

June 16, 2021| 8:30am

via Zoom

Board members present: Lydia Adelfio, Jerenze Campbell, John Duncan, Charlene Fadirepo, Gretchen Guffy, Betsy Hanlon, Margaret Horn, Kelli Jareaux, Roneal Josephs, Areesah Mobley, Art Moran, Ammena Nazeen, Tom O'Hara, Meghan Quinn, Neville Waters, JD Wilde  
CCPCS Staff present: Russ Williams, Natasha Harrison, Clarice Ulu

## Agenda

- I. Call to Order
  - II. Chairman's Remarks
  - III. Routine Business
    1. Approval of Minutes
    2. Materials Contracts Approvals
  - IV. CEO Update
    1. SY20-21 Reflections
    2. Planning for Fall 2021 Reopening
- BREAK (15 min)
- V. 2021-2022 Budget Review with Natasha Harrison
  - VI. Committee Reports & Goals
    1. Academic Committee - Margaret Horn
    2. Development Committee - Art Moran
    3. Finance Committee - JD Wilde
    4. Governance Committee - Neville Waters
  - VII. Thank You and Farewell
    1. Tom O'Hara
    2. Margaret Horn
  - VIII. Executive Session

Betsy Hanlon, Board Chair, called the meeting to order at 8:30 a.m.

## Chairman's Remarks

This is the last meeting of SY20-21. We will also say farewell to both Margaret Horn and Tom O'Hara and will plan to move through the agenda and stay on schedule.

## III. Routine Business

### Approval of Minutes

**Action Requested:** Approval of minutes from March 24, 2021 quarterly meeting  
Lydia Adelfio made the motion and Margaret Horn seconded the motion

**Motion approved unanimously**\_\_\_\_\_

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### Approval of Minutes

**Action Requested:** Approval of minutes from June 4, 2021 full board meeting on material contracts for SY21-22

Lydia Adelfio made the motion and Margaret seconded the motion

**Motion approved unanimously** \_\_\_\_\_

### IV. CEO Updates

Russ Williams gave the following update to the board:

We are winding down SY20-21 and the schools are in celebration mode. Shaw has had their virtual graduation, Congress Heights had a celebratory breakfast this morning. Brightwood will host their event tomorrow night, and the Capitol Hill and Trinidad campuses are gearing up for their events, too.

### **SY20-21 Reflections**

#### Enrollment

As of June 1, the enrollment was 1410, a little down from where we started in September at 1451. Here's the breakdown by campus:

Campus	June 1, 2021 (1410)	September 2020 (1451)
Brightwood	252 (-5)	257
Capitol Hill	248 (-12)	260
Congress Heights	234 (-16)	250
Petworth	249 (-4)	253
Shaw	213 (-3)	216
Trinidad	214 (-0)	214

The results are due to some of the students moving out of state, parents' shift in housing, parents withdrawing younger students, etc. Our enrollment drives our budget and class size. We work hard to report on the most important parts - enrollment, attendance, how well are our students learning, are we fiscally viable - to ensure we are successful as a school district and ensure our students are performing well academically.

From a historical standpoint, looking back to SY19-20, we are feeling pretty good about the upcoming fall. We are over-enrolling slightly because we always see a few withdrawals. We have shouted out the Ops Team and the Campus Teams who have been involved in this work.

### Attendance

Although our attendance is not where it should be in a normal year, but we are working hard to improve it in the coming school year. We are doing better than the sector as a whole. Some of this is chalked up to the smaller class size, relationships we have built over time, and the non-educational things that we do for families - clothing drives, food drives, book give-aways, etc. to help them in any way we can. As of June 4, here's the attendance rate at each campus:

Campus	Attendance (through 6/4/2021)
Brightwood	97.83%
Capitol Hill	87.30%
Congress Heights	94.69%
Petworth	92.25%
Shaw	90.89%
Trinidad	91.34%
All Campuses	92.43%
Charter Schools (to 6/4/2021)	84.80%

### Chronically Absent and Truant Students

Campus	Chronically Absent Students***		Truant Students**	
	%	#	%	#
Brightwood	3.97%	10	3.76%	8
Capitol Hill	39.92%	99	39.72%	85
Congress Heights	17.95%	42	19.70%	40
Petworth	22.89%	57	25.96%	54
Shaw	33.33%	71	41.62%	82
Trinidad	30.19%	64	35.00%	70
Center City PCS	24.36%	343	27.45%	339
PCSB	26.49%	n/a	26.96%	n/a

\*\*\*Chronically absent students are defined as having an attendance rate below 90%

\*\*Truant students are defined as having 10 or more unexcused absences and being at least 5 years old by September 30

Shaw has had a severe issue with chronic absenteeism and student truancy. Almost a third of the kids are absent. Shaw is a transient community and many of the students are shuffled between homes for virtual learning with limited home support. We have had touch points with these families for safety and well being. Principal Dukes and the Shaw team are following CCPSC policy to the letter on the 15 minutes rule which means if you are 15 minutes late or leave 15 minutes early, you are considered absent for the day. Some of the existing families had issues before the pandemic. Shaw is working hard to keep the campus together and build relationships.

At Trinidad, in talking to Principal Tyson, a lot of the families are getting ready to go back to work and the students may have sporadic assistance at home. The students have promised to do their best to keep up with the virtual work and learning.

## Planning for Fall SY21-22 Opening

### HR/Staffing

Of 27 hires (8 new positions), 14 have been filled, 13 are still open and we have a partnership with NYU and for those residents (in special education), we have 4 of the 5 positions filled with one lingering offer. Thanks to the ESSER funds some of the remaining positions are new such as:

- Social Workers
- School Psychologist
- Behavior Intervention Specialist

Because we are using the ESSER grant to fund these positions, we are planning different ways to extend the role, if needed to ensure we have funds to cover the roles. We are marketing 5-6 positions as two-year roles, but we are building in support if we need an extension for the position.

Per our hiring manager, things are a little slower in general, but we have screened over 200+ applicants and once we have finished this round of hiring, we will have screened about 250, although we got off to a later start in the hiring process.

One of our hiring success stories features Mr. Toxey, former PE teacher at Trinidad for the last few years, will move into the Behavior Intervention Specialist role in the fall. He is a former leader in NJ schools including a former dean. This position will help to build and support positive relationships between families, students and multiple campuses. Mr. Toxey will work with J. Green to help build more social emotional support and help train and coach teachers to grow their skills. He will lead some training this upcoming school year across all campuses. He will also work with J. Green to put more mentoring programs in place. The support for truancy comes from our school counselors and campus leaders, but J. Green works with them too, to ensure we engage and support the students.

We will not create a virtual campus this fall, but each campus will support students who will have a medical clearance for virtual learning. These teachers will use an OWL camera which will follow the teacher around the classroom and help the virtual students feel more engaged in the classroom lessons. It automatically focuses the video camera on the speaker and maintains a 360 degree view of all participants in the room.

### Welcoming Students Back Safely

As mentioned early, we are expecting to hire three new Social Workers to support students and families. J. Green, M. Atkins-Mose (leads SPED team) and Mr. Toxey will work in concert with them to provide the necessary support to ensure their needs are addressed. We are letting our families know that counselors are available for student support, but we are informing them that counselors will also be available for family support. We may also add another role, a Therapy/Counselor, as we continue the conversations and do outreach with families and the faculty.

N. Burgy is moving from a principal role to managing the ESSER III grant. She is currently meeting with various focus groups across campuses - counselors, principals, SPED team, parents, etc - to see what types of needs the campuses may have to support the social emotional health of our students and staff. Based on these conversations, we may add another position, Therapy/Counselor, but for now we will continue doing outreach with families and the faculty. Ms. Burgy has indicated that the conversations with staff and families have been very constructive and informative.

We are still waiting on the application for ESSER III. We started using ESSER I at the start of the pandemic and now are using ESSER II.

#### Tutoring Program

One of the investments that we will use some of the ESSER funds for is bringing tutors to campuses. We are working with City Bridge to provide them to several campuses. AARP reached out to R. Williams partnered with us for tutors and he in turn connected AARP with City Bridge to form a partnership and connect the tutors. We are currently set up for tutoring at the following campuses for early literacy:

Congress Heights - Experience Corps (AARP)

\*Trinidad - Experience Corps (AARP)

\*Capitol Hill - Experience Corps AARP

\*Brightwood - Book Nook (City Bridge)\*\*

\*Petworth - Book Nook (City Bridge)\*\*

\*Shaw - Book Nook (City Bridge)\*\*

\*funded by City Bridge

\*\*includes tutoring 20+ students

J. Green is also working to set up tutoring via Maryland Teacher Tutors. This was a connection via City Bridge. We need to ensure if the folks are trained, their availability and the cost of the program. This fall we want to accelerate the learning and keep the pacing going to make the most progress for our students. Experience Corps will tutor in person. Book Nook is online, but it will still be either 1:1 or small groups. rowing for our students. Experience Corps has great data and we would love to expand Book Nook. This covers grades K-3 at every campus. We are now looking for tutors for the older grades and for math. We are working hard to find more solutions to this issue.

### Student Well-Being Survey (fall/winter/spring)

We participated in all three versions of the survey. The spring one closes at the end of the week - June 18, 2021. We intend to provide a letter of support to Empower K12 to continue this work. The survey will close the survey by June 18. J. Green and R. Williams will review and aggregate the data. We are working with the group to continue this work. The Academic Team is working on the intentional social emotional needs of our students. We are working on a soft landing to ensure the students receive the much needed support when they return to the buildings in the fall.

We plan to create flex/swing space in the fall to ensure all students are able to return to the buildings. We are still mindful of air quality, building quality and cleanliness. Because our classrooms are large, we will have a little wiggle room and this will work to our advantage once students are in their classrooms. We recently had a student test positive and a staff member test positive for COVID-19. We can't mandate that families and staff get the vaccine, but we are encouraging them.

**ACTION:** R. Williams will check-in to see the percentage of staff who have been vaccinated and report back to the board.

Onsite vaccines have been in discussion recently for school leaders. We have offered our campuses as a vaccine site for the fall to get the vaccine into the community. Our Shaw location is a central location.

### Accelerating Learning

#### Assessment for the End of SY20-21

We are measuring growth and how students are doing with achievement relative to national norms. We are not seeing the growth we see in a typical year, but our students are growing. We are going to focus on accelerating learning and not mediation. We want to ensure our students are on track. We are working to understand where our students are, student readiness and what we need to work on to move them back on track.

To measure growth from BOY to EOY in math and literacy, the following were given at the end of this school year:

- Edmentum diagnostic assessment - measures growth, but not necessarily grade level standards (similar to NWEA MAP)
  - Math given to all, K-8
  - Reading and Language Arts given to all grades 2-8
- DIBELS/TRC will be given to all K-2 at EOY - measures progress in specific literacy skills, phonemic awareness, and reading comprehension.

**ACTION:** R. Williams will provide an update once L. Berger has collected all of the data at the end of SY20-21

#### Assessment Planning Heading into SY21-22

As we head into next year, we are going to measure progress on grade-level standards. Our focus is on what the standards are foundational to next year. We know that good learning and a good curriculum is coherent, connected and cumulative. Our scope and sequence documents will center on grade-level work. We are going to measure progress on grade-level standards. We're working to make sure we understand where our students are so that we can build in some of the important things to help move them and push them forward. We are going to do some work on student readiness and have mini assessments ahead of the units and modules next year. Some of the modules exist and some of them we will create inhouse with the help of our Curriculum Team and school leaders. We are working on foundational standards from prior grades that are prerequisites to the upcoming content. This will allow the teachers to be more thoughtful and strategic in their teaching. The work that we are doing inservice will be how the teachers use this data to create the lesson plans throughout the school year.

We remain committed to acceleration instead of remediation. By accelerating, we are providing "just in time" support. Teachers provide foundational support just ahead of where they are needed in the curriculum. This approach has been advanced by educators, researchers and policy makers across the country. We have really strong people leading our buildings and on our Curriculum Team.

#### Central Office Update

Our current office lease expires on September 30, 2021. We have agreed to an LOI terms with a sublandlord at 301 N Street, NE. (a few blocks from our current office). The lease is under review with our attorneys and broker. K. Dickens and R. Williams will make one more walk through before finalizing. We have asked for a conference room to accommodate up to 14 people. Hickock Cole is the landlord. Todd Ray, the architect, is working with us to design the space. It is unfinished so we are not sure when we will move, but no later than December 2021. We are moving from 7200 sq ft to 4500 sq ft. with a few offices and mostly hoteling space which allows us to be more efficient and save some money in the budget.

#### Archdiocese of Washington Update

T. O'Hara has ideas on how he would like to complete a one-page proposal to the ADW summarizing the facilities work we need to have done. Once we confirm a meeting, the board chair, B. Hanlon, K. Dickens and Congress Heights Principal N. White will be involved. It may be up to 2-3 months before the meeting is set.



#### DC PCSB Update

Dr. Walker-Davis has been in her role for six months or so and has been setting up “getting to know the schools” leader meetings. K. Dickens, Dr. D. Gartrell and R. Williams met with Dr. Walker-Davis and a member of her team, and it was a great conversation. The tone of the conversation was very friendly. As a co-chair of the Alliance Member Council, R. Williams has been on many calls over the past six months with Dr. Walker-Davis, and has developed a great relationship with her and Paul Kihn. DC PCSB will host a meeting this morning that L. Berger will attend on R. Williams’ behalf to lay out their thoughts on revising the PMF publicly.

**ACTION:** R. Williams will update the Academic Committee on the results on the PMF overview once he and L. Berger debrief.

#### V. 2021-2022 Budget Review with Natasha Harrison

R. Williams introduced N. Harrison to the full board and shared that she has just received her MBA. Ms. Harrison started at Center City PCS as a Staff Accountant and is now the Acting Director of Finance.

#### **Revenue**

One thing to note regarding revenue is that we are anticipating a 3.6% increase in the UPPSFF, {Uniform Per Pupil Student Funding Formula} but we will not receive an increase in facilities allowance. We normally see a 2-2.2% facilities increase annually, but the mayor has not included any monies in the budget this year. We also see a slight increase in the allocation for our At-Risk and ELL students, about .02%, and although small, it will produce some additional revenue.

#### **Grants**

We have a few new grants starting in FY22: ESSER II will start; ESSER III is still in the planning stage and is not a part of this current budget, but should know more by July; and another SOAR Grant (\$239,000) which should arrive during late summer. ESSER II will cover the 10% extra duty pay for all teachers due to the early start to the new school year, starting for teachers July 26. We also have several new positions at the school level that will be covered under this grant:

- Social Workers (3)
- Specialists (3)
- School Psychologist
- Behavior Analyst

It will also cover the day porter. We will maintain an extra day porter at each campus except for the Shaw campus. Shaw will reduce to one and instead will lease some space in one of the local garages to provide parking to some of the staff due to construction in the area.

### Additional Information

- Each person will get a parking spot and some folks might share parking spaces based on their work schedule
- DOD Fresh Credits are received from the Department of Defense related to our food service, NSLP
- The teachers starting on July 26 are not based on DCPS' schedule. We are one of the early districts to make a decision to use the discovery funds strategically and to get a head start on the work and add extra time to the schedule. All 10-month employees will get extra duty pay because we are adding 10% more time to the schedules
- Our staff cost normally hovers around 70%, but due to the extra duty pay and additional staff, these costs' percentage will rise next year
- We will use snow days as needed
- Now that we have the news on the PPP, the Finance Team is working to close out the year and are working to get an updated balance sheet. We will get the Profit and Loss + Balance Sheet to the Finance Committee and then discuss the possibility of an all-staff bonus.

**ACTION:** C. Ulu will survey the board to see if they will have capacity to meet next week for an hour to discuss the staff bonus.

### Expenses

- A portion of the PPP Loan was used to pay for the eligible payroll and health insurance cost to cover through late October. We moved funds into the operating reserve account in the interim.
- Our annual step increase for teachers (10-month employees) is about 2.5% and all other employees (12-month) will receive a 2% increase.
- Health insurance costs were a little higher this year. To offset this cost on the employer side, we tiered the plan and varied the employer/employee percentages by tier. It's more beneficial to us as the employer in terms of contributions if most staff participate in the lower plan. We took the increase because we didn't want to switch insurance companies.
- ESSER II will cover several new positions for FY22-23 and ESSER III will cover FY23-24. The new positions added this year will carry over to FY24
- At Petworth, we eliminated (1) SPED FTE and added a second Interventionist
- We also added another Interventionist at Capitol Hill as a result of the increase we saw for At-Risk
- For Central Office, our new lease is expected to start on October 1, 2021 and it's built into the budget.
- Expenses for ESSER III will be incorporated into the budget later

### Approval of Budget

**Action Requested:** Approval of FY22-23 budget will be subject to the approval of the budget for the District of Columbia

JD Wilde made the motion and Neville Waters seconded the motion

**Motion approved unanimously** \_\_\_\_\_

## VI. Committee Updates

### Academic Committee - Margaret Horn, Chair

The Academic Committee had a wonderful call yesterday to review the results that we have on hand from the assessments that we were able to use this school year. Given OSSE's decision to request a waiver from the USDOE to not give PARCC, there was concern that we wouldn't have good data on the learning that took place this past year. The CCPSC team recommended that we use the online assessment from Edmentum. Although we have used the MAP assessment in the past, we didn't think it was the best in this online environment for our students and teachers. Ms. Horn gave kudos to R. Williams and his team for how quickly they have been able to gain an understanding of what the students need. This is more about unfinished learning and not lost learning. Since the pandemic, we have worked hard to get ready to bring the students back into the classroom, determine how to help them interact with their classmates, and have asked ourselves how we pivot from diagnosing what students know and don't know to accelerating them on a path. Bringing in high-level tutors will help us on this journey. The upcoming school year will bring an iteration of the PARCC and a few other assessments that we need to ensure our students are ready, including PCSB rating our schools. Ms. Horn indicated that she is thrilled to hand the reins over to Gretchen Guffy as the incoming chair of the committee and knows that she will take the committee to the next level. This was Margaret Horn's last report as the chair of the committee due to the end of her board term.

### Development Committee - Art Moran, Chair

Per our most recent newsletter, we have partnered with BreadCoin to focus on food insecurity with our students and families across our school district, and have started with Brightwood and Trinidad. Our overall goal for the year was to raise \$15,000 and we have reached \$10,000 so we are looking to raise \$5000 for this project. We are currently a few shy from 100% giving from all the board members. Mr. Moran will reach out to those board members with a gentle reminder to those who have not given. The fall coat drive was a huge success. He encouraged everyone to participate so that the committee will end the year on a win.

### Finance Committee - JD. Wilde, Chair

Most of the information was shared during the finance update with N. Harrison. A high-level review of the balance sheet shows that we have 2.6M in the operating account, the operating reserve is 13.9M. The board reserve is 3M and was set aside to have a strategic fund in case of a major facility need or a project we would like to undertake. When R. Williams started at CCPCS, the school was in the red. The PPP Loan is listed under liabilities as contributions refundable for 3.4M. Once it has been forgiven, it will increase our equity. The unrestricted net assets are for expenses and investments (5.5M). We have a healthy balance sheet. We will end this fiscal year a

little higher than where we were last year. We will plan to have a discussion in the next few weeks to talk about the staff incentive.

**ACTION:** R. Williams will circulate the recent newsletter to all the board members regarding the BreadCoin fundraiser.

Governance Committee - Neville Waters, Chair

Mr. Waters indicated his pride in having a full board and is looking forward to getting together in-person for professional and social events. It was an interesting year to complete all of the outreach/search for new Board members virtually. C. Ulu was thanked for revising the board skills chart to assess where we may want to seek new board members. If there are folks current Board members know who are interested in becoming board members, Mr. Waters asked the members to forward the contact information to him. Even with the two departing members, we expect to move forward without any hindrance.

**VII. Thank You and Farewell| Margaret Horn and Tom O'Hara**

B. Hanlon thanked Margaret and Tom for their amazing board service.

R. Williams stated that Ms. Horn was instrumental in helping to create the current dashboard, along with Lydia . Her input was invaluable.

Mr. Williams indicated that Tom was the board chair when he arrived at the school district and learned so much through him. Mr. O'Hara reminded him that the critical point was the relationship between the CEO and the board. Thanks to his able and wise guidance, Mr. Williams has appreciated Tom in so many ways as a sounding board, great friend and father-figure. Mr. O'Hara mentioned that he admired how R. Williams has grown over the years, becoming a great listener and how valuable he has become to CCPCS, understanding where the students and teachers are, which has turned out to be a huge positive for the school district.

Ms. Horn indicated that Mr. O'Hara recruited her to the board and she really learned to know him during the time they were hiring Mr. Williams. She has learned about charter schools, the history of charter schools in DC and so much about the archdiocese. Ms. Horn thanked Mr. O'Hara for his leadership and the way he has modeled excellent board service for everyone.

Mr. O'Hara noted that there is no one better at conducting a committee meeting like Ms. Horn. She has shown fabulous leadership in the education and academic meetings.

Ms. Horn hopes that everyone gathers in person in the fall to meet up and bid farewell.

**ACTION:** C. Ulu will schedule a time over the next few months for the board to gather in person and give a proper farewell to Margaret Horn and Tom O’Hara.

Ms. Adelfio mentioned that she and Betsy Hanlon were brought on board by Ms. Horn and Mr. O’Hara just before Mr. Williams started. They learned the prior history and have seen the trajectory with Margaret, Tom and Russ and what a marvelous trajectory it has been. Ms. Horn’s academic and leadership has been tremendous and one of the best pieces besides helping to create the wonderful dashboard is that the dashboard is only as good as she points out at every single academic committee, “What are you going to do with the issues that the dashboard is highlighting? How are you going to approach those? What are the action items that we’re going to actually do?”

In relation to Tom, Ms. Adelfio pointed out that he really pushed to get good governance onto this board. It was really lacking before he joined the board and he really got the board committees going and action-oriented. He was chair of the governance committee before he became the chair of the board. Mr. O’Hara really helped move the board as a whole into a much higher level of action and thinking.

The meeting adjourned for the Executive Session.

### **VIII. Executive Session**