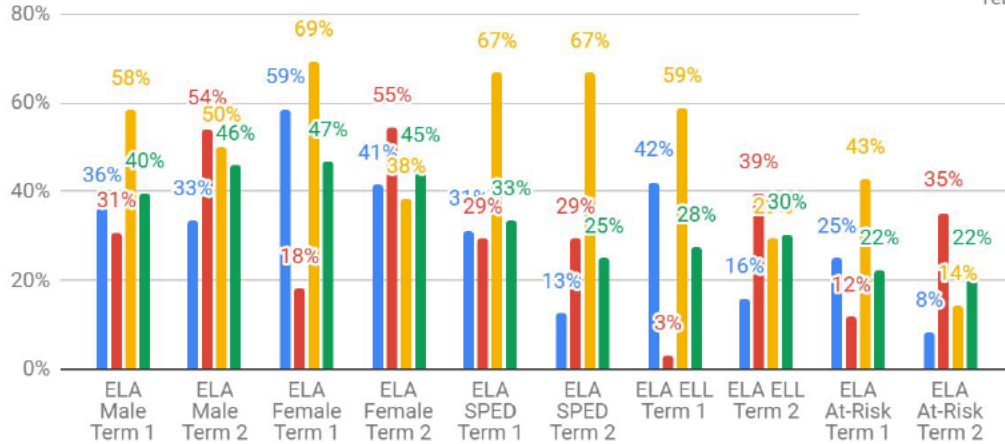
% of Students 60% or above on 2020-21 ELA Interims (estimate of students scoring at 4+)



PARCC	2015	2016	2017	2018	2019
ELA 3+	65%	68%	73%	60%	69%
ELA 4+	33%	38%	41%	31%	40%

ELA Interims by Student Groups

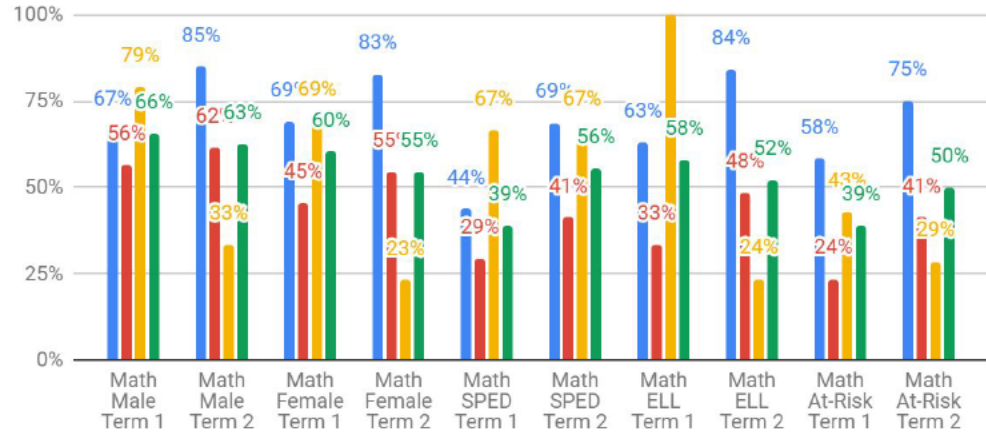
5th 4th 3rd 3-5



Summary

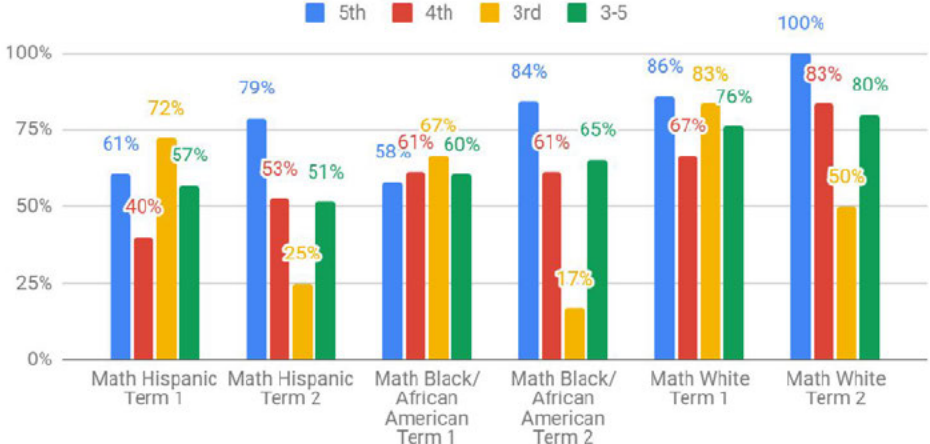
Math Interims by Student Groups

5th 4th 3rd 3-5



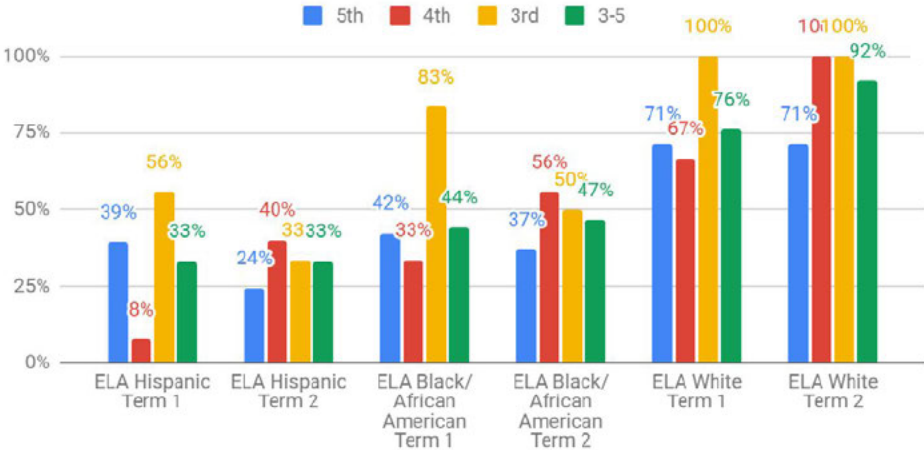
Summary

Math Interims by Student Groups



Summary

ELA Interims by Student Groups



Summary

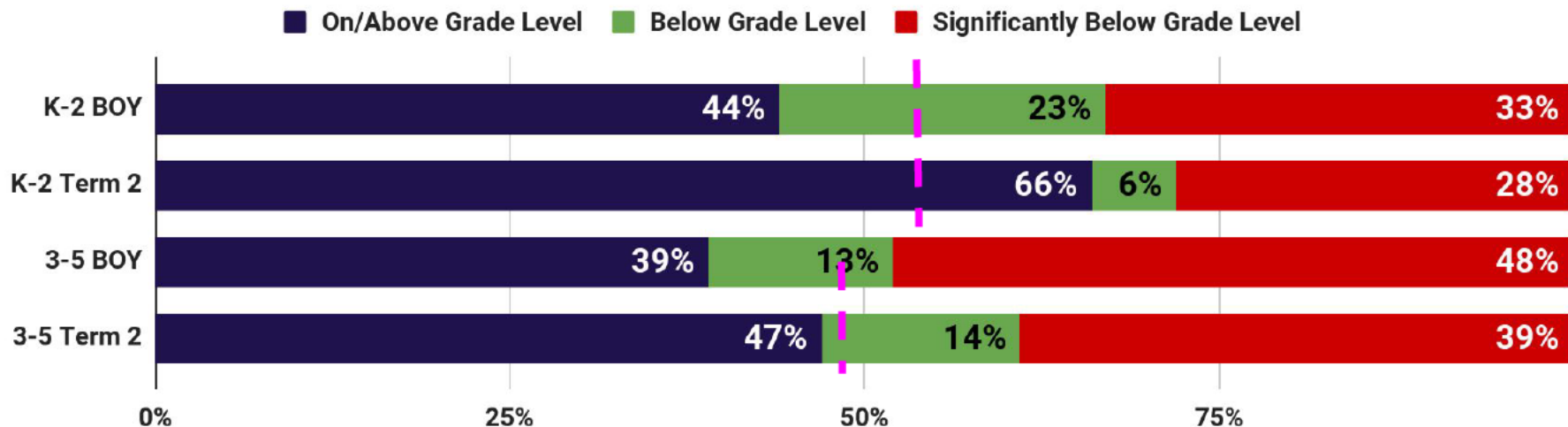
Goal 2A: Student Achievement (ENGLISH)

Summary: K-2 is on track to meet end of year goal (Goal is 54%).

3-5 is on track to meet end of year goal (Goal is 49%).

Next Steps: Continue focus on small group instruction to meet students individual needs. Identify additional impact from onsite instruction and potential intervention groups available.

ENGLISH Fountas and Pinnell (F&P) Levels



PARCC	2015	2016	2017	2018	2019
ELA 3+	65%	68%	73%	60%	69%
ELA 4+	33%	38%	41%	31%	40%



End of
Yr Goal



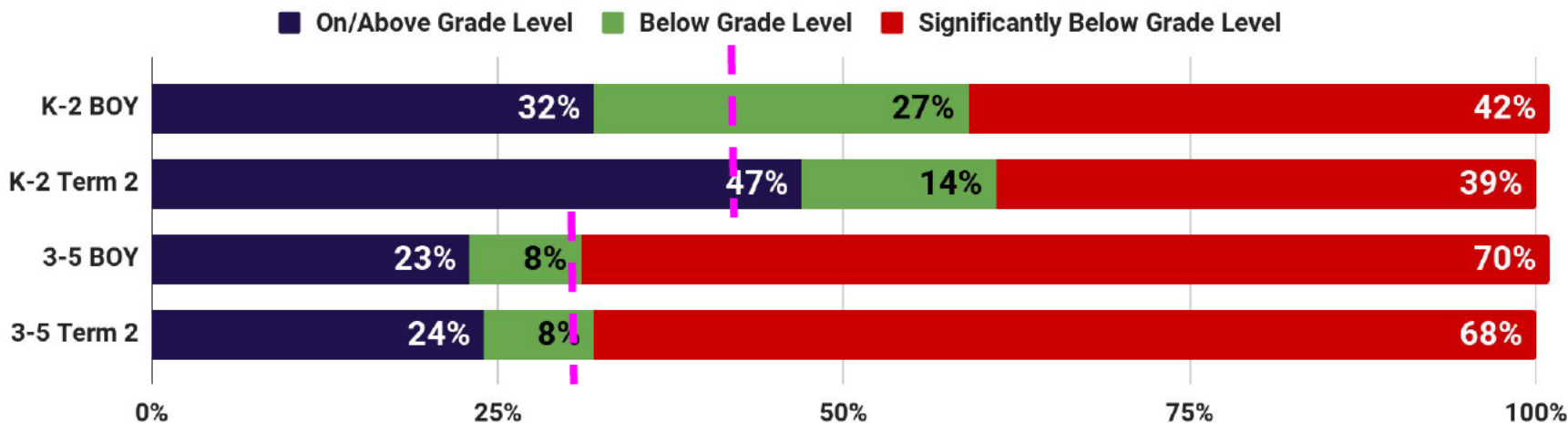
Goal 2A: Student Achievement (SPANISH)

Summary: K-2 is on track to meet end of year goal (Goal is 42%).

3-5 is on track to meet end of year goal (Goal is 33%).

Next Steps: Continue focus on small group instruction to meet students individual needs. Identify additional impact from onsite instruction and potential intervention groups available.

SPANISH Fountas and Pinnell (F&P) Levels

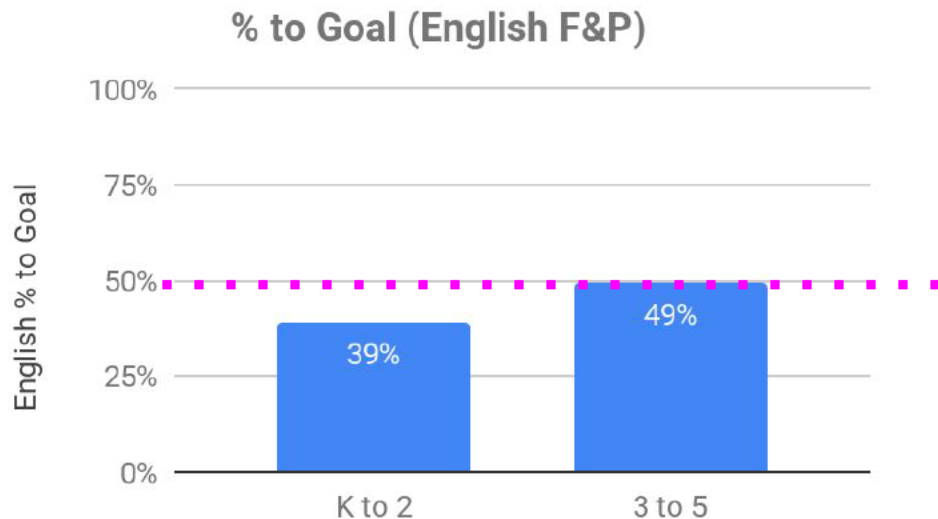


Goal 2B: Student Growth (ENGLISH)

Summary: 3-5 is on track and K-2 is below meeting the goal of 1 years growth.

Next Steps: Continue focus on small group instruction to meet students individual needs. Identify additional impact from onsite instruction and potential intervention groups available.

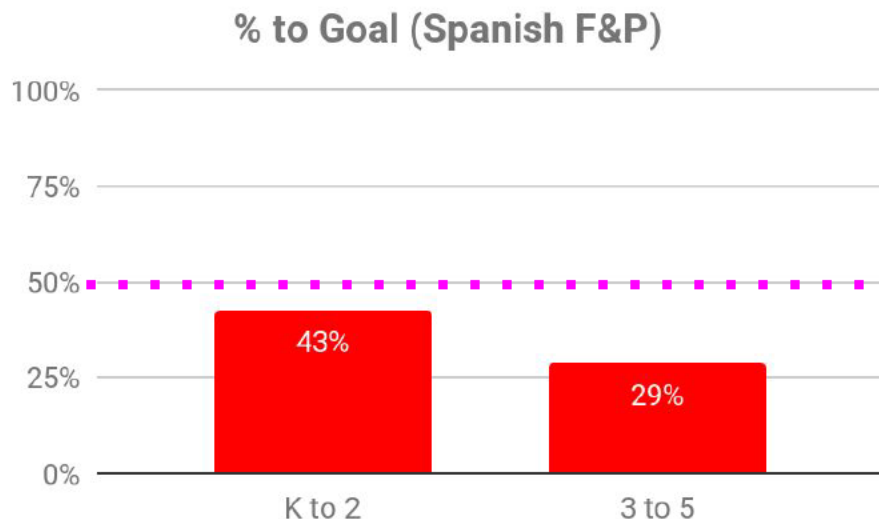
Benchmark ■ ■ ■



Goal 2B: Student Growth (SPANISH)

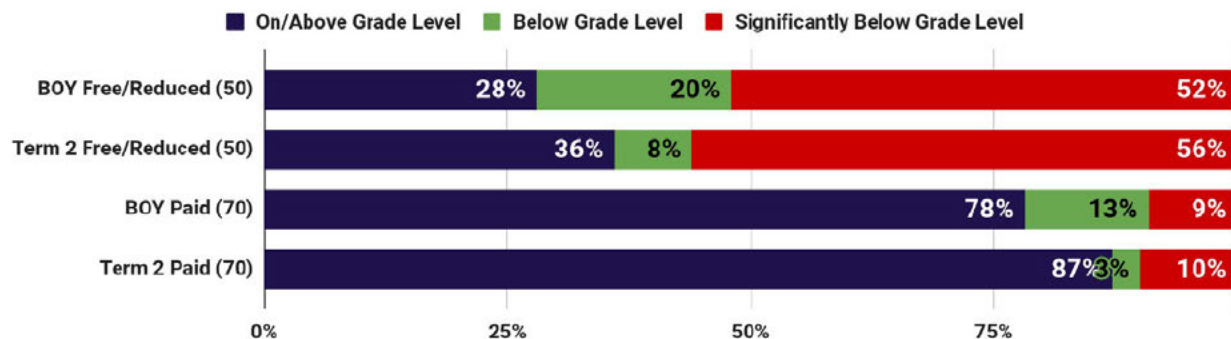
Summary: K-2 is on track and 3-5 is below meeting the goal of 1 years growth.

Next Steps: Continue focus on small group instruction to meet students individual needs. Identify additional impact from onsite instruction and potential intervention groups available.

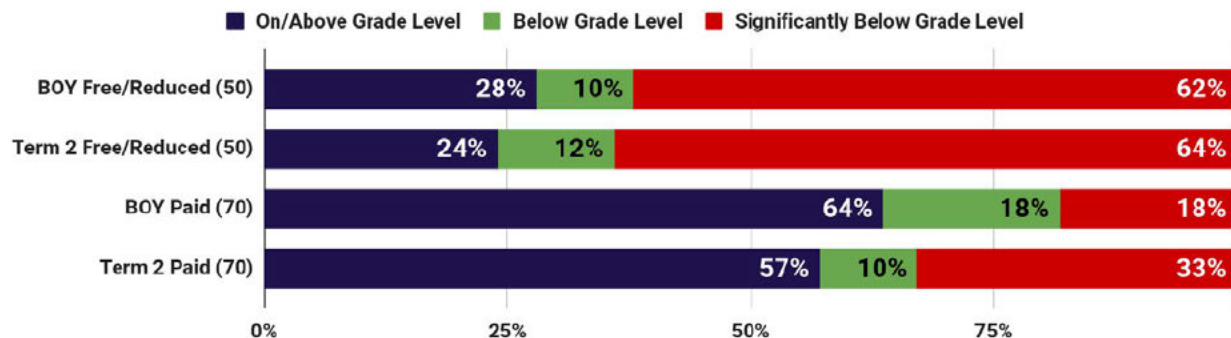


1-2 Equity Goal: Decrease the percentage of students eligible for Free & Reduced who are significantly below grade by 50% in Spanish and English (52% to 26% or 13 students in English; 62% to 31% or 16 students in Spanish)

ENGLISH 1st and 2nd Grade F&P - BOY - FARM

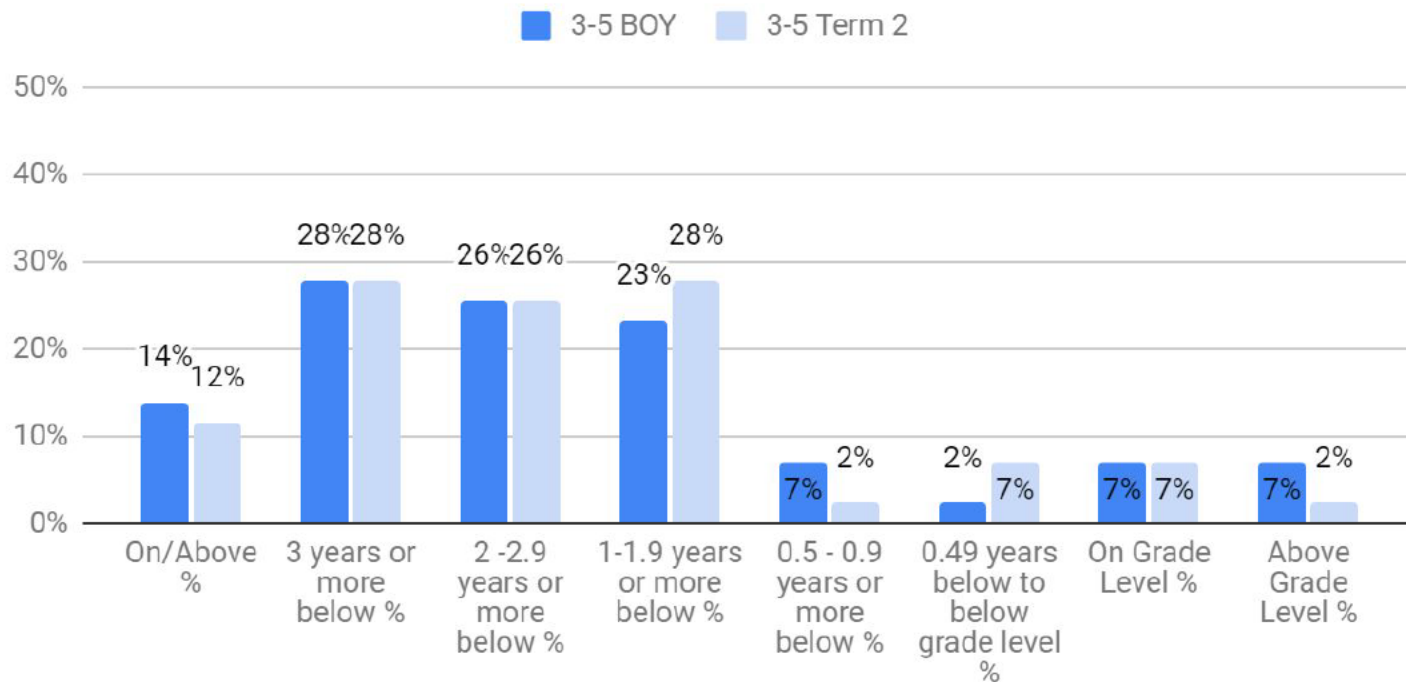


SPANISH 1st and 2nd Grade F&P - BOY - FARM



3-5 Equity goal: By June 2021 we will decrease the percentage of Black/African American students 3 years or more below by at least 50% (28% to 14%), and increase the percentage of Black/African American students 0.49 years below grade level (or higher) by at least 50% (7% to 21%).

Black/African-American Student Achievement in Spanish F&P



Summary



Goal #3: School Environment (In-Seat Attendance and Re-Enrollment)

Summary: We are above goal for attendance (YTD) and projected to meet re-enrollment goal.

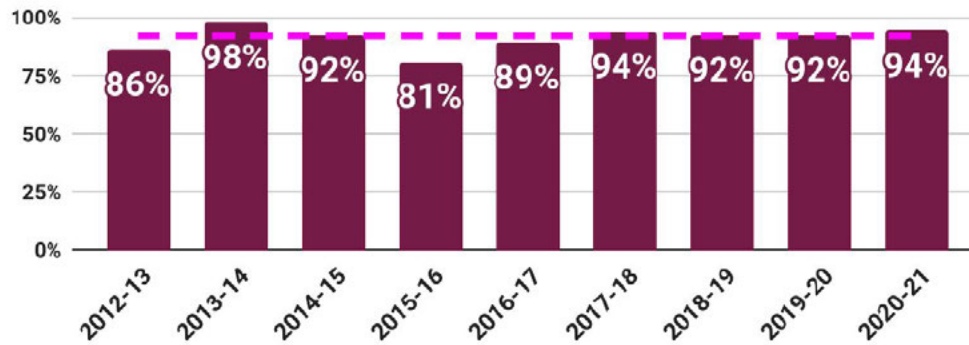
Next Steps: Continue to follow current systems for attendance.

92% of eligible students will **re-enroll**

90% of enrolled students **attend school daily**

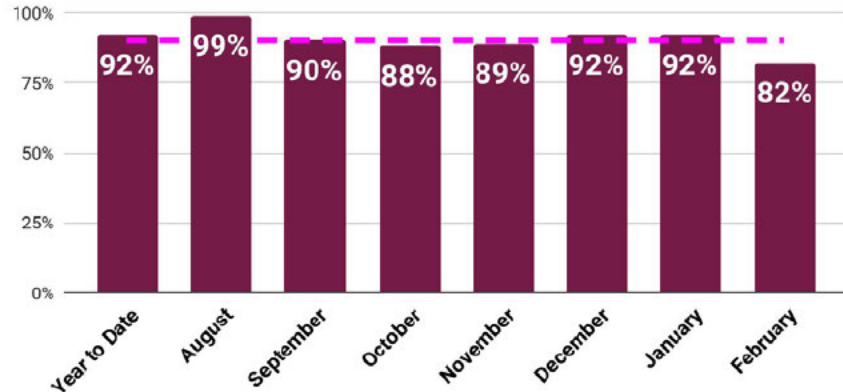
Student Re-Enrollment Over Time

■ Re-Enrollment - - - Goal



In-Seat Attendance Rates

■ In-Seat Attendance - - - Goal

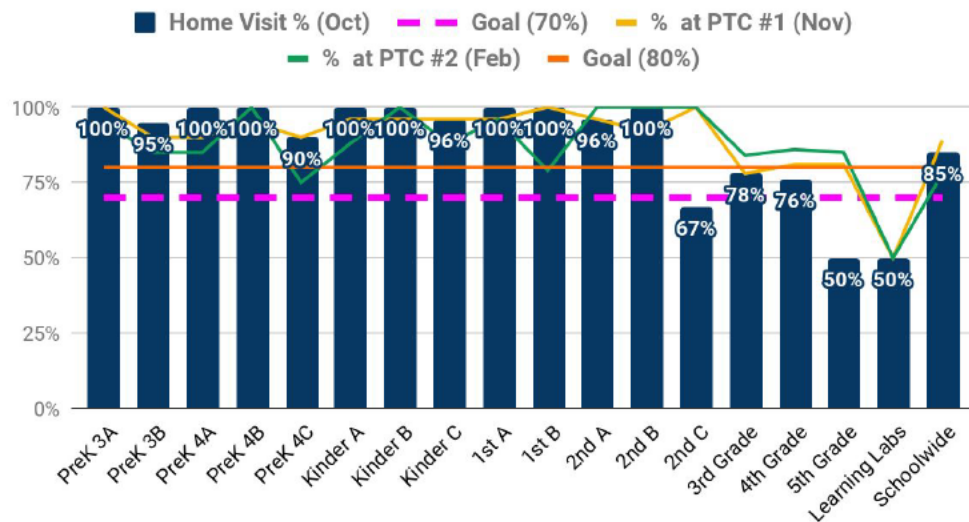


Goal 3: School Environment

Summary: We are above goals for family engagement this school year.

Next Steps: Continue to work with equity committee to proactively identify bias and blind spots in our systems and instruction. Modify evaluation system to reflect equity focus.

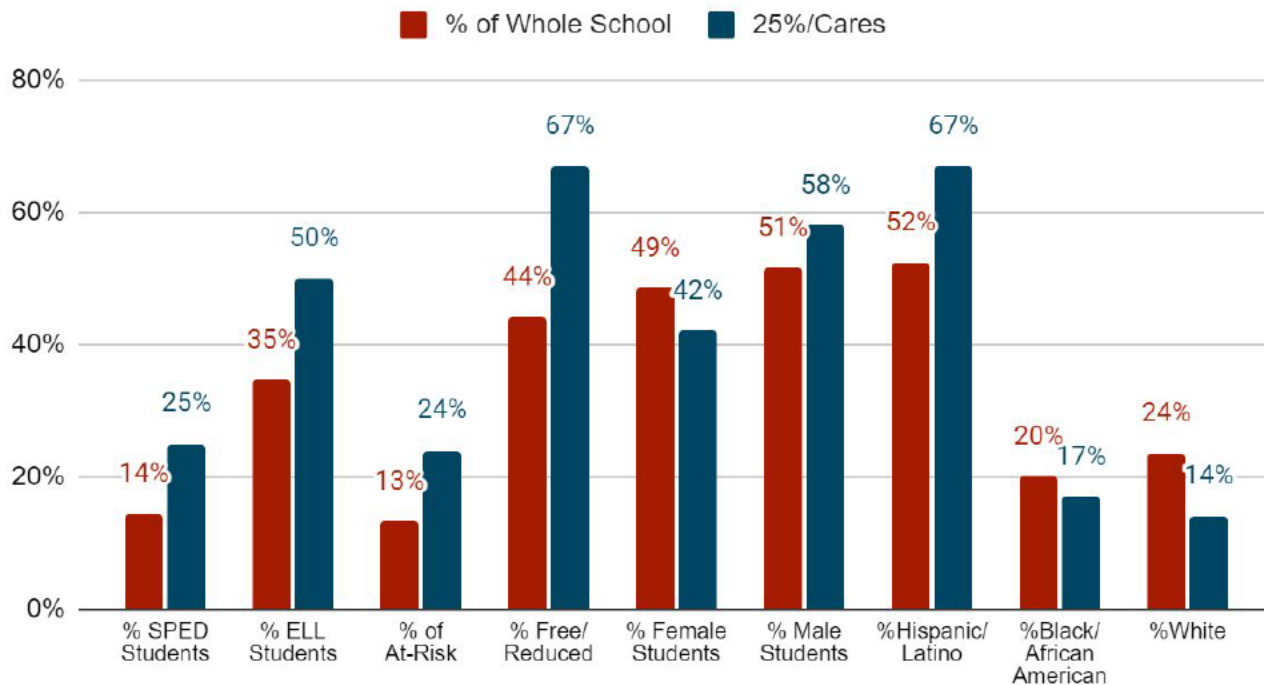
Family Engagement



OnSite Student Analysis

Summary: Below is an analysis of the students who accepted a seat in 25%/Cares, as compared to school demographics.

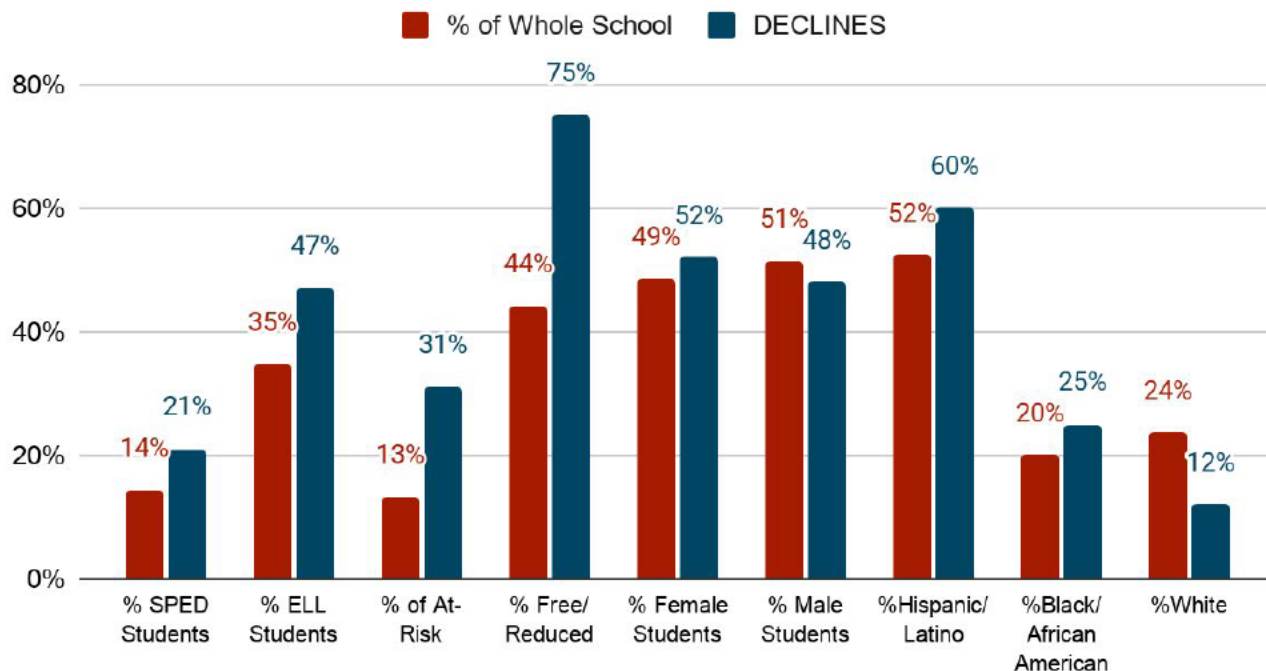
% of Whole School and Accepted Seats



OnSite Student Analysis

Summary: Below is an analysis of the students who declined a seat in 25%/Cares, as compared to school demographics.

% of Whole School and Declined Seats



OnSite Ongoing Behavior Analysis

Context: The data presented today represents two specific points, texts for support and texts to give students a break.

Goal: Keep kids safely in the classroom

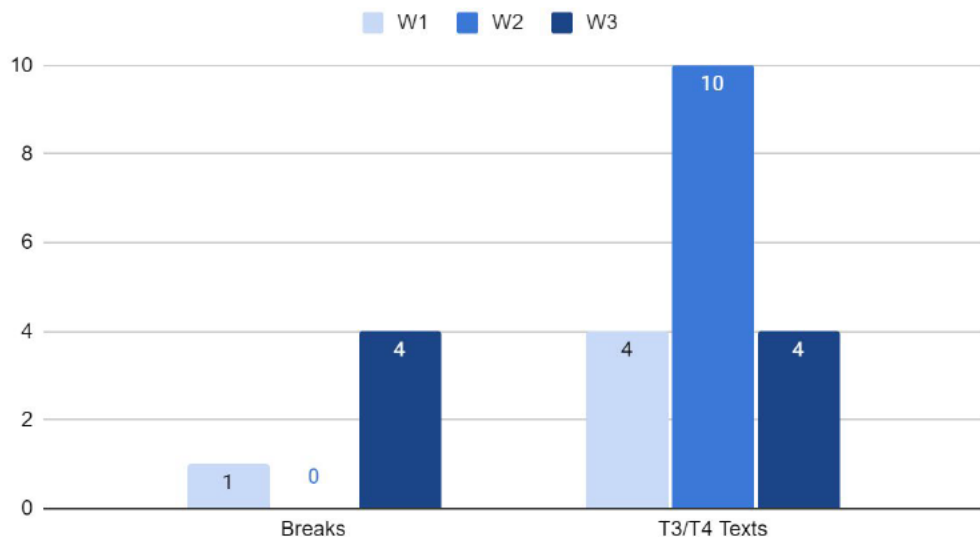
- Structure
- Options
- Restorative conversations

**Text if: Student is unsafe to self or others, OR if the student needs a break/
different adult**

OnSite Ongoing Behavior Analysis

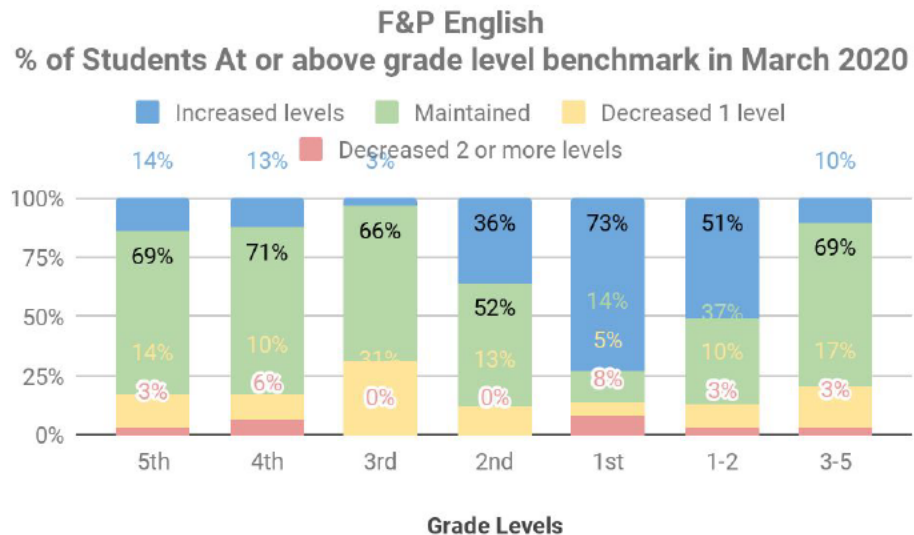
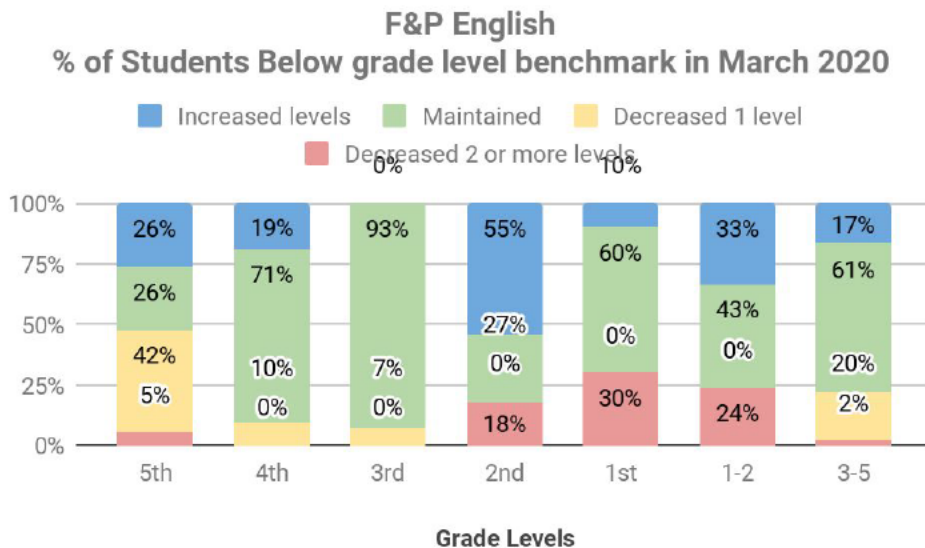
Context: The data presented today represents two specific points, texts for support and texts to give students a break.

In Person Behavior Support

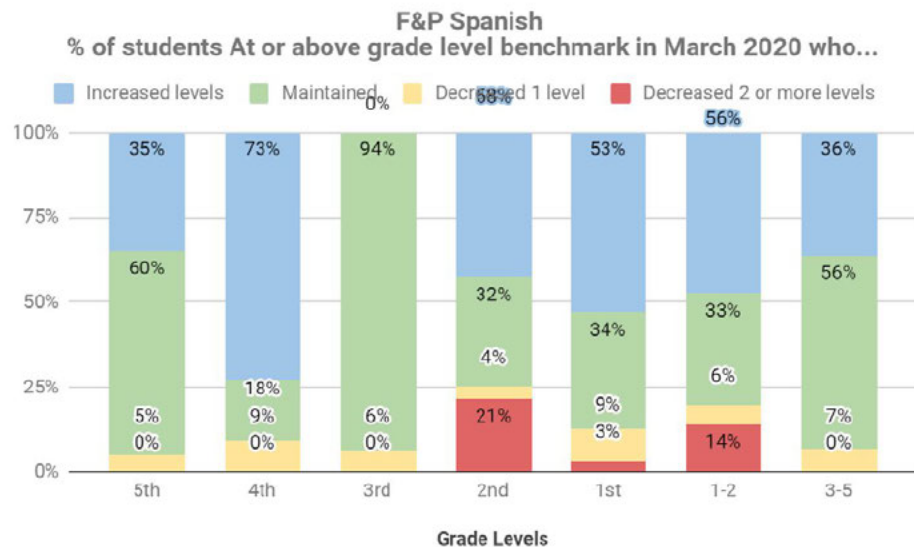
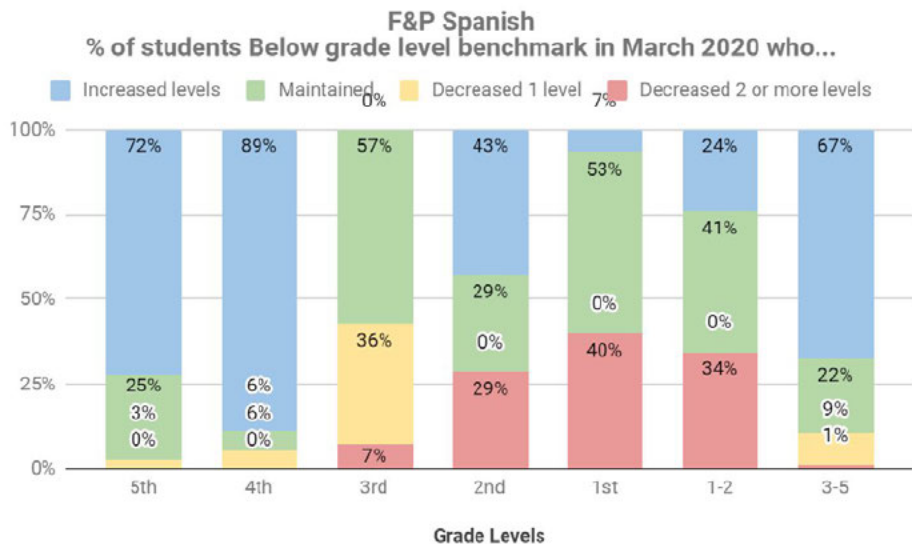


- Majority of texts originate from Cares classrooms (15/18)
- Majority of texts from Cares are from specific students
- Individual support plans made for those students resulting in a large decrease in Week 3 of support needed.

Regression Analysis: English



Regression Analysis: Spanish



DCB Equity Goal

Goal 4: School Equity

- A. By June 2021, Tier 3 and 4 behavior will decrease 20% from baseline (SY 2019-20 data)
- B. By June 2021, DCB will significantly reduce the disproportionality with which subgroups are represented among Tier 3 and 4 behavior infractions
- C. By June 2021, 60% of teachers will score highly effective in both Culture of Learning and Managing Student Behavior (teacher evaluation rubric)

Ongoing Work

- Behavior Specialists attended multi day, train the trainer workshops on Restorative Justice
- Behavior Specialists attended NNN training (virtually) and via OSSE
- Points system (negative) removed from all upper grades

Re-opening Plan

- Due to pod needs, admins on duty will also be responding to behavior calls
- ILT meeting with Equity group bi-weekly to work to identify, and rectify, blind spots in curricula and response
- Weekly upper grade band meetings to discuss behavior, response, to identify on going bias/data trends and restorative practices needed

F&P Summary: Regression & Demographics

- The large majority of students maintained or increased their reading levels since March 2020.
- In 1-2, there is a significant discrepancy in student achievement based on FARM status in both Spanish and English F&P.
- In 3-5, there is a significant discrepancy in student achievement based on race in Spanish F&P

Academic Budget 20-21

	Forecast	Budgeted	Change	Gain/Loss
Enrollment	478	478	-	0
SPED Level 1	51	45	6	65,850
SPED Level 2	3	8	(5)	-67,854
SPED Level 3	2	2	-	0
SPED Level 4	8	10	(2)	-78,923
SpEd Compliance	64	65	(1)	-2,119
ELL	164	182	(18)	-99,701
At-Risk	73	95	(22)	-56,008

20-21 School Year

The fund for DCB



SY20-21 Development Plan Dashboard

DC Bilingual's Feria de Ciencias



Chemistry Bar
May 27, 8:00 PM



Student Competition
May 28, 9:00 AM



DCB Live Laboratory
May 28, 7:00 PM

1. [Register to participate](#)
2. Donate to support our teachers & staff
3. Share via social media – @dcbilingual

Update to be provided at June 1st meeting

Overview of Federal and Local Government Funding Available for re-opening:

	CARES - ESSER	ESSER II Fund	Charter School Reopening Grant	<u>ARP ESSER III Funds</u>
Local v Federal Funds	Federal	Federal	Local	Federal
Purpose of Funds	To address the impact of COVID-19 on schools.	To safely reopen schools and recover student learning lost as a result of COVID.	To address the impact coronavirus (COVID-19) has had on the LEAs' ability to provide in-person instruction.	Make up for lost academic time
Allowable uses	Broad - similar to Elementary & Secondary Education Act (ESEA)	Same as ESSER with an emphasis on safely reopening schools and mitigating and recovering student learning loss.	Re-opening of the school. Instructional staffing salaries may only be reimbursed for the time period that the school is re-opened, or for academic preparation that assists in the re-opening of the school. Expenditures related to administration and facility preparation are allowable as long as the justification and assumptions are clearly described and relate to the re-opening of the school. Allowable costs include staffing, administration, academic supplies, business supplies, professional development, safety equipment, technology, and facility expenses.	Focus is on learning loss and improving student learning. 20% of funds must specifically address learning loss through evidence-based interventions, including summer programming (academic and enrichment), after school year programs and ESY. Must get public input on plan.

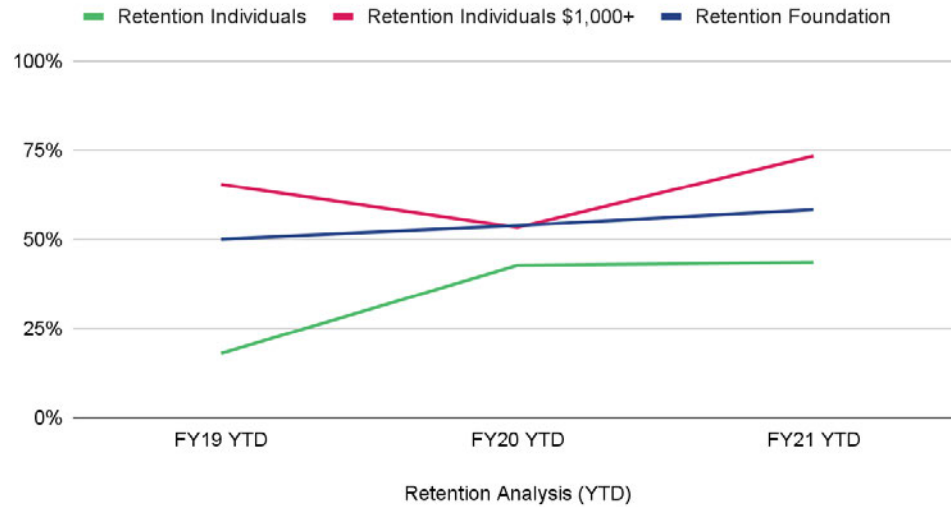
DCB Award	\$118,329	\$629,848	\$128,720	\$1,400,548
Period of spending	3/13/20-9/30/22	3/13/20-9/30/23	10/1/20-9/30/21	3/13/20-9/30/24
Supplement/Supplant	Supplant	Supplant		
Status	Awarded	"To be released in spring 2021"	Approved	Release date TBD

Progress To-Date (5/24/21)

Foundation**						
Category	2019-20 Fundraising*	2020-21 Fundraising Goal	Funds raised year-to-date received (5/24)	Funds raised year-to-date pledged (5/24)	Variance from goal	% to goal
Individual	\$62,908	\$68,000	\$45,238		\$22,762	67%
Board Giving	\$11,146	\$20,000	\$12,485		\$7,515	62%
Foundation**	\$498,178	\$421,000	\$2,417,034		(\$1,996,034)	574%
Corporation	\$9,780	\$30,000	\$1,403		\$28,597	5%
Government Competitive Grants	\$62,101	\$61,000	\$15,000		\$46,000	25%
Other Income			\$1,548		(\$1,548)	
Feria de Ciencias			\$17,135	\$12,500	(\$29,635)	
Total	\$644,112	\$600,000	\$2,509,842	\$12,500	(\$1,922,342)	420%

Leading Metrics for FY21	Goal	Actual
Board Giving	100%	100%
Q4 Fundraising Goal (Apr.-Jun.) Cash received	\$609,000	\$2,041,669
# of private (20) and government grants (4) submitted	20 (4)	10 (7)
Donor retention ALL (45%)	45%	42%
Donor retention \$1000+ (80%)	80%	72%
Grow major donor portfolio to 20 (from 18)	20	14
Secure multi-year pledges from 4 major donors	4	
Grow LEAD donor portfolio to 8 (from 6)	8	11

Annual Retention Rate, by sector, YTD



FY21 Grants Pipeline

Submitted

***Awarded**

Denied

Funder	Type	Deadline		Ask	Award
Charter School Growth Fund COVID Relief	Application	7/3/2020	Hard	\$30,000	\$30,000
MOLA Grant Report	Report	7/10/2020			
OSSE SOAR AQ Grant	Application	7/13/2020	Hard	\$107,590	\$107,590
Emeril Lagasse Foundation	Report	7/31/2020	Hard		

Cafritz, Morris and Gwendolyn Cafritz Foundation	Report	8/1/2020	Hard		
Mayors Office for Latino Affairs	Application	8/7/2020	Hard	\$50,000	\$15,000
Clark Foundation, James A. and Alice B.	Report	8/15/2020	Hard		
Statefarm	Application	9/1/2020	DNP		
Dimick Foundation	Application	9/2/2020	Hard	\$5,000	\$3,000
Junior League of Washington	Report	9/11/2020	Hard		
OSSE Academic Quality	Report	9/16/2020	Hard		
OSSE ESEA	Application	9/30/2020	Hard	\$280,266	
OSSE IDEA	Application	9/30/2020	Hard	\$80,750	\$80,750
Nora Roberts Foundation LOI	Application	10/1/2020	Soft	\$5,000	\$5,000
Whole Foods Charitable Giving	Application	10/1/2020			
Clark Winchcole Foundation	Application	10/15/2020	Soft	\$5,000	
MOLA Grant Report	Report	10/15/2020			
Dreyfus Foundation	Report	10/25/2020	Hard		
OSSE SOAR Facilities	Report	10/30/2020	Hard		
Cafritz, Morris and Gwendolyn Cafritz Foundation	Application	11/1/2020	Hard	\$100,000	\$10,000
New Leaders Roberts Foundation	Application	11/23/2020	Hard	\$10,000	
Truist	Application	11/30/2020	Hard	\$10,000	
OSSE NSLP Equipment	Application	12/4/2020	Hard	\$10,332	

OSSE SOAR AQ/Facilities combined	Application	12/4/2020	Hard	\$185,219	
Bloedorn Foundation	Application	12/31/2020	Hard	\$15,000	\$10,000
MOLA	Report	1/10/2021			
OSSE Cafeteria Staff Training	Application	1/15/2021	TBD		
Emeril Culinary Garden and Teaching Kitchen	Report	1/31/2021	Hard		
O'Neill Foundation	Application	3/8/2021	Hard	\$15,000	
Fund for Children, Youth and Families	Report	3/12/2021	Hard		
Share our Strength	Report	3/15/2021			
MOLA	Report	4/10/2021			
Charter School Reopening Grant	Application	4/12/2021	Hard	\$128,720	
OSSE ESSER I FY21	Application	4/15/2021			
OSSE SOAR Facilities	Report	4/30/2021	Hard		
Dodge Family Fund	Application	5/21/2021	Soft	\$35,000	
At-Risk Application	Application	5/29/2021	Soft		
Share Fund	Application	6/1/2021			\$10,000
Share Fund	Report	6/1/2021			
Washington Nationals Delta Dreams Foundation	Application	6/15/2021	TBD		
Fund for Children, Youth and Families	Application	6/15/2021	TBD		
Clark Foundation, James A. and Alice B.	Report	6/15/2021			

Share our Strength	Report	6/15/2021			
New Leaders Roberts Foundation	Report	6/30/2021			
Dodge Family Fund	Report	6/30/2021	Hard		

FY21 Revenue Projection

Projections							
Public Funding							
Public Renewal	low risk, conservative			50%			
	higher risk, more accurate			75%			
Public New	low risk, conservative			4%			
	higher risk, more accurate			7%			
Private Funding							
Private Renewal	low risk, conservative			90%			
	higher risk, more accurate			95%			
Private New	low risk, conservative			4%			
	higher risk, more accurate			7%			
Type	Funder Name	Request	Low forecast	High forecast	Status	Gen Ops/Growth	Fund
Private Renewal	Bloedorn Foundation	\$10,000	\$10,000	\$10,000	Committed	General Ops	Family engagement
Private Renewal	Cafritz Foundation	\$10,000	\$10,000	\$10,000	Committed	Capital	DEI Work
Private New	CFNCR Fund for Children Youth and Families	\$20,000	\$20,000	\$20,000	Committed	General Ops	Early Childhood
Private Renewal	Charter Growth Fund	\$30,000	\$30,000	\$30,000	Committed	General Ops	COVID - technology

Private Renewal	Charter Growth Fund	\$100,000	\$100,000	\$100,000	Committed	Growth	Year 3 of 3 of grant
Private New	Clark Charitable Fdn.	\$2,000,000	\$2,000,000	\$2,000,000	Committed	Capital	
Private Renewal	Dimick Foundation	\$5,000	\$3,000	\$3,000	Committed	General Ops	Community Kitchen
Private Renewal	Dodge Family Fund	\$35,000	\$31,500	\$33,250	Pipeline	General Ops	Community Kitchen
Private Renewal	EdForward	\$0	\$0	\$0	NA		SY22-23
Private Renewal	Emeril Lagasse Foundation	\$50,000	\$50,000	\$50,000	Committed	General Ops	Teaching kitchen/science lab
Private Renewal	Emeril Lagasse Foundation	\$150,000	\$150,000	\$150,000	Committed	Capital	Teaching kitchen/science lab
Private Renewal	Fuel up to Play	\$3,964	\$3,568	\$3,766	Pipeline	General Ops	Community Kitchen
Private New	Marriott Foundation, Alice and Willard	\$10,000	\$400	\$700	DNP	General Ops	Mental Health
Private New	Marriott Foundation, Richard and Nancy	\$5,000	\$200	\$350	DNP	General Ops	Core Program
Private Renewal	Max and Victoria Dreyfus Foundation	\$10,000	\$0	\$0	Lost		Community Kitchen
Public Renewal	Mayors Office for Latino Affairs	\$15,000	\$15,000	\$15,000	Committed	General Ops	Community Kitchen
Private New	National Delta Dream Foundation	\$10,000	\$0	\$0	Lost	General Ops	
Private New	New Leaders Roberts Award	\$10,000	\$10,000	\$10,000	Committed	General Ops	Community kitchen
Private New	No Kid Hungry	\$20,000	\$20,000	\$20,000	Committed	General Ops	Community kitchen
Private Renewal	Nora Roberts Fdn.	\$5,000	\$5,000	\$5,000	Committed	General Ops	DEI fiction and non fiction texts
Private Renewal	O'Neill Foundation	\$15,000	\$0	\$0	Lost	General Ops	Family

							Engagement
Public New	OSSE CARES Act Funding	\$118,329	\$118,329	\$118,329	Committed	General Ops	Coronavirus Support
Public New	OSSE CSRG	\$293,235	\$128,720	\$128,720	Committed	General Ops	Reopening Support
Public Renewal	OSSE SOAR Public Facilities/AQ Combined	\$77,000	\$77,000	\$77,000	Committed	Capital	Roof replacement
Public Renewal	OSSE SOAR Public Facilities/AQ Combined	\$108,219	\$108,219	\$108,219	Committed	General Ops	Chromebooks
Public Renewal	OSSE SOAR Cafeteria Training Grant	\$0	\$0	\$0	NA	General Ops	
Public New	OSSE Equipment Assistance Grant	\$10,332	\$0	\$0	Lost	Capital	Community Kitchen
Public New	OSSE School Gardens	\$10,000	\$400	\$700	Pipeline	General Ops	Community Kitchen
Public Renewal	OSSE Charter Support	\$0	\$0	\$0	NA	Growth	Not eligible
Private New	Philip L. Graham	\$0	\$0	\$0	NA	Capital	Not accepting applications from charter schools.
Private Renewal	Share Fund	\$10,000	\$9,000	\$9,500	Pipeline	General Ops	Hive
Private New	Venable LLC	\$0	\$0	\$0	DNP	General Ops	



**Finance Agenda and Updates
June 1, 2021**

1. April Financial Report
2. FY22 Budget Presentation:
3. Construction Updates:
 - Gilbane is mobilized on site full time and we have a fully active construction zone.
 - Playground has been removed.
 - Work on footers has started.
 - We are working on a schedule for hard hat tours.
 - Abatement signs to be posted.
4. Construction Schedule and Milestones:
 - Footers – 5/10/2021 – In progress
 - Steel (Start) – 8/1/2021
 - Interior Demo – 6/21/2021
 - Structural Steel topping out – 10/1/2021
 - Building façade complete – 1/2/2022
 - Interior Drywall – 2/1/2022
 - Interior Finishes – 6/1/2022
 - Sitework – 6/1/2022



April 2021 Financials

PREPARED **MAY 2021** BY

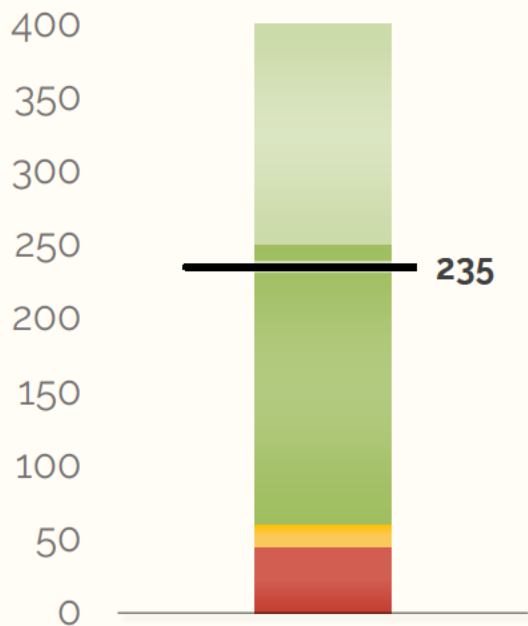


- **Executive Summary**
- **Key Performance Indicators**
- **Local Revenue**
- **Forecast Overview**
- **Cash Forecast**
- **Key Forecast Changes This Month**
- **Notable Forecast Variances**
- **Appendix:**
 - **Annotated Financials**
 - **Monthly Financials**
 - **Balance Sheet**

- **Our auditors at KPJ filed the 2020-990 form with the IRS on May 17, 2021.**
- **PCSB has extended the budget deadline to July 28, 2021. Internal budget meetings are on-going.**

Days of Cash

Cash balance at year-end divided by average daily expenses

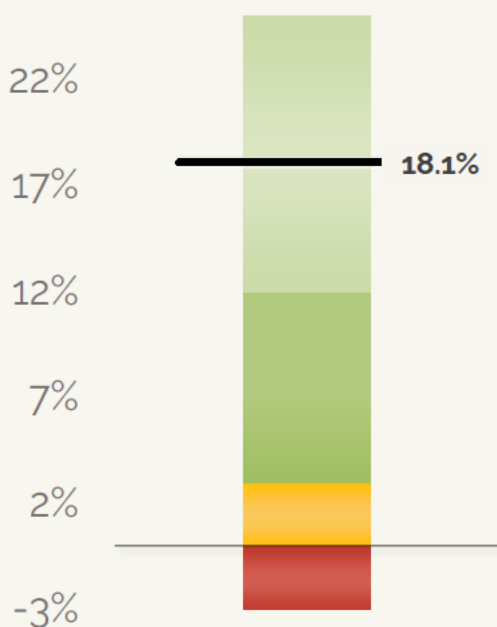


235 DAYS OF CASH AT YEAR'S END

DCB will end the year with 235 days of cash. This is above the recommended 60 days, and 14 more days than last month

Gross Margin

Revenue less expenses, divided by revenue

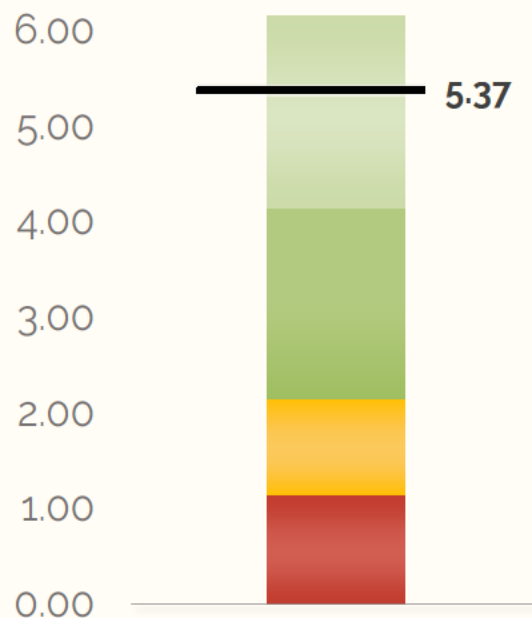


18.1% GROSS MARGIN

The forecasted net income is \$2.4m, which is \$2.4m above the budget. It yields a 18.1% gross margin.

DSCR

Amount of cash flow available to meet annual interest and principal payments on debt

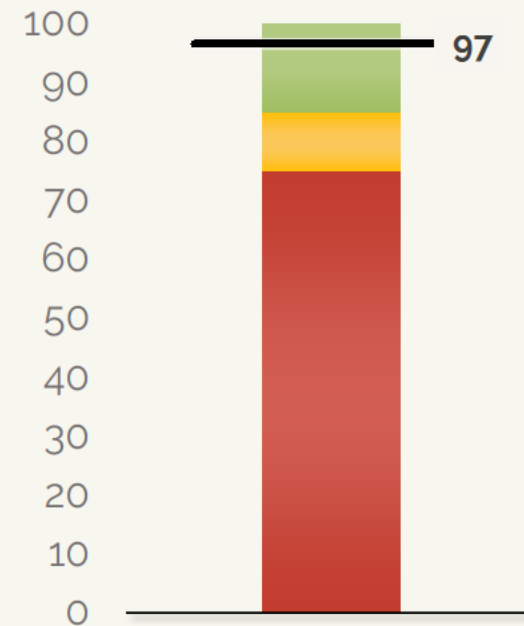


DSCR IS 5.37

Debt Service Coverage Ratio is defined by our current lender, Eagle Bank, as a minimum of 1.15:1.

Forecasted FAR

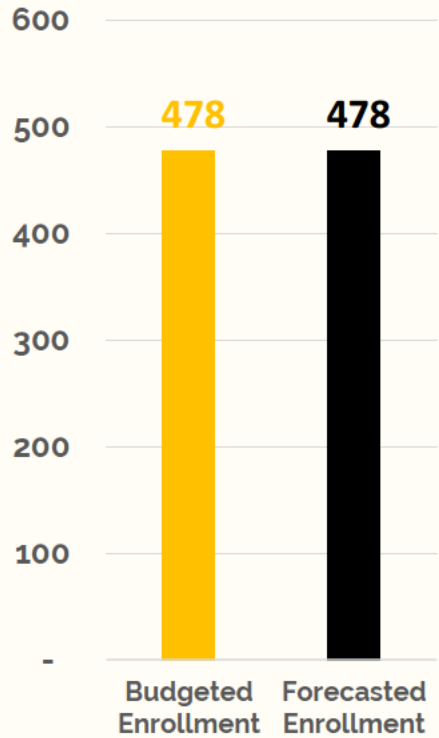
Forecasted calculation of PCSB's Financial Audit Review (FAR) at year-end



FORECASTED FAR SCORE: 97

The Financial Audit Review (FAR) is the PCSB's annual evaluation of the school's financial and operational position.

Student Expectations




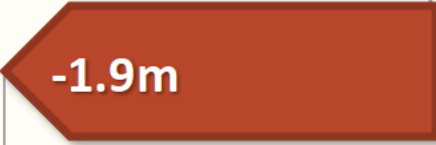
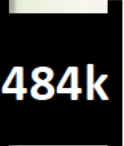


The school now forecasts 478 students for SY20-21. The budget target was 478.

\$209k Less Per-Pupil Funding Than Expected

	Current Forecast	SY20-21 Budget	Difference	Financial Gain / (Loss)
Grade-Level	478	478	0	319
Special Education	65	65	0	-70k
Level 1	52	45	7	77k
Level 2	3	8	-5	-68k
Level 3	2	2	0	2
Level 4	8	10	-2	-79k
Compliance	65	65	0	7
LEP/NEP	166	182	-16	-89k
At-Risk	75	95	-20	-50k
Residential	0	0	0	0
Facilities	478	478	0	-177
Total	478	478	0	-209k

Forecast Overview

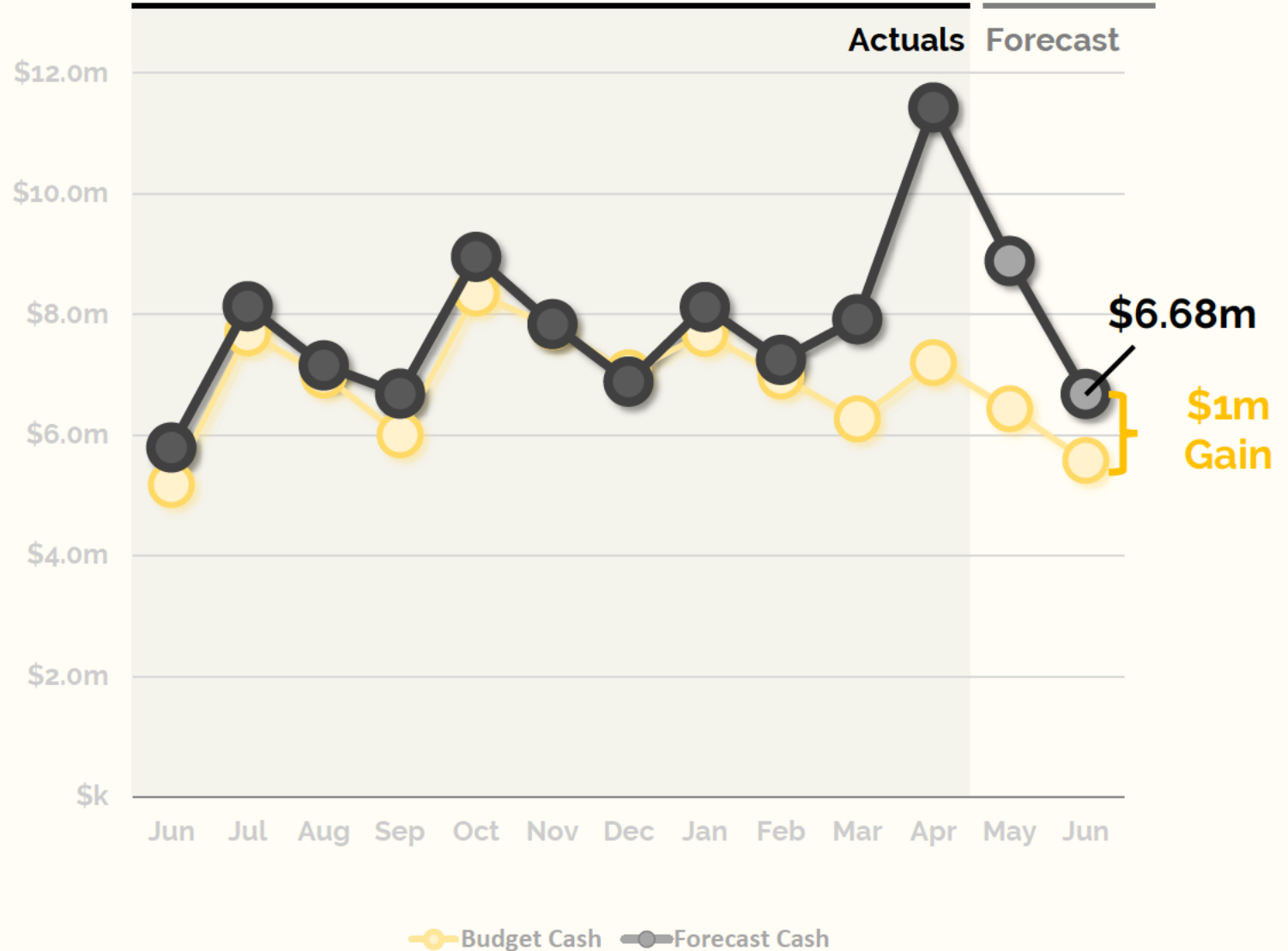
	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$13m	\$12m	\$1.3m		Revenue variance is due to the \$2M Clark Foundation Grant, which is partially offset by decreases in ELL, At-Risk, & SPED enrollment, paid meal sales, after care program fees, and national school lunch program.
Expenses	\$11m	\$12m	\$1.1m		Variance is driven by release of contingency and reductions to Food Service and Field Trip fees. Additional reductions due to reduced hours for HIVE program staff, reduced maintenance & repairs expenses and reduced Contracted Special Education expenses.
Net Income	\$2.4m	\$65k	\$2.4m		
Cash Flow Adjustments	-\$1.5m	\$335k	-\$1.9m		Negative cash flow variance is due to recognition of the Clark Foundation revenue and capitalized costs of the Keene project.
Change in Cash	\$883k	\$400k	\$484k		

235 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$6.68m**, **\$1.1m** above budget.

This is driven by:

- \$615k higher beginning cash balance (+)
- \$2.3M higher net income (+)
- \$338k fewer outstanding grant receivables at year end (+)
- \$1.5M construction invoices payable at year end (+)
- \$3.5M Keene Project (-)
- \$118k Food Lab project (-)
- \$158k increased technology purchases (-)
- \$61k misc. adjustments (+)



Key Forecast Changes This Month

The April forecast **decreased** the year-end cash expectation by \$88k. Key changes:

Annual Change *Category*

Impact On Cash

101,343
less cash

State and Local Revenue

Received lower than anticipated allocation of PCS Reopening Grant.

\$101k

98,603
less cash

Other Operating Activities

Anticipation of unpaid grant reimbursements at year end.

\$99k

58,252
more cash

Earned Fees

Increased HIVE program participation with return to school.

\$58k

46,522
more cash

Occupancy Service

Additional reduction to forecasted Maintenance & Repairs costs.

\$47k

44,993
less cash

Office & Business Expense

Addition of COVID coordinator contracted service to support reopening.

\$45k

State and Local Revenue | \$151k annual cash decrease



This is driven by lower-than-expected enrollment of 5 fewer Level 2 and 2 fewer Level 4 SpED students, 16 fewer ELL students, and 20 fewer at-risk students, partially offset by PCS Reopening Grant and cafeteria staff training grant.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Per-pupil SpEd alloc As compared to budget, we enrolled 7 additional level 1 students, 5 fewer level 2, and 2 fewer level 4 SpED students.	1.1m	1.2m	-70k	0
Per-pupil LEP/NEP alloc Final enrollment certification is 16 fewer limited English proficiency students than budget at \$5,542 per student.	920k	1m	-89k	0
Per-pupil At Risk Final enrollment certification is 20 fewer at-risk students than budget at \$2,552 per student.	191k	242k	-50k	0
Per-pupil adjustment First per-pupil adjustment payment received in April	26k	0	26k	26k
Local grants Received PCS Reopening grant of \$128,719, which is lower than what was applied for. Allocating \$37,000 for use this school year. This account also includes Cafeteria Staff Training grant awarded earlier this year.	67k	20k	47k	-131k

0


Federal Revenue | \$53k annual cash decrease

Decreased revenue driven by reduced NSLP income due to remote learning which is partially offset by higher than budget Title 1 funding and use of half of SOAR allocation in FY 21.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
SOAR - Academic Quality Variance from budget is due to unanticipated revenue from the SOAR grant that will be allocated to a technology teacher, and additional Chromebooks to support distance learning.	198k	116k	 82k	0
National school lunch prog Due to remote learning, there is a significant decrease in student meals served.	79k	231k	-153k 	-2k


Private Grants and Donations | \$1.7m annual cash increase

Forecast adjusted due to receipt of Clark Foundation Grant and Share our Strength Grant.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Capital grants Clark Foundation award will be included as revenue this fiscal year.	2m	300k		1.7m 0

Earned Fees | \$241k annual cash decrease

Reduction in both Paid Meal sales and AfterCare fees due to remote learning.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Before care after care fees <small>There has been an increase in aftercare program participation with the return to school, however this account is still below budget on an annual basis due to remote learning for part of the school year.</small>	145k	336k		-191k 59k

Salaries | \$112k annual cash increase



Savings due to lower than budgeted expenses for Teachers, Specials Staff, Other Services Salaries Staff and HIVE program staff, which is offset by increased SPED salaries, program stipends, and teacher's aide salaries.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Teacher salaries Savings driven by staff on leave as well as the re-classification of a teacher's salary to Instructional Support due to a position change.	1.9m	2m	51k	48k
SpEd salaries Annual increase driven by hiring of three unbudgeted staff.	1.2m	1.1m	-86k	6k
Instr staff support salaries Re-classification of a teacher's salary to Instructional Support (January Hire)	204k	207k	3k	-20k
Before care after care salaries HIVE program hours worked are lower than budgeted due to remote learning.	234k	302k	67k	-6k
Program stipends Return to Work incentive paid to staff in April.	67k	32k	-35k	-13k

0




Benefits and Taxes | \$84k annual cash increase

Reduced retirement plan contributions in line with lower wages and reduced Health Insurance costs due to fewer participants.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Retirement plan contrib Retirement plan contributions are trending lower than budget due to lower wages paid.	150k	186k	 36k	0k
Health insurance Decreased forecast for May and June based on fewer participants on healthcare plan resulting in lower cost.	278k	291k	 13k	13k





Occupancy Service | \$162k annual cash increase

At loan closing, all facilities consulting fees were transferred to Senior Debt Costs, additional savings due to lower than anticipated Utilities, and Maintenance & Repairs costs.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Utilities & garbage removal Lower than budgeted utilities costs due to remote learning.	122k	156k	 35k	0
Maintenance and repairs Additional reduction to forecast due to less facilities repairs needed due to reduced occupancy for most of the year.	71k	138k	 67k	47k
Facility consulting fees With loan closing all facilities consulting fees are transferred to Senior Debt Cost.	0	60k	 60k	0

Direct Student Expense | \$466k annual cash increase

Due to remote learning, forecast was adjusted downward for Contracted SpEd Instruction, Food Service fees, and student field trips, partially offset by increased student supply expenses.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Student supplies, snacks Adjusted Forecast upwards due to additional student supplies purchased to support return to school.	146k	133k	-13k 	-13k
Contracted SpEd instruction Adjusted forecast downward due to reduced usage of contracted special education services.	285k	466k	 181k	6k
Food service fees Food Service spending is lower due to remote learning environment.	101k	265k	164k 	-4k
Student field trips Reduced forecasted expenses for Field Trips due to remote learning.	20k	130k	 110k	28k


Office & Business Expense | \$19k annual cash increase

Annual cash increase due to reduced legal fees, fundraising fees, and office supplies offset by increased telecommunications and professional fees.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Telephone & telecommunications Additional WiFi hotspots were given to families, monthly service charges increased. Monthly variance due to a late invoice received for school internet services.	68k	13k	-54k	-30k
Business insurance Reduced forecast downward as insurance costs have remained consistent over the last 5 months.	47k	60k	13k	13k
Other professional fees Addition of COVID Coordinator contracted service to support return to school, which is funded by School Reopening Grant as well as contracts with Education Board Partners and North Compass Solutions..	276k	223k	-53k	-33k



Contingency | \$184k annual cash increase

Contingency was released in October

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Unforeseen expenses Releasing contingency to cover shortfall due to lower than budget SpED, at-risk, and ELL funding.	49k	233k	184k 	0


Interest | \$14k annual cash increase

Annual variance is due to a decrease in interest payments due to the new financing repayment schedule, which is offset by the increased expense of recognizing the full expense of the initial \$14M loan cost.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Interest payments Forecast decreased due to Keene Project loan repayment schedule.	566k	676k	 109k	7k
Amortization of deferred financing Forecast increased to recognize full expense of original loan costs for the \$14MM loan that was paid off as part of Keene project financing.	149k	53k	-95k 	-0k

Operating Fixed Assets | \$159k annual cash decrease

Additional devices were purchased to support distance learning

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Computers Increased spending driven by additional technology purchases to support distance learning.	214k	100k		-114k 1k

0

Other Operating Activities | \$1.9m annual cash increase

Annual cash increase due to Keene project construction invoices that will be paid in the next fiscal year as well as earlier receipt of Medicaid payments. Monthly variance in Accounts Receivable due to anticipated outstanding reimbursements at year end.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Accounts Receivable Increase to cash for earlier Medicaid disbursements and grants payments on an annual basis. Monthly variance due to the anticipation of unpaid federal grant reimbursements at year end.	339k	0	339k	-100k
Current payable Forecast Adjusted to include construction invoices and retainage that will be outstanding at year end.	1.1m	0	1.1m	0
Accrued salaries Forecast for accrued salaries has been updated to reflect the correct timing of salary expense that are earned during the current year but paid out next fiscal year. Monthly variance is due to two staff members on leave.	47k	31k	16k	-16k
Other accrued expenses Anticipating unpaid construction invoices at year end	426k	0	426k	11k
EE pension payable The retirement contribution for the last payroll of the year will not be made until July resulting in a cash increase.	16k	0	16k	0

0

Facilities Project Adjustments | \$3m annual cash decrease



Increased forecast as Keene Modernization project has begun and construction contract with Gilbane has been approved.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Construction in progress Increased forecast as Keene Modernization project has begun and construction contract with Gilbane has been approved.	5.5m	0	-5.5m	0
Leasehold improvements Roof Repairs of \$90k budgeted in SOAR Application will be shifted to FY 21-22 based on project timing of Summer 2021. Annual variance is due to increased costs of Food Lab project.	544k	425k	-119k	-1k
Senior Debt Debt forecast adjusted based on loan schedule. The current plan is to utilize the Clark Foundation funding first, prior to drawing any reimbursements from the new loan.	1.1m	71k	1.2m	0
Sub Debt \$2MM OSSE Loan added to forecast.	2m	0	2m	0
Senior debt cost Annual variance is due closing costs of new financing for the Keene project.	416k	53k	-469k	-8k

0

Cash | \$709k annual cash decrease

Restricted Cash Accounts required for financing.

Selected Accounts	Forecast	Budget	Annual Impact on Cash (And Monthly Change)	Monthly Change
Reserve - Wilmington Trust 6635-007 Newly added Restricted Cash account for the Debt Service Reserve Fund required by the new financing.	419k	0	-419k 	-0k
Capitalized Interest - Wilmington Trust 6635-000 Newly added Restricted Cash account for Capitalized Interest required by the new financing.	290k	0	-290k 	-0k
0				

	Year-To-Date			Annual Forecast			
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
Revenue							
State and Local Revenue	8,354,079	8,505,151	(151,073)	10,035,636	10,187,085	(151,449)	1,681,558
Federal Revenue	607,609	787,531	(179,922)	910,425	963,770	(53,346)	302,816
Private Grants and Donations	2,296,889	552,758	1,744,131	2,328,435	600,000	1,728,435	31,546
Earned Fees	110,070	324,334	(214,264)	157,902	398,485	(240,583)	47,832
Donated Revenue	100	-	100	100	-	100	-
Total Revenue	11,368,746	10,169,774	1,198,973	13,432,498	12,149,340	1,283,158 ①	2,063,751
Expenses							
Salaries	4,410,366	4,559,906	149,540	6,095,798	6,207,448	111,649	1,685,432
Benefits and Taxes	835,809	892,106	56,297	1,080,893	1,165,193	84,300	245,084
Contracted Staff	25,417	25,833	417	30,501	31,000	499	5,084
Staff-Related Costs	11,743	39,777	28,034	23,298	51,050	27,752	11,555
Rent	221,712	249,671	27,958	270,105	299,605	29,500	48,393
Occupancy Service	477,608	634,530	156,922	599,546	761,435	161,889	121,939
Direct Student Expense	480,324	944,641	464,317	629,888	1,095,599	465,711	149,565
Office & Business Expense	695,329	754,654	59,325	885,610	904,445	18,835	190,281
Donated Expense	100	-	(100)	100	-	(100)	-
Contingency	-	194,456	194,456	49,361	233,347	183,986	49,361
Total Ordinary Expenses	7,158,407	8,295,573	1,137,166	9,665,101	10,749,121	1,084,021	2,506,694
Net Operating Income	4,210,340	1,874,201	2,336,139	3,767,397	1,400,219	2,367,178	(442,942)
Extraordinary Expenses							
Interest	640,187	607,864	(32,323)	715,217	729,148	13,931	75,030
Depreciation and Amortization	515,396	504,932	(10,464)	623,332	605,919	(17,413)	107,936
Total Extraordinary Expenses	1,155,583	1,112,796	(42,787)	1,338,549	1,335,066	(3,483)	182,966
Total Expenses	8,313,990	9,408,369	1,094,379	11,003,650	12,084,188	1,080,538 ②	2,689,660
Net Income	3,054,756	761,405	2,293,352	2,428,848	65,152	2,363,696 ③	(625,908)
Cash Flow Adjustments	2,576,818	1,255,756	1,321,063	(1,545,480)	334,616	(1,880,096)	(4,122,298)
Change in Cash	5,631,575	2,017,160	3,614,414	883,368	399,769	483,600 ⑤	(4,748,207)

① REVENUE: \$1.3M AHEAD

Revenue variance is due to the \$2M Clark Foundation Grant, which is partially offset by decreases in ELL, At-Risk, & SPED enrollment, paid meal sales, after care program fees, and national school lunch program.

② EXPENSES: \$1.1M AHEAD

Variance is driven by release of contingency and reductions to Food Service and Field Trip fees. Additional reductions due to reduced hours for HIVE program staff, reduced Maintenance & Repairs expenses and reduced Contracted Special Education expenses.

③ NET INCOME: \$2.4M ahead

④ CASH ADJ: \$1.9M BEHIND

Negative cash flow variance is due to recognition of the Clark Foundation revenue and capitalized costs of the Keene project.

⑤ NET CHANGE IN CASH: \$484K AHEAD

Monthly Financials

Income Statement	Actual										Forecast		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
State and Local Revenue	912,643	839,255	839,437	760,075	849,680	819,720	836,421	822,887	826,022	847,939	822,279	859,279	10,035,636
Federal Revenue	0	0	89,147	10,126	10,350	8,208	0	19,674	139,503	330,601	151,958	150,858	910,425
Private Grants and Donations	31,698	1,199	655	10,168	138,414	71,217	21,281	19,118	842	2,002,297	15,773	15,773	2,328,435
Earned Fees	287	3,674	8,981	15,099	7,016	100	14,593	4,740	8,134	47,446	34,273	13,559	157,902
Donated Revenue	0	0	0	0	0	0	0	100	0	0	0	0	100
Total Revenue	944,628	844,127	938,221	795,467	1,005,460	899,246	872,295	866,518	974,502	3,228,283	1,024,283	1,039,469	13,432,498
Expenses													
Salaries	103,267	355,491	460,527	443,148	453,769	726,156	456,803	465,312	469,385	476,509	492,593	1,192,839	6,095,798
Benefits and Taxes	65,050	68,317	71,759	100,862	85,648	93,733	84,835	106,027	82,065	77,514	94,959	150,126	1,080,893
Contracted Staff	0	0	7,625	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	30,501
Staff-Related Costs	1,477	240	378	1,391	1,138	1,292	2,228	1,194	2,507	-102	5,777	5,777	23,298
Rent	21,634	21,634	21,634	21,634	21,634	21,634	21,634	21,634	21,634	27,009	24,196	24,196	270,105
Occupancy Service	42,480	45,689	50,749	45,378	70,394	43,703	69,380	50,721	85	59,028	60,969	60,969	599,546
Direct Student Expense	122,877	30,994	48,882	33,469	25,801	28,789	39,242	43,430	62,826	44,015	74,782	74,782	629,888
Office & Business Expense	74,172	53,640	46,093	46,317	69,345	96,483	90,324	62,375	91,437	65,143	95,141	95,141	885,610
Donated Expense	0	0	0	0	0	0	0	100	0	0	0	0	100
Contingency	0	0	0	0	0	0	0	0	0	0	24,681	24,681	49,361
Total Ordinary Expenses	430,956	576,005	707,646	694,740	730,270	1,014,331	766,987	753,334	732,479	751,657	875,640	1,631,053	9,665,101
Operating Income	513,672	268,122	230,574	100,727	275,190	-115,085	105,308	113,184	242,023	2,476,626	148,642	-591,585	3,767,397
Extraordinary Expenses													
Interest	61,107	61,107	59,279	61,107	59,279	61,107	61,107	51,178	142,307	22,607	36,902	38,128	715,217
Depreciation and Amortization	47,258	48,013	46,962	50,734	55,017	51,987	53,815	53,825	53,816	53,968	53,968	53,968	623,332
Total Extraordinary Expenses	108,365	109,120	106,241	111,841	114,296	113,094	114,923	105,003	196,124	76,575	90,870	92,096	1,338,549
Total Expenses	539,322	685,125	813,887	806,581	844,567	1,127,425	881,910	858,337	928,603	828,233	966,510	1,723,149	11,003,650
Net Income	405,306	159,002	124,333	-11,114	160,893	-228,179	-9,615	8,181	45,899	2,400,050	57,772	-683,681	2,428,848
Cash Flow Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Net Income	405,306	159,002	124,333	-11,114	160,893	-228,179	-9,615	8,181	45,899	2,400,050	57,772	-683,681	2,428,848
Suspense	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Flow Adjustments	1,932,387	-1,139,748	-592,532	2,280,046	-1,276,665	-723,039	1,243,365	-884,815	630,061	1,107,759	-2,988,578	-1,910,493	-2,322,253
Change in Cash	2,337,693	-980,747	-468,199	2,268,932	-1,115,772	-951,219	1,233,750	-876,634	675,961	3,507,809	2,930,806	-2,594,173	106,596

	<i>Previous Year End</i> 6/30/2020	<i>Current</i> 4/30/2021
Assets		
Current Assets		
Cash	5,794,864	11,426,439
Accounts Receivable	840,788	259,596
Other Current Assets	91,805	78,506
Intercompany Transfers	0	0
Total Current Assets	6,727,458	11,764,541
Noncurrent Assets		
Facilities, Net	15,152,053	15,461,692
Operating Fixed Assets, Net	91,796	246,265
Total Noncurrent Assets	15,243,849	15,707,957
Non-Current Asset		
Restricted Cash	0	709,160
Total Non-Current Asset	0	709,160
Total Assets	21,971,306	28,181,658
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable	461,507	135,507
Other Current Liabilities	642,694	2,505,870
Accrued Salaries and Benefits	704,524	52,480
Total Current Liabilities	1,808,725	2,693,857
Long-Term Liabilities		
Senior Debt	14,000,000	14,709,152
Other Long-Term Liabilities	-142,275	-580,964
Subdebt	0	2,000,000
Total Long-Term Liabilities	13,857,725	16,128,188
Total Liabilities	15,666,450	18,822,045
Equity		
Unrestricted Net Assets	4,590,263	5,813,878
Net Income	1,223,615	3,054,756
Temporarily Restricted Net Assets	490,979	490,979
Total Equity	6,304,857	9,359,613
Total Liabilities and Equity	21,971,306	28,181,658

ATTN: Board Chair Dr. Nadia Ramey
DC Bilingual Board
33 Riggs Rd, NE
Washington, DC 20011

May 26, 2021

Dear DC Bilingual Board Members and School Community,

My name is Conor Williams, and I am writing to express my interest in joining the DCB Board. I work in education and believe that I would bring useful professional skills and expertise, but that is not my primary motivation for seeking to serve.

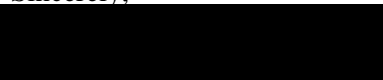
Above all, I would like to join DCB's board because our family has benefitted enormously from DCB's extraordinary model. Thanks to my children Owain (4th grade) and Carys (2nd grade), my family has been a member of the DCB school community since 2016. Thanks to our youngest child, Dewi, we will start each academic year at 33 Riggs Road, NE until 2030. By the time Dewi graduates to middle school, we will have incurred an immense debt of gratitude to the school and its staff. If chosen to serve on the board, I want to make every effort to contribute my energies to ensure that other families have similarly positive experiences at the school.

In addition, I work as a senior fellow at The Century Foundation, a progressive think tank here in Washington, DC. My work involves substantial writing for a range of audiences from philanthropic foundations and policymakers to teachers and the general public. My research primarily focuses on policies governing the educational opportunities available to children of immigrants and English language learners (ELLs). As part of this work, I lead a discussion forum of nearly 700 educators, administrators, and advocates concerned with ELLs' needs during the pandemic. In recent years, my work has also grown to include research and analysis related to the impacts of changing urban demographics on educational equity.

Finally, I am passionate about DC Bilingual's commitment to educational equity. I began my career as a first grade teacher in Crown Heights, Brooklyn, and this is my professional lodestar. I believe that DCB's approach to equity makes it exceptional among Washington, DC's many dual language immersion programs. That is, the school's unique advantage is how it tailors its educational offerings to recognize the many assets—and specific needs—that each child brings to campus. The school does best when it fully and authentically celebrates the diversity of its community, while being especially attentive to the needs of historically marginalized communities. Guarding and curating this strength of DCB's will be primary tasks for me if I am chosen to join the board.

Please do not hesitate to reach out to me with questions—I am enthusiastic about DC Bilingual's present and excited about its future. I would be honored to serve as a steward of its mission.

Sincerely,

A solid black rectangular box redacting the signature of Dr. Conor P. Williams.

Dr. Conor P. Williams

