

## **May 25, 2022 Board Meeting Minutes**

***DRAFT to be approved at the next regular meeting of the Board of Directors***

Meeting via Zoom and in-person at 2600 Virginia Ave NW, Washington DC 20037

3:00 pm - 4:15 pm

**Board Members:** David Bradley, Barry Caldwell (in-person), John Duff, Crystal Lockerman, Carol Ludwig, Antonia Oviedo, Michael Pickrum, Susan Schaeffler, Jud Starr, Pamela Yee

**Non-Board Member Attendees:** Dane Anderson, Michelle Behrens, Katie Cole, Jami Dunham, Allison Fansler, Ed Han, Eugene Han, Zoe Nguyen, Jacque Patterson, Natalia Rawls, Adam Rupe, Saumil Shah, Susan Toth, Lea Vivian

### **Introductions**

The KIPP DC Board of Directors met via Zoom on Wednesday, May 25, 2022. The Secretary was present. Fansler called the meeting to order at approximately 3:00 pm. Board members and staff introduced themselves.

Fansler reviewed the agenda and items on the consent agenda. The Board voted unanimously to approve the agenda and the following items on the consent agenda:

- Board Meeting Minutes – March 2, 2022
- Board Meeting Minutes – March 24, 2022
- Board Retreat Minutes – May 5, 2022
- Dissolution of Woodrock, LLC
- 2022-23 KIPP DC Employee Handbook

### **Finance Committee Update**

Anderson provided the Finance Committee update. Anderson reviewed the highlights from the May 11 Finance Committee meeting, noting that lower enrollment and COVID-19 operational challenges led to an operating loss in SY 2021-22. However, because of KIPP DC's financial planning, Anderson is confident that the organization will still finish the fiscal year either at or exceeding the 1.5 debt service coverage mark. Anderson provided a construction update, noting that Ferebee Hope (now Highland Campus) is in the last of three large projects. The school building has been open since January, and some remaining site work, including parking, will continue into the summer and will be fully complete by the fall. KIPP DC also expects to exceed its SY 2021-22 fundraising goal.

Anderson reviewed the proposed FY23 budget, highlighting four key features of KIPP DC's financial picture:

1. A strong balance sheet
2. A strong funding environment – high weighted average funding with a potential increase in per pupil funding, as proposed by the DC Mayor and Council
3. A high reliance on enrollment, which is KIPP DC's largest risk
4. A manageable cost structure, with highest costs allocated to KIPP DC staffing



Anderson discussed COVID-19 funding eligibility for FY 23 and 24 and discussed rent credits KIPP DC receives from DC, as well as capital reserves.

Caldwell asked how ESSER funding might be used for innovation, including improving staff quality of life. Anderson responded that last year funding was allocated more toward COVID support (e.g., masks, filters), but next year, the funding will shift more toward staff and student acceleration. Toth added that staff stabilization will be a large focus for next year.

Anderson discussed enrollment targets for FY23, and the goal of returning to a more manageable fundraising target. The largest enrollment gaps for FY23 are in PK3 and 9th grade. The budget includes a contingency if enrollment numbers are lower than expected.

Anderson identified potential risks in the current budget, including reliance on enrollment numbers and one-time funding for COVID projects that might shift to the core budget. KIPP DC also added a number of roles last year, but will reduce certain roles that the budget can no longer sustain. Other risks include a potential pandemic relapse and increased insurance costs. To manage this risk, the budget includes a number of contingencies and other “release valves” (e.g., additional per pupil funding from the DC Council).

Anderson recommended that the Board approve the FY23 budget as presented, with the final approval delegated at the end of June. The Board voted unanimously to approve KIPP DC’s FY23 budget.

### **Governance Committee**

Yee provided the Governance Committee update. The Governance Committee met on April 26, and closely reviewed KIPP DC’s 2025 Ambition-Level Goals. The president selection process continues, and final candidates are interviewing with senior leadership with the hope of recommending a candidate shortly. Yee discussed Board composition, noting that the Board needs to fill a parent seat and will begin the annual search for a teacher representative.

Ed Han discussed KIPP DC’s 2025 Ambition Goals And Metrics, noting that the Committee made substantive updates in response to questions and comments from the April 26 meeting, and input from other team members. Today’s resolution would not lock in the exact framework language, but would instead approve the general framework and essential questions. Han’s team would then assess how to collect data to meet benchmarks. Fansler added that other KIPP regions are identifying these types of benchmarks, and KIPP DC’s framework might eventually map onto data at the national level. Caldwell asked how frequently KIPP DC plans to review these benchmarks. Han responded that many of the major data points are designed to be reviewed annually, but other priority metrics will be reviewed more frequently. Schaeffler added that Board committees will be informed as data is collected throughout the year,

The Board voted unanimously to approve KIPP DC’s 2025 Ambition Goals and Metrics.

### **School and Community Affairs Committee**

Caldwell provided the School and Community Affairs Committee update, noting that the School and Community Affairs report covers in detail what the Committee discussed in its last meeting. The Committee's meeting focused heavily on student experience. Caldwell noted that while the Committee received input from lots of relevant stakeholders, it should seek out students' voices in the future. Caldwell noted there was a robust panel with a lot of parent engagement.

### **Management Report from the President & CEO**

#### *Organizational Wins*

Fansler discussed a number of recent organizational wins, including Teacher Appreciation Week, KIPProm, KCP's production of Beauty and the Beast, KIPP Forward Travel grants for seniors, college and career decision days, end-of-year staff events, and the community appreciation fair. Additionally, four KIPP DC high school students met Michelle Obama. KIPP DC high school students have also earned more than \$6M in scholarships.

#### *Enrollment Update*

Anderson provided an enrollment update, noting that as of May 20, 5,361 students were fully enrolled at KIPP DC for SY22-23, which accounts for 68% of KIPP DC's budgeted enrollment. KIPP DC is 8% ahead of where it was at this time last year. The public enrollment deadline is June 1; however, KIPP DC will continue to enroll students throughout the summer. KIPP DC is working to streamline the enrollment process and improve the parent experience. KIPP DC still expects a 200-300 student shortfall, with the largest shortfalls in PK3 and 9th grade enrollment. The team has been taking steps to address the shortfall through communication and waitlist processing. Of note, PK3 enrollment is lower across DC.

Duff asked where students are going instead of KIPP DC. Anderson responded that parents might have found other childcare avenues for younger students during the pandemic, which could affect PK enrollment. Schaeffler noted that other charter schools are addressing enrollment shortfalls. Schaeffler added that the lower 9th grade enrollment might be more notable than the lower PK enrollment, which KIPP DC will continue to track. For next year, one solution might be to increase enrollment in other grades.

Starr asked about student retention. Anderson responded that KIPP DC tracks re-enrollment closely and focuses on retention. Re-enrollment has decreased this year, and KIPP DC is looking into whether this issue is specific to KIPP DC or an issue across DC. Fansler added that enrollment numbers will continue to shift until October, at which point KIPP DC will be able to better determine how this year compares to prior years. Schaeffler added that re-enrollment has always been an important metric and KIPP DC sets annual re-enrollment goals. KIPP DC will be able to share exact numbers on re-enrollment early into next year.



#### *Ferebee Hope Recreation Center Update*

Fansler discussed KIPP DC's response to community concerns about the Ferebee Hope Recreation Center. Jaque Patterson has taken a number of steps to address community concerns, including conducting four community meetings (both virtually and in-person), reviewing concerns, assessing the feasibility of addressing these concerns, and taking steps to rebuild potentially fractured relationships. As a next step, Patterson's team plans to meet with DC Councilmember Trayon White's office in June to discuss potential facility use modifications.

#### *Compensation & Benefits Update*

Eugene Han reviewed KIPP DC's updated compensation structure, which was the result of an extensive review to create an organization-wide compensation philosophy and establish clear and competitive compensation scales.

#### *Other Executive Priorities*

Schaeffler reviewed a number of other Executive Priorities, including end-of-year traditions and events, teacher retention and hiring, headquarters staffing, KIPP DC's inaugural overnight camp at Bowie State University, the President transition, and Board engagement

#### **Closed for Privileged Matter: Executive Session**

In accordance with section 2-575, subsection 10 of the DC Code, the Board voted unanimously to close the meeting to discuss employee matters. The open portion of the meeting ended at approximately 4:05pm and the closed session continued until approximately 4:15pm.

The meeting adjourned at approximately 4:15pm.