



# MINUTES

## The Family Place Public Charter School

*Date | time* April 19, 2022 | 6:00pm - 7:00pm | *Location* Virtual Meeting, Zoom

### In Attendance

BOARD MEMBERS		
NAME	PRESENT	ABSENT
Mavis I. Ardon	X	
Ann B. Barnet	X	
Michael D. Barnet	X	
Shawn Chakrabarti	X	
Dania Diaz Amaya		X
Barbara J. Finkelstein		X
Sarah Friedman		X
Marcia Harrington	X	
Natalia Isaza Brando	X	
Oralia Puente	X	
Elaine Weiss	X	

**Others Present:** Haley Wiggins, Alyson Cronquist, Yinzu Nairouz, Patricia Oholeguy, Luis Chavez, Yu Yang, Tolu Oleru, Misbah Ahdab, members of the Compass team: Mahasti Pourdastan, David Sirignano, Nathaniel Bernstein, Lauren Schmeider, Michael Brown

### Approval of Minutes

Haley welcomes everyone and introduces Luis and Alyson. She announced the Children's Day Celebration on May 9th. The minutes from last meeting, February 16, 2022, were reviewed and unanimously approved by Mavis, Ann, Michael, Shawn, Marcia, Oralia, and Elaine (Natalia came late and so missed the minutes approval).

### Motions

Everyone voted on the motion to adjourn. Meeting adjourned at 7:25 pm.

### Description of Matters Discussed

- 1) *Finance Update – February/March 2022, Yu*
  - a. Predicting 371 days of cash at year's end. Above budgeted 238 days, due to SOAR, Facilities Reopening, and AFE grants.
  - b. FY23 Budget Updates

- c. Key Performance Indicators
    - i. 371 days of cash
    - ii. 21.8% gross margin
    - iii. 42% grants invoiced
    - iv. Forecasted FAR score: 100
  - d. Forecast Overview/Cash Forecast
    - i. School's year ending cash balance forecast as \$1.91m, \$602k above budget
  - e. Federal Revenue
    - i. \$226k annual cash increase
  - f. Salaries
    - i. \$139k annual cash increase
  - g. Facilities Project Adjustments
    - i. \$58k annual cash decrease
  - h. Annotated Financials
    - i. Revenue: \$387k ahead
    - ii. Expenses: \$126k ahead (due to vacant positions)
    - iii. Net income: \$513k ahead
    - iv. Cash adjustment: \$67k behind (due to basement renovation)
    - v. Net change in cash: \$446k ahead
  - i. Budget meeting for the next 2 years is upcoming in the next few weeks
- 2) *Human Resources Project Presentation, Compass*
- a. Mahasti is project lead, other team members introduced themselves
    - i. They are helping our organization improve our HR practices
  - b. Board members introduced themselves
  - c. Presentation
    - i. Project Objectives/Goals
      - 1. Analyze TFP's current hiring and performance management strategy
      - 2. Identify opportunities for maturity and align TFP's vision for improved hiring and performance management
      - 3. Develop HR strategies to attract, retain, and evaluate talent
    - ii. Problem Statements and Objectives
      - 1. Strategic Plan is out of date (2015)
      - 2. Not all positions have clear job descriptions or align with the organizational chart and market
      - 3. Lack of aligned evaluations for employees and supervisors
      - 4. Lack of consistent and clear procedures for evaluations, disciplinary action, performance improvement plans, career mobility, and compensation adjustments
    - iii. Preliminary Research
      - 1. Meetings with Haley, Miryam, Luis, and Laurel have taken place and Compass has looked over materials such as the Strategic Plan, employee handbook, job postings, performance review policy and processes, and more.
    - iv. Current State of Hiring Process
      - 1. Higher than usual (for TFP) turnover rates, partially due to teacher burnout
      - 2. Unstructured hiring process: lack of clarity about what TFP is; many applicants not adequately qualified
    - v. Proposed Future State of Hiring Process

1. Formal outline, job posting guidance, job description template
- vi. Current State of Performance Management
  1. Employee evaluations are two-sided, but there is not a clear set of goals or an unambiguous scale
  2. Disciplinary review and action processes are not clearly outlined
  3. Performance improvement plan processes aren't being utilized
  4. Succession planning: no clear process for promotions, raises, etc.
- vii. Proposed Future State of Performance Management
  1. Align criteria for evaluations, update based on roles, use a schedule for evaluations
  2. Establish formal disciplinary action procedures, formalize Employee Performance/Conduct Improvement plans
  3. Align expectations, reduce ambiguity and misunderstandings
  4. Create a formal promotion and succession planning process
- viii. Next Steps
  1. Incorporate feedback
  2. Interview additional stakeholders if necessary
  3. Develop recommendations
  4. Finalize deliverables
- ix. Questions/Recommendations:
  1. Oralia: Evaluation for Executive Director? Mahasti replied that they will take that into consideration.
  2. Michael: Timeframe of "unusually high turnover rate"? Nathaniel answered that the "unusual" is referring to rates at TFP. Pandemic is a factor. Haley mentioned that the teacher turnover and need for evening teachers is a concern.
  3. Tolu: Templates for structure of succession planning, evaluations, etc.? Lauren said they have goal setting templates and are working on some for evaluations and more.
  4. Misbah: Hiring processes same/different for part-time vs. full-time? Have we considered making part-time employees full-time and reducing staff? Haley responded that she tries to hire full-time when possible and has converted some teaching positions to full-time.
  5. Michael: This is helpful, it's important that we have fair evaluation practices, etc.
  6. Oralia: Are you looking at organizational strategies or individual employees? Mahasti replied that they have been looking at hiring processes and that both organizations overlap employees. Cross-training is also a good idea.
  7. Mahasti said that we can let them know of any questions that come up later.
- 3) *Academic Update, Laurel is not here but Haley went over her presentation briefly.*
  - a. CASAS Pre- and Post-Tests:
    - i. EFL classes: 88% of those pre-tested also post-tested, with 57% gains
      1. There will be another post-test at the end of May/beginning of June
      2. Michael asked what the expectations/goals are, and Haley said 63%
  - b. Foundations of Literacy classes: 32% gains (on target)
  - c. Pictures of classes were shown
  - d. Laurel can share more about the Digital Storytelling Project next meeting
- 4) *Registration/Enrollment, Fernando is not here but Haley went over his presentation briefly.*
  - a. 147 active students, 84.7% in-seat attendance

- b. Food bags including rapid tests distributed for spring break
  - c. Weekly PCR testing for students provided by OSSE
- 5) *Executive Director's Report*
- a. New instructional assistant, Allan Curry, starting tomorrow and will be an ESL teacher next year
  - b. Amy Sleep got a new position and Crhistopher has been taking over for her. Hector Vega also got a new position and Karla was hired in his place to be the evening operations site coordinator. Another part-time evening ESL teacher is set up for this fall.
  - c. We are still looking for additional space: 14<sup>th</sup> street site is being considered.
  - d. Natalia asked if we are looking at in-person vs. virtual teachers and if we prefer local. Haley said that both are good, and California, Utah, or local are preferred because those are the places we've hired people before.

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## Next Meeting

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Date | time, Location

Motion to adjourn was made at 7:25pm and was passed unanimously.



# MINUTES

## The Family Place Public Charter School

*Date | time* June 1, 2022 | 6:00pm - 7:30pm | *Location* Virtual Meeting, Zoom

### In Attendance

BOARD MEMBERS		
NAME	PRESENT	ABSENT
Mavis I. Ardon	X	
Ann B. Barnet	X	
Michael D. Barnet	X	
Shawn Chakrabarti	X	
Dania Diaz Amaya		X
Barbara Finkelstein	X	
Sarah Friedman		X
Marcia Harrington	X	
Natalia Isaza Brando	X	
Oralia Puente	X	
Elaine Weiss		X



**Others Present:** Haley Wiggins, Alyson Cronquist, Yu Yang, Larry Garr, Eileen Suffian, Misbah Ahdab, Luis Chavez, Patricia Oholeguy, Laurel Kircher, Yinzu Nairouz, Kendall Dorman, members of the Compass team: Mahasti Pourdastan, David Sirignano, Nathaniel Bernstein, Lauren Schneider, Michael Brown

### Approval of Minutes

The minutes from last meeting, April 19, 2022, were reviewed and unanimously approved by Ann, Marcia, Michael, Oralia, Mavis, Barbara, Shawn, Natalia at 6:12pm.

### Motions

Everyone voted on the motion to adjourn. Meeting adjourned at 8:45pm.

### Votes Taken

Voted on the budget: Led by Michael. Approved by Ann, Natalia, Marcia, Mavis, Michael, Oralia, Barbara, Misbah, Larry, Shawn, and Kendall.

Voted on the proposed changes to the financial policy to submit to DC Public Charter School Board (DCPCSB): Led by Michael. Approved by Ann, Natalia, Marcia, Mavis, Michael, Oralia, Barbara, Misbah, Larry, Shawn, and Kendall.

Voted on a second offer and approval to move forward with the purchase of the new building at 3419 14<sup>th</sup> street NW: Led by Michael. Approved by Ann, Michael, Oralia, Barbara, Mavis, Shawn, Natalia, as well as Misbah, Larry, Kendall.

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## Description of Matters Discussed

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### 1. Finance update, Yu

#### a. Draft Budget:

- i. Forecasting to end the year with 1.9M, or 371 days of cash.
- ii. Current budget model results in a net income of \$325k with 10.66% gross margin.
- iii. Key Assumptions and Historical Context
  1. Enrollment
    - a. Budgeted contingency of 2 students, about \$27k in revenue.
  2. Local Funding Increase
    - a. DC government will increase per pupil revenue by 5.87% and per pupil facilities by 3.1%.
  3. Salary Increase
    - a. 5% for returning staff due to inflation and budgeted \$20k for performance-based increases.
- iv. Chief Revenue and Expense Assumptions
  1. Revenue
    - a. No new ARP funds for next school year.
    - b. AFE Consolidated will remain the same as FY22.
  2. Expense
    - a. Return to pre-COVID level.
    - b. New building contract will be signed by the end of FY22.
    - c. We will only need to pay the loan interest in the first 2 years.
    - d. Building renovation will cost no more than \$750k.
  3. Inflation
    - a. Federal Open Market provided economic projections as guidance.
    - b. Expected to return to target levels of ~2% in 2 years.
- v. SY23 Budget
  1. Total Revenue: \$3,046,425
  2. Total Expenses: \$2,721,645
  3. Net cash increase for year: -\$55,067
- vi. Loan Overview
  1. \$2m OSSE loan for new building with 1% interest rate.
- vii. Days of Cash, In Context
  1. 283 days of cash at year's end.
- viii. Risks and Potential Upsides
  1. Summary
    - a. We have been able to add positions and provide salary increases.
    - b. The budget slightly decreases our cash reserves but maintains a positive net income and gross margin.
    - c. We met our expansion goal and remain in a healthy financial position.
- ix. SY24 Budget
  1. Total Revenue: \$3,043,868

2. Total Expenses: \$2,468,646
  3. Net Income: \$75,222
  4. Net cash increase for year: \$587,876
- b. Comments/Questions
- i. Larry mentioned that fiscally, the finances look great. He emphasized that we should do a capital campaign.
  - ii. Eileen explained what a balloon note means after Marcia asked.
  - iii. Oralia asked if we would be impacted by recessions, inflation, etc. and Larry explained that's partly why we are building up a surplus.
  - iv. Ann asked about how the finances will be affected by TFP expansion for a new childcare center. Haley explained that these finances are for the charter school, and the childcare center will be for TFP.
  - v. Oralia mentioned that we should not lose sight of our mission and always keep it in mind as we grow and expand.
- c. *Financial Policy Update, Yu*
- i. Yu briefly explained the proposed change and Eileen approved.
2. *Compass Presentation on Human Resources Project, Mahasti and team*
- a. Introductions
  - b. Current State Recap
  - c. Compass Strategic Alignment Micro Project
    - i. TFP would like to establish clear policies and procedures for performance evaluations, promotions, and hiring.
  - d. Project Overview
    - i. Improving the Hiring Process
      1. Sustainability, simplicity, and authenticity
    - ii. Overview of Hiring Process Resources
      1. Hiring Process Outline
      2. Deep Dive Resources
      3. Employee Evaluation Processes
      4. Disciplinary Action Policy and Procedures
        - a. Provide guidance, not necessarily punishment. Lack of training is most common problem.
      5. Succession Planning
      6. Proposed Short-term and Long-term Plans
        - a. Short-term: implement suggestions and make updates; implement evaluation procedures, review disciplinary process, document skills needed for each role.
        - b. Long-term: monitor and refine changes made to hiring process; assess employee evaluation procedures' success and adjust frequency.
      7. Areas for Review in the Future
        - a. Automation process for updating Strategic Plan.
        - b. Review and consider employee orientation materials and professional development strategy.
  - e. Q&A
    - i. Natalia thanked Compass for the project and presentation.
    - ii. Mahasti talked about how it's best to talk with employees anytime during the year when something comes up, rather than just at end-year and mid-year evaluations.

- iii. Oralia asked about next steps for orientation planning, and Haley said after reviewing materials, she will meet with all managers.
  - iv. Michael asked if these evaluations can apply to the executive director and Mahasti said that it would be different for the executive director, and Lauren said they are also supplying additional information for executive director evaluations.
  - v. Michael also asked about updating the employee manual, and Haley said it's always a working document, but will need more updating as these policies are implemented. Mahasti says the employee manual seems to be good.
3. *New Space Update, Larry, Michael, Misbah, and Haley*
- a. Larry, Misbah and Michael gave their optimistic thoughts on the convenience of the location and the cost of the building.
  - b. Ann asked about how many additional students will fit in the new building and if it's ADA accessible. Haley said we will include ADA updates in the renovation.
  - c. 183 students are projected for Year 5. If we keep growing at the same rate, by year 10 we would be at 275 (adult) students. This building will allow that.
  - d. Ann asked about the space for staff and childcare. Haley said that there will be more multipurpose space rather than separate offices. The new building is a bit smaller than our current building, but provides more flexibility and we are trying to get all the renovations done in one go rather than some now and some later.
  - e. Ann also asked if the new building has a kitchen big enough for classes. It does not, but we could make the 16<sup>th</sup> street (current building) kitchen work for classes.
  - f. Michael wondered about the implications of acquiring a building with an existing tenant (bakery). The bakery's annual lease is about to expire and they will be leaving.
  - g. Offer was made around 2 weeks ago. We received a counter offer and will be placing a counter offer back.
  - h. Misbah explained wanting to negotiate as much as possible so we can spend more money on renovations. This building will be owned by the charter school. Larry expressed his pride at the organization's ability to save up money.
  - i. Kendall asked about bringing the building up to code for safety and ADA. There aren't any plans for that drawn up yet.
  - j. Michael expressed appreciation to Misbah and everyone else who has worked on this building purchase. Barbara also expressed appreciation to the whole organization and board.
4. *Final Announcements, Laurel and Haley*
5. Laurel says that the QSR reports went well and CASAS testing is going on again. The digital story project is ongoing.
6. Graduation on June 22<sup>nd</sup> at Sacred Heart church, in two sessions.

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## Next Meeting

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Date | time, Location

Motion to adjourn was made at 8:45pm and was passed unanimously.