

Washington Yu Ying BOT Meeting Minutes (DRAFT)

June 14, 2022 6:30-8:30

BOT Members : Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Jose Sousa, Jevon Walton, Kelly Yee, Darren Riley, Wendy Rueda, Lemar White, Abi Sze-Levine, Michelle Stuntz, Paige Hoffman, Maquita Alexander (Staff), Melissa Volpe (Staff)

Virtual (Zoom)

BOT Attendees: Liza Douglas, Marcus Hurley, Amy Lee, Rob Anderson, Jose Sousa, Kelly Yee, Darren Riley, Wendy Rueda, Lemar White, Abi Sze-Levine, Paige Hoffman, Maquita Alexander (Staff), Melissa Volpe (Staff)

Guests Present: Geoff Brown, David Heidtman, Shelley Hughes

Members of Public On Call: Andrew Shields, Ann Schlegelmilch, Caitlin Clark, David Boggs, Michele Johnson, Paul Fraioli, Sandra George, Allison Qiu, Simret Tewelde

The meeting was called to order by Chairperson Kelly Yee at 6:33 p.m. EST.

The meeting commenced with an overview of the public agenda.

ITEMS REQUIRING VOTING

Approval of May 2022 Draft Minutes

No changes to the minutes were proposed by Board Members. A motion to approve the May 2022 minutes was raised by Lemar White and seconded by Wendy Rueda. All members present voted to approve the meeting minutes.

Committee Updates

Finance Committee Update - Amy Lee

Trustee Amy Lee shared that the school ended April 2022 with \$142k net loss – this is \$160k lower than budgeted for the month and is attributed to a reduction in special education students, timing of a grant invoice and unrealized loss due to market volatility. The Finance Committee projects the net income to be \$297k which is \$62k behind budget for the year.

The school currently has \$14.1M in cash on hand, of which, \$2.9M is available to fund general operations with the remaining for other purposes. The outstanding loan balance at the end of April is \$10.52M by end of June we anticipate it being 10.45M.

Governance Committee – Darren Riley

Trustee Darren Riley gave an update on the Governance Committee. The committee has sent solicitations to parents who might be interested in joining the board and have a financial and budgeting background and experience reviewing budgets. They received 5 candidates and are now selecting two to have follow up conversation with the Board. The aim is to have a recommendation to Board by the end of the month.

Trustee Abi Sze-Levine reached out to Chair Kelly Yee because her family is relocating and she believes the Board is best served by someone who is local– she tendered her resignation effective immediately to bring on more board members. With Trustee Sze-Levine’s resignation, we will be able to select two candidates in Summer 2022. This is helpful because next year we have 2 trustees transitioning - one in December and one at the end. After that, 2-3 transitioning which creates numerous recruitment opportunities.

Executive Search Committee – Kelly Yee

Chair Kelly Yee gave the update on the Executive Search Committee. Nine days ago, we voted as a board to select Carlie Fisherow as the next Executive Director and she has accepted.

Chair Yee has met with Melissa and Amy to debrief them, she has also met with the entire staff and briefed them on the process. The committee is currently working with Carlie on end of year communication. Carlie starts July 5th, and Maquita will still be onboard as a special consultant.

Public Comments: This is the time for attendees to make comments that are not related to agenda items below. Additionally, attendees can make a comment on the agenda item below if they cannot wait until the item is raised under the regular agenda. If necessary, attendees will be limited to 3 minutes of public comment. Trustees will take the public comment into consideration but they will not answer questions directly at this meeting unless the topic raised is included in the agenda item below.

1. Regular Agenda Items:

A. FY23 Budget - Maquita Alexander/EdOps Team

- Questions from trustees
- Comments from the public
- Discussion and feedback from trustees

Executive Director Maquita Alexander introduced the Ed Ops team – Geoff Brown, David Heidtman, Shelley Hughes – who have been working with the finance committee, Kelly and Lemar on the budget. She shared that this budget reflects the mission the school was founded on 15 years ago – to provide world class Chinese immersion education and WYY is excited to be realizing our mission. DCI recently graduated their third class and WYY students had the top 4 positions – valedictorian and 3 way tie for salutatorian – this is a great testament to the environment we created through our cultural values.

In developing the budget, we’re continuing to support our strategic priorities for next year, which are reflected in the operating budget, in addition to addressing Yu Ying’s facility needs. We’re budgeting about \$14.8 million in total revenues for FY 23. Total expenses are budgeted at about \$13.1 million. We expect a 5% net income.

There are also a couple of principles that guide this budget: be less conservative in our approach for developing the budget, estimate student enrollment as accurately as possible, with little cushion, include revenue amounts that are mostly “for sure,” be realistic and comprehensive when budgeting expenses, continue to Support and advance Yu Ying’s strategic priorities, keep expenses less than revenue, and run an operating surplus that supports program, strive for a net income of about 3 - 5% of total revenue, and keep our FAR score at Tier 1 status. This is a measure of how well we do fiscal management from the PCSB.

The school will continue with its three priorities. As it relates to Chinese immersion, the school focuses on motivation and oral language opportunities. The budget proposes changing a Chinese teaching fellow to a Chinese teacher to help address post-pandemic challenges with language acquisition in our upper grades. Additionally, continuing the 75/25 model in kindergarten and grade 1 to support language acquisition and students' social emotional learning (SEL). Lastly, continuing to use assessments to meet the needs of all learners, specifically in Chinese and SEL. Another priority is the learning environment – physical and cognitive. Inside the building the school is preparing for incremental growth in our lower grades over the next two years. We need facilities updates to accommodate the growth. To that end, they will create two additional learning spaces for PreK 3 students by moving staff and adding more bathrooms on the first floor. Lastly, the school plans to raise salaries for hard-to-find positions so we can enhance the quality of Yu Ying's staff.

The total revenue budget is \$14.8 M. The majority of funding, 82.5%, comes from state and local per pupil funding; private grants and donations account for \$1.3M. As a school without a large free and reduce meal we do not receive get any Title I funds which is different from most other charters.

The total budgeted revenue is slated to increase by 15% in FY23 – this is driven by increase in PK-3. We have gone from 577 to 600 students. The following impact is expected in subgroups - no change in SWD; reduction in ELL because they changed the exit test – so students are not being classified. The biggest increase is in at-risk student population – WYY is one of 11 schools with an equitable access preference.

The unexpected addition to the budget is in the rent we will have to pay for trailers. Year over year, our operating costs are increasing – primarily salary, benefits and now rent. In renting and installing two mobile units, the biggest cost is construction for installation. Other shifts include, outsourcing student data management – replacing a ½ time employee; also seeing increase in utilities and fees that they are rising prices 30%. With the new Executive Director transitioning in July and outstanding questions about COVID, we increased the contingency to 2% to ensure new team is covered.

Trustee Q: Re installation, is the total rent and install ? A: yes – total.

As a next step: the Board will review and approve the budget. If approved, it would go to the PCSB.

David then provided more details on the budget and role Ed Ops plays. Ed Ops supports in day to day bookkeeping, payroll ,and strategic tasks like budget development. The budget development process is iterative and historical; we look at past data, discuss strategic priorities; find out goals; talk with board members to create fiscally sound budget

The following are key assumptions and historical context which are major drivers during budget development:

- Enrollment – budgeting 600 students – increase of 31 which is 5.5% more; this includes a 3 student contingency below target of 603;
- Local funding increase – DC Council approved the proposed 5.87% increase for FY23; The PP facilities will increase by 3.1.
- Salary increase – positions with a salary below \$40K will bump to 40k

We expect next year to start with \$12.3m in cash – we expect to end with \$12.8m in cash; this gives us 347 days of cash – cash pos/avg daily cost. This is an increase of 460k – slightly larger than FY22 increase due to higher net income in FY23

- Trustee Q: How has days of cash changed historically? A: Slightly decreased over time – but increasing cash position. Compared to other schools, we are in a good place – budgeted gross margin of 6%.

Revenue details

- Compared to schools in space – bc of expansion of state and local we anticipate seeing over median
- We have a good revenue position – significantly beyond median is our earned fees category because of programs like reef that bring in substantial funding
- Covid associated funding – in current FY we are forecasting over \$800k in covid related revenue. Some is going away (e.g., In FY23, National School Lunch program and other covid funding will be eliminated; ESSER 2 and 3 will continue for FY23.

Expense comparison – WYY spends more than peers in salaries, benefits and taxes; not unexpected because language immersion requires more staff – reflection of higher number of staff to students. Rent is below even with the modular because most schools rent and don't own their building.

- Trustee Q: Do you have an approx. on the number of charter schools who rent their building? A: We don't have that percent 0 roughly 50% - tends to be newer schools

Trustee questions:

- Trustee Q: Going back to the cash on hand calculation – one thing Maquita mentioned was still being smart and safe but conservative – we have always had top level cash on hand but to be less conservative it wouldn't mean increasing experience; is the alternative to holding it be to put more of it into investment account vs sitting here. A: 12.8 includes investment account – right now we keep subs to cover 3 mos at any given time as more liquid cash; in addition to investment we keep it liquid to allow yy to support strategic priorities
- Q: you mentioned rent – would be helpful to have explanation – I thought most was infrastructure vs monthly rent – largest portion of that is going to preparing site for trailers – I think someone seeing that thinking why spend 300k to rent monthly might be significantly lower – would note how much is fixed cost for installation.
- A: In subsequent years it would be far less in 300k.
- Q: install cost is a lot – if we don't need it after 2 years, is it a sunk cost, is there anything about electrical upgrades that might be useful beyond placement? A: the biggest cost is the electrical work has to go under the ground – if we build a hut we would have it there – in the future if we decide to put something else the work is there;
- Q: We have a healthy reserve of days of cash on hand for future growth opps on hand – if we do find an opp where are we comfortable to have the days of cash? A: In general we have a 90- day recommendation
- Q: Is that something the director of opps, new executive team determines with ed opps as it relates to budgeting? A: Yes, we can make adjustments; it would be part of budgeting convo – we can discuss with school leadership and finance committee and board; your own risk tolerance and how many days of cash you want to maintain. A: we should have that convo – for as long as I can remember we have had that and we should think about where we are comfortable should new opps arise

- Q: You mentioned earlier new ED is planned to start on July 5th – we need to approve budget this month for our FY today, is there any consideration of the new ed getting eyes on this before we approve or do we approve and she receives it and must run with it
 - A: here are some decision points – this is the time and we also need to submit it to the pcsb
 - A: The new deadline is July 20th to deal with new reporting templates but I wouldn't recommend waiting on this.
 - A: We can always make amendments to the budget when the new ED comes on board

A motion to approve the budget was raised by Trustee Darren Riley and approved by Vice Chair Lemar White. A roll call vote was conducted, and all present trustees voted to approve the budget.

Andrew Shields shared the following verbal public comment:

I've been coming and noticed since November that we tend to go into closed session – and no record is publicly available as to what the topics are. As an outsider looking in, can we get a summary of agenda and written points and get meeting notes so we have an idea of where the Boards head is with these documents.

In response to Andrew Shields comment, Chair Kelly Yee asked Trustee Darren Riley to clarify what situations call for closed session. Trustee Riley explained the regulations have deemed certain situations justifiable for closing the record. Records for closed session are not publicly available, but they are recorded for the institution; the variety of reasons include discussion of personnel issues, contract negotiations, litigation matters, but they are fully articulated in the Open Meetings Act.

Paul Fraiol read the public comment he submitted to the Board:

I spoke at the Yu Ying board meeting a month and a half ago in opposition to the administration's policy that requires using a hard COVID-19 case cut-off to determine whether indoor masking is optional for the remainder of the school year.

I pointed out at the time that using a hard case cut-off in this way contradicts CDC and DC Health guidance and said that "if past case levels are any guide to future case levels, this policy will increase the number of days in which indoor masking is required by 150%." As it turns out, this Yu Ying policy triggered an unnecessary indoor mask requirement in 5 or 6 out of the 9 weeks remaining in the year. In other words, Yu Ying students experienced a mask-optional policy for 3 weeks this school year compared to 16 weeks for students in DCPS, as you can see on the chart on the following page. The school has also enforced widespread outdoor masking for students who are close contacts.

The only rationale the administration has given for imposing policies at odds with CDC, DC Health and DCPS is that some members of staff prefer it. This is not nearly sufficient in my view, and I reiterate my comment from the April board meeting: that the school's COVID-19 policies are arbitrary, capricious, and unreasonable; they that are not clearly consistent with Yu Ying's mission statement or its charter; and that – to the extent that they exclude children from school at higher rates than other DC public schools, which appears to be what they were designed to do – these policies may also be inconsistent with local and federal laws, including those pertaining to equal access to education.

I can only hope that over the summer the administration will reconsider its approach toward these issues given the endemic nature of COVID-19 and the extremely low risk it presents to elementary-school children and vaccinated adults.

Mask optional vs. mask required in school settings

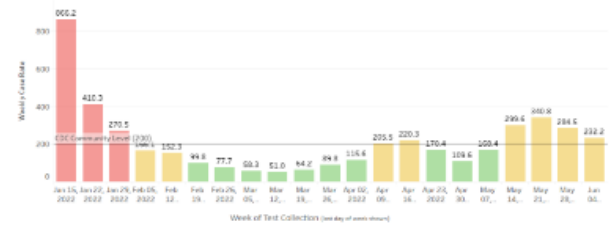
Week commencing:	CDC recommendation for DC	DC Health / OSSE recommendation	DCPS	Washington Yu Ying
Mon, February 28	Mask optional	Mask required	Mask required	Mask required
Mon, March 07	Mask optional	Mask optional	Mask required	Mask required
Mon, March 14	Mask optional	Mask optional	Mask optional	Mask required
Mon, March 21	Mask optional	Mask optional	Mask optional	Mask required
Mon, March 28	Mask optional	Mask optional	Mask optional	Mask required
Mon, April 04	Mask optional	Mask optional	Mask optional	Mask required
Mon, April 11	Mask optional	Mask optional	Mask optional	Mask required
Mon, April 18	Mask optional	Mask optional	Mask optional	Mask required
Mon, April 25	Mask optional	Mask optional	Mask optional	Mask required
Mon, May 02	Mask optional	Mask optional	Mask optional	Mask optional
Mon, May 09	Mask optional	Mask optional	Mask optional	Mask optional
Mon, May 16	Mask optional	Mask optional	Mask optional	Mask optional
Mon, May 23	Mask optional	Mask optional	Mask optional	Mask required
Mon, May 30	Mask optional	Mask optional	Mask optional	Mask required
Mon, June 06	Mask optional	Mask optional	Mask optional	Mask required
Mon, June 13	Mask optional	Mask optional	Mask optional	Mask required
Mon, June 20	Mask optional	Mask optional	Mask optional	TBD on 6/15/22

Relevant metrics for calculating CDC Community Levels

Source: DC Health

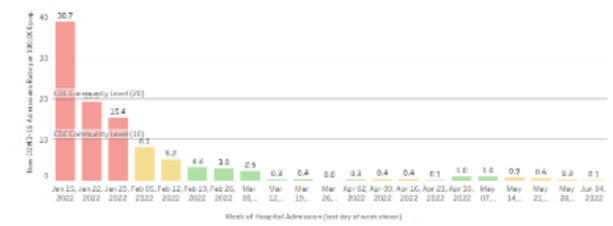
District of Columbia COVID-19 Weekly Case Rate

DC residents, per 100,000 population



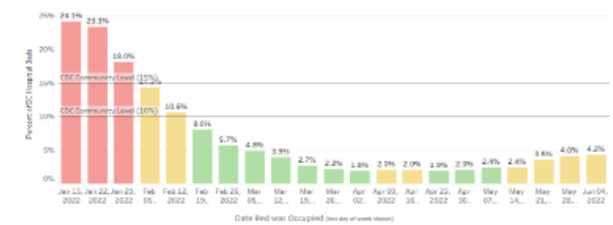
New Weekly Hospital Admissions due to COVID-19

DC Residents, per 100,000 population



Percent Staffed Beds Occupied by Patients with COVID-19 in the Districts of Columbia

All Jurisdictions, by week



Andrew Shields provided the following verbal public comment:

I want to reiterate that I'm fully in agreement with paul and that these policies are not cost free. There are social and emotional impacts to very young students who do not get to see the full range of expression that is meaningful - we are a language immersion school – being able to see lips move is a meaningful part of that. I can't fathom that our outcomes are going to be different from these draconian practices and if there is a difference I would love to see the numbers; outdoor masking is a relic of early 2020 panic policies.

Adjourn to closed session

Trustee Darren Riley moved to close the meeting to have discussion related to business activities. This motion was seconded by Trustee Rob Anderson. All trustees present voted to move to a close session, and the public portion of the meeting concluded at 7:45pm.

The meeting was reopened at 8:27pm and a motion to adjourn was raised by Trustee Darren Riley and seconded by Trustee Wendy Rueda.

The meeting was adjourned at 8:29 pm by Chair Kelly Yee.

Note: 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.