

Washington Yu Ying BOT Meeting Minutes

January 11 , 2021 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)

Virtual (Zoom)

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

Guests Present: David Heidtman, Geoff Brown, Meena Bishnoi

Members of Public On Call: 7 - Sheree Oluwafemi, Paul Fraioli, Marci Edwards, Malcolm Johnson, John Glover, Andrew Shields, Allison Qiu, Unknown (202-557-1665)

Absent (with notes):

Absent (without notes):

The meeting was called to order by Kelly Yee at 6:31 p.m. EST.

1. Call to order - Kelly Yee
2. Overview of the (public) agenda
3. Consent Agenda:
 - December Draft Minutes (board vote)
 - The minutes of the December board meeting were presented. Prior to voting on the minutes, Darren Riley noted a correction needed to be made in the recorded notes for the update from the Governance committee - "per guidelines" to "maximum per by laws." A motion to approve the meeting minutes as submitted with Darren's edits was raised by Lemar White and seconded by Jevon Walton. Motion unanimously carried.
4. Committee Updates:
 - **Finance Committee Update:** Amy Lee provided the update from the Finance Committee. WYY ended Nov 2021 with a cumulative net income of \$124,000, this is in line with the budget. Over the past 5 months it has been noticed that the health insurance expenses went up significantly and in addition to that we start to notice the student meal expenses are increasing as well. There is additional revenue from both federal and state governments and also private foundation grants that help to mitigate the budgeted expenses, consequently the forecasted net income for the year is \$199,000. This is 160K behind the budget for the year

but is improved from the forecast from the last month. The cash on hand at the end of November is \$14M. The forecasted cash on hand by the end of the school year is \$12M. The school has started to review the health insurance costs and talked to various stakeholders to look for solutions that will mitigate cost - they are hopeful that they will have something to report back to the board by April 2022 when we need to begin making the budget for this year.

- More meals are provided than budget - the school

- **Governance Committee:** Darren Riley shared that the Governance Committee did not meet in December 2021, but their next meeting would be held next Thursday.
- **Update - Executive Director Search Subcommittee Board:** Kelly Yee provided an update on the Executive Director Search. She noted that in the coming weeks we will be having a webpage with all key milestones and timelines, an email address where stakeholders can send in their thoughts and have a centralized way of communicating with the executive search committee. Additionally, we will be sending out an email update on a monthly basis to the parent community as well. Lastly, we are in the process of submitting the RFP through the proper channel and Michelle will give an update on its status.
 - Michelle shared that we are following the PCSB Guidelines in regard to what has to be done to launch the RFP and timelines that need to happen. We completed the drafting of the RFP and will be posted next week in accordance with the guidance. It will be open from January 21 - February 2nd, then we will award it quickly after with the hope that the work will start February 18th. The RFP will be posted in a couple of newspapers and with the DC Registrar. The goal is that the search firm we choose will do a lot of the heavy lifting as it relates to managing some of the listening sessions we will do. The listening sessions will kick off once the award to the search firm is completed.
 - Questions:
 - Who is on the subcommittee: Currently: Lemar White, Michelle Stuntz, Wendy Rueda, Paige Hoffman, Kelly Lee. We welcome all members of the Board of Trustees to engage in this process.
 - Do we have an RFP timeline for when the objective is to have a decision made? The goal in the RFP is the end of May 2022 - we would like to have the selection made at that point which gives us time for onboarding and a brief overlap with Maquita who will finish up at the end of June.

1. **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.

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1. Regular Agenda Items:

A. Covid Education Update:

Maquita Alexander began the COVID Educational Update with a grounding in the school mission, and goals for this school year. Vaccine and booster rates amongst eligible populations has been high. There is currently only 1 student participating in virtual learning because of medical reasons. The COVID testing process is helping the school to prevent the spread of COVID on campus. This week WYY had 38 cases alone in surveillance - from winter break to now we have 100 cases in our community (family members are included and students are close contacts). One new change in the health policy is now that students are vaccinated, we don't have to do close contacts or a whole school shutdown - this helps with the goal of keeping students in school and school open.

Starting Friday, OSSE will provide tests for PreK3-K students and staff or weekly antigen testing. WYY is finding ways to streamline the COVID protocols - one way is streamlining the community notifications - having to send letters out everytime with multiple notices was difficult for the team to keep up but we want to maintain transparency. We have seen more of an increase with breakthrough cases of COVID.

Maquita also shared a video that highlighted some of the intentional ways the school is creating a positive learning environment. Additionally, the school presented on a public panel about well-being.

During the challenges and wins portion of the presentation, Maquita highlighted that the school is continuing to grapple with combatting COVID fatigue. There were 6 COVID cases today, and everyone, including parents, are struggling. Additionally, the changing policies makes it difficult to communicate clearly and is leading to frustration in the community.

As it relates to wins, the transition to surveillance testing has been successful because WYY has been doing this for all students all year and the pilot after Thanksgiving set the school up to be successful for the process after Winter Break. Communication with the community has also been successful and the school will be hosting a vaccine clinic in the coming weeks. Additionally despite staffing shortages, WYY was able to get all students off the waitlist.

- Questions from trustees

- Can you tell us the difference between the parent group of kids who are unable to be vaccinated vs the older ones who are able to get vaccines? For PreK-3 and PreK-4, we have to shut down those classrooms because they can't be vaccinated. If a COVID positive happens we send a group text and let people know it's a close contact and they either have to pick them up immediately or keep them home. The COVID team follows up with DOH guidance and follow up with testing and how to upload test and then they get info about virtual learning. For Pre-K3s, Pre-K4s, Ks - we learned from the mayoral update that DC is going to start a test to stay pilot but we don't know when it is going to come out.
- Is the test-to-stay weekly? We will need to hear more from the mayor and how OSSE will interpret it for the schools
- In previous communication you have been able to say we didn't think we had in school transmission, are we still trying to say that? No, we don't still have definitive community spread. How do we know when to close school is a question I have asked public health experts and there has been no definitive answer for us. We are also wondering do we have enough staff to keep students safe - it is not just teachers, it's also operations. One parent who is a public health consultant is going to help us create a dashboard because we aren't getting guidance.
- You have your first vaccine clinic coming up - have you gotten a sense of demand or interest? Do we think a lot of students will take advantage or are students who are currently not vaccinated, not vaccinated for a reason? With 64% of eligible students vaccinated, I know a couple who are waiting for the WYY Clinic because of convenience, but overarchingly, the folks who want to get it done have done so. Even though we have asked for vaccine cards they aren't getting turned in but when we flag that students cannot return to school after a positive case is found, then we get the vaccine cards.
 - Melissa shared that over Thanksgiving many parents took advantage of the chance to get vaccinated. We do not see a huge increase from the community pop up.
 - MA also noted another benefit of the vaccine clinic is that we can get staff boosted and if family members have eligible members, they can also get boosted - if the child's whole bubble is vaccinated that will keep them safe.
- People having to pick up children incentivizes them to provide vaccine cards, but are there other incentives that are possible - for people who are stragglers? The first grade rate was at 55% - are there ways we can bump that number up? We don't currently have incentives - I think communication from classroom teachers work . In that instance, I think the teacher is doing outreach, and I think that is the most compelling for parents who are concerned.
- How were the seminars the doctor gave to parents? I think that was a great resource, but do we feel like that changed any hearts and minds? From the feedback on the survey, the parents had made up their minds prior to the

seminar. We heard Dr. Dominique was amazing but didn't get feedback that it swayed people one way or the other.

- As we look to the future, is there a rumble on the street of more strict guidelines coming for next year re COVID precautions? We have not heard anything yet, I feel like we are going the opposite way. With COVID fatigue, everyone is like we're all going to get it - people's risk tolerance is going to go up or down. With the test to stay policy, that says you don't have to be vaccinated because you can test everyday to stay in school so it feels like a different direction.
- Will the cost of testing increase - who will pay for it? The city will provide schools with tests - this Thursday I'm going to pick up 2 weeks of rapid for all Pre-K3, Pre-K4, K and staff.
- Comments from the public
 - In the chat Andrew Shields asked: Are we looking at test to stay policies like NYC and LA have implemented to prevent those classes from being shut down?
 - Discussion and feedback from trustees

B.

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

2. Closed Session

3. Adjourn Meeting: A motion to adjourn was raised by Lemar White, and seconded by Michelle Stuntz. The motion carried. The meeting was adjourned at 7:21pm EST by 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.

Washington Yu Ying BOT Meeting Minutes

February 8, 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)

Virtual (Zoom)

BOT Attendees: Rob Anderson, Paige Hoffman, Marcus Hurley, Amy Lee, Darren Riley, Wendy Rueda, Jose Sousa, Michelle Stuntz, Jevon Walton, Lemar White, Kelly Yee, Maquita Alexander (Staff), Melissa Volpe (staff), David Wu (staff)

Guests Present:

Members of Public On Call: Andrew Shield, John Glover, Malcolm Johnson, Miles Farmer, Paul Fraioli, Tequila Hicks Delgado

Absent (with notes):

Absent (without notes): Liza Douglas, Abi Sze-Levine

The meeting was called to order by Kelly Yee at 6:31 p.m. EST.

1. Call to order - Kelly Yee
2. Overview of the (public) agenda
3. Consent Agenda:
 - January Draft Minutes (A motion to approve January meeting minutes was raised by Lemar White and they were unanimously approved by all present board members.)
4. Committee Updates:
 - Finance Committee Update: Amy Lee provided the Finance Committee Update. The YTD net income is behind the budget. The main reason for the shortfall in December is due to the write-off of loan costs; additional factors include higher spending than budget on health insurance and student food services. However, these expenditures are offset by higher than budgeted revenue due to additional local and federal COVID relief funding. The forecast year end net income is \$80k, or \$119k less than last month. Key changes from last month include additional spending on executive recruitment, snow removal, and extra cleaning, food, substitutes, and testing due to COVID.

Trustee Questions/Discussion

- Q: How do the expenditures compare to previous years? A: The write-off was an unexpected expense. Also, even though we see spending and food services costs, we also have additional local or federal grant funds to cover the additional costs. If we only look at the net income, the \$230K write-off is the main factor, but we still have 6 months to go that may impact our forecasted net income.
- WYY staff noted that the resolution to the space challenge will have a financial impact next year or before the school year ends.
- WYY staff presented the need for the board to vote to have David S Wu, COO, authorized to review each of the bank accounts for Washington Yu Ying and have access to the accounts. The Board has never had to vote on providing the COO with access to the accounts because Cheri has had it from the beginning.
- *Trustee Questions/Discussion*
 - Q: Are there additional agreements that go along with the access to the counts? A: Yes, each account when we have changes in signatory require a board resolution. This authority allows David to talk to the banks and we will get to the board resolution that will be needed for signatory purposes, but right now it is about ensuring he has access to the accounts.
 - Q: Is there also an additional agreement that COO makes or is it covered in the employment agreement? Obviously we assume the COO is a good steward of the funds, but is there another agreement that covers what he gets access to? A: There are fiduciary guidelines and insurance that covers if there is a violation of those responsibilities. Lemar noted that there is not typically a formal agreement but we would rely on financial controls for board approvals over a certain amount. All transactions over \$50K get authorization from the board and would prevent mismanagement.
 - Q: What does today's motion do? A: After today, he will not be able to sign the disbursements but will come back to the board with the resolution that would need to be voted on. In this process, we authorize him to contact the banks, and review the accounts with the banks. We have already gone through the process with the main bank account - currently David is the signatory on one account at WYY, but does not have access aside from the Truist account. There are many accounts that he does not have the information for, aside from the bank statements. He will use the board minutes to show that he is authorized to talk to the banks. Otherwise, he will have to access them through Cheri.
 - Q: Why would we be required to have a resolution? A: Because banks require a board resolution - for non-profits banks require

formal minutes. It is not clear why Truist didn't require it, but implicit in the COO role is access to the accounts.

- It was noted that if Truist required a board resolution and it was signed without going to the board, then that is a step that was missed.
- Q: Will banks need to see each account named in the minutes in order to provide access? A: No, you do not need to have each bank name listed.
- **Darren Riley raised a motion, seconded by Lemar White that David, in his position as COO, will be authorized to review and access those accounts held in the name of Washington Yu Ying, at their respective banks. Following a roll call vote, the motion was unanimously approved by all present members of the board of trustees.**
- Governance Committee: Darren Riley gave an update on the Governance Committee meeting from January 2022. During the meeting, the committee discussed next steps in the board recruitment process. This year we are recruiting 1 trustee and the committee is reaching out to potential candidates using the same strategy as was used to address previous vacancies - sending a letter to parents and letting them know about the opening. They are also operating with consideration for the executive search going on so that the trustee search does not detract from the ED search kicking off soon.
 - Q: Are we specifically looking for a parent? A: No, but we want to make it open and available.
 - Q: Do they have to be a DC resident? A: We don't believe they have to be a DC resident, but will confirm that in the next meeting.
- Executive Director Search Subcommittee Update: Michelle Stuntz gave an update on the search for a new executive director. The committee has worked to put out an RFP for an executive search firm to engage in the search - the RFP was done in accordance with the processes outlined by the DCPSB - it was made public, advertised in numerous publications, etc. While the committee spoke to more organizations than it received proposals from, the proposal is strong. There are a lot of organizations that are overbooked given the state of the talent marketplace and many executive search firms are oversold. The board will vote to have the firm, Edgility, to execute on the search for the new Executive Director. They submitted a strong proposal, and members of the committee had the opportunity to speak with them. They will provide comprehensive services - everything from a market based salary assessment so we can make a determination if we want to change salary, to facilitating as a third party the listening sessions we are planning to have with the more critical stakeholder groups, they will also lead the search - finding and screening candidates on who we ultimately present and offer to. They are able to start soon and think they can

meet the timeline. It is important to note that all referrals, either by the school community or the board - would go through the search firm. Everyone will go through the same process to make it as objective as possible in terms of screening and interviewing. The proposal is over the threshold - around 60K for the search - from an industry standard that is within the range we would expect to see.

- **Michelle Stuntz raised a motion that the board of trustees approve hiring the firm Edgility for the amount of 60k to conduct the new Washington Yu Ying Executive Director search. The motion was seconded by Jevon White, and unanimously passed through a roll call vote.**

- 5. 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.

Andrew Shields provided public comment requesting that the Board of Trustees take a more aggressive posture when it comes to relooking at COVID health and safety protocols. The following written statement was submitted:

The administration has, by its own admission, spent a disproportionate amount of their time thinking up, implementing and enforcing Health and Safety measures aimed at protecting our children. Unfortunately, several of these have no meaningful impact on outcomes. Top of mind, I'm talking about outdoor masks, counterproductive travel guidance and even simple things like withholding recess area toys so my three-year old winds up playing "concrete" "cake" and "mulch" every day. Recipe for cake: Start with a rock. Add sand. Top with mulch. As a reminder, contact transmission is functionally non-existent with this virus.

But first, I want to focus on Test to Stay, which DC has implemented (albeit half-heartedly) and we have not. The families of our youngest students have been crushed by this school year. We've got families who've lost seven weeks - over a third of the year - due to class-quarantines and our own, self induced closures like we saw after Thanksgiving and Christmas. We have written to the administration begging them to modify their policies to keep our kids in school, but we received a perfunctory rebuff. Bottom line: We have the rapid tests we need to return students to school immediately following any kind of exposure- no quarantines are necessary and child-asymptomatic transmission is negligible. This board should direct the administration to bring the kids back, and clear them using a rapid test daily, with the normal PCR test sequence. If a child begins to show symptoms during the day, test them again and isolate them if positive. Even there - positive-case, symptomatic child-to-child spread is significantly

lower than Adult-to-child spread. These are bearable risks and our kids will get significantly more out of the week than Zoom-for-3-year-olds.

Next, I want to expand on this travel guidance for a second, since we're about to head into another vacation period. The guidance is designed to discourage traveling outside of the DC area. But as we look back on the recent christmas break, we saw DC leading the nation among metro areas and if we treated it as a county, it was in the top ten cases-per-capita. So, perversely, our travel guidance discouraged people from leaving or staying out of the area, which could have lowered their overall risk profile. Furthermore, this policy uses an OSSE guidance-document as its basis, but that OSSE document explicitly begins by noting that it should not supersede guidance provided by a medical professional. Our adaptation makes no mention of that crucial, basic premise. Lastly, the guidance creates a massive administrative burden on the Yu Ying team, adding to their own "Covid fatigue" - all of this for zero net benefit. In fact, I'd argue - we see negative benefit, since we burned an entire school week after Thanksgiving. Wasted either on the idea that families simply weren't going to "comply" with this onerous policy in the first place or that it was too unworkable to manage with so much expected travel. I believe it's time for this board to direct the administration to undo its voluntary, wasteful travel policy.

I've been coming to these meetings for three months and I'm a little alarmed at the lack of scrutiny I've seen with respect to these issues. Moreover, there are seemingly no off-ramps to our onerous policies. Outdoor interactions have been known to be safe for nearly two years, yet we burden our teachers with henpecking the kids to keep pointless 'facial decorations' on during recess. And that's a description used several weeks ago by Dr. Leana Wen, not something I made up. Simultaneously, by overemphasizing the risks, we're sending distorted messages to our kids about the virus, about their risks when engaging in common childhood behaviors. We are adding to their anxiety and undermining their security. That needs to be addressed by our "health and safety" protocols, too.

We've got to be cognizant of our confirmation bias when looking at these policies and avoid being entrapped by emotions as we necessarily roll back policies. Our initial policies may make people "feel" safer at first, because we are biased toward "action" vice "inaction" when facing a crisis - but once we recognize they have no meaningful impact on outcomes, we have to accept the responsibility to stop. Instead, the administration has adopted the mantra of "any extra work or inconvenience is worth it", which is a recipe for creating fire-and-forget policies. They implicitly assume their actions are "working" when case counts are low. But when cases are high, well.. then clearly we're just not trying hard enough. It's a kafka trap. And the administration itself is caught in it: if it stays the course, it looks "conservative and safe" and takes minimal heat from parents - but the moment it starts to relax restrictions, it'll catch fire for every new case.

We need objective A/B assessments about outcomes of our policies and I believe this board needs to provide direction and the top-cover to the administration to begin relieving draconian policies. Thank you.

Regards,
Andrew Shields

6. Regular Agenda Items:

A. Board Retreat for March

- Maquita Alexander raised the topic of scheduling a Board Retreat for March as an opportunity to have strategic conversations about a variety of topics. Board members agreed that this was a great idea, and that it will be important to establish rapport and shared understanding of our vision. It will also be an opportunity to talk through topics related to the leadership transition. Some trustees also noted that having the retreat be hybrid would provide an opportunity for members who may need to be virtual to also dial in. There was also acknowledgment that the timing with spring break and other holidays may make creating a large block of time difficult. Trustees also agreed that rapid tests would be administered prior to the meeting to align with COVID protocols. As a next step, Melissa will send out a doodle poll for dates in March, April and May.

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B. Space Challenge (Maquita)

Occupancy Challenge: Covid has made current space challenges worse for WYY. As important context for the discussion, Maquita shared that Yu Ying's budget is supported by adding new students, typically in grades PreK 3 or PreK 4. Over the past few years, adding new staff and students has brought us close to our 694-person occupancy limit. This number includes 614 students and 80 staff members. Currently, we're using all the space we have available for student learning spaces and offices. The growth the school has experienced helps the annual budget but also requires more staff. 85% of Yu Ying's operating budget is from our per pupil funding. Yu Ying does not accept new students after grade 2. If we lose students in grades 3 - 5, PreK 3 and PreK 4 are optimal entry years. In school year 2022 - 23, Yu Ying will add another PreK 3 class with 16 students - the new class will need a classroom with a sink.

Covid put addressing the school's 694-occupancy challenge on hold, and made current space challenges worse for WYY. One of the space challenges is office space for leadership and non-profit staff. Currently, every possible space is taken to create student learning spaces and as a result, leadership team members share offices, temporary classrooms are being used as specialist teacher offices, and the smaller square footage of some classrooms is becoming difficult as class sizes increase to accommodate our budget. Other staff are also impacted by the space constraints as they require multiple staff members to share rooms (e.g., Music, garden arts, humanities, performance art and six intervention classes share one room, PE, meals operations and REEF share one room, the staff lounge doubles as a staff office, the library doubles as the isolation room,

the team meeting room doubles as a student pull-out room and breezeways double as a teacher planning space).

There are several paths forward to address space issues, each with its own opportunities and challenges:

- Add permanent mobile trailers on campus
 - Opportunities: Provides space for an additional PreK 3 classroom by relocation in a trailer; Offers the basis for increased staff occupancy; Gives staff more office space.
 - Challenges: May take up green space and play areas; Spends money with little return; May require storage solutions for the relocated class; May present logistical challenges; Is only a one- to two-year solution; Addresses the student occupancy issue in the short term.
- Add mobile trailers while adding on to our current building to create more space
 - Opportunities: Increases school value; Offers the basis for increased occupancy; Provides office spaces for staff; Provides inclimate weather coverage for on-campus dropoff and pickup.
 - Challenges: Creates a construction site for an entire school year; Costs between \$2 - 3 million dollars; May not be covered by the current facilities grant.
- Find off-campus space for staff
 - Opportunities: Frees up additional space for student pull-outs; Provides flexibility for staff; Offers additional office space for more staff members.
 - Challenges: Takes away from daily duties to support school operations - non-instructional team currently does arrival, dismissal and lunch duty; Creates a situation where on-site staff is overburdened making up duties done by staff no longer on campus; Renting office space offers no return on investment.

As a next step in this process, the Chief Operating Officer will work with the Finance Committee to evaluate the feasibility of a four-classroom expansion, and will make a recommendation at the March Board meeting; the Chief Operating Officer will work with an architect on mobile units for the next school year; the Ed Leadership Team will create room assignment to maximize student learning spaces and office space.

- Questions from trustees
 - Q:What is driving 694 - certificate of occupancy? A: Yes, it is specifically listed there.
 - Q: Have you thought of hot desking for people who are on different schedules?
 - Q: How much time would this take? A: If you move quick, possible for august 2022, but you'd have to make some decisions very quickly. As the

months go on, if you would be willing to do a mid-year installation (e.g., December 2022) it could be faster and cheaper.

- If we move forward with a cost between \$2-4M, what impact would that have on our current notes? If we were to pursue an on campus approach - what monetary impact would it have on long term planning?
- Q: We have some 5th who will be leaving and will be replaced by incoming students, what would be the impact of accepting fewer students in the upcoming year? A: Our budget is based one enrollment - smaller enrollment would impact budget, we'd have less teachers and it would have a multi-year impact.
- Trailers give us 4 800 sq foot places - would that be used as classrooms for students or staff? Offices for staff mostly, maybe pull out space for students but gives us the additional occupancy for adults and space in the school

- Comments from the public
- Discussion and feedback from trustees
 - It would be worthwhile to see if we could up the limit on the certificate of occupancy - that is not ideal in the long-term because yes on paper we could increase it, but we are already tight on space- however, it might be a short term solution worth exploring.
 - Of the plans discussed, anything feasibly happening in SY22, would be the mobile units, but there are a lot of steps to get a physical building, not the least of which is zoning which means a public hearing. Neighbors will also be called on - they have the right to be heard in a public hearing and the board of zoning will want the school and concerned parties to work together and resolve any issues raised during hearings - this will take time.
 - In terms of speed, mobile trailers will take less time if you approach it the right way. Recommend finding a contractor who teams with an architect and does the traditional design, bid, build. DCPS has done this approach with the trailers for Much, Eaton and swing space at Eliot-Hine that was used by Maury and then Eliot-Hine.
 - This will all take a lot of time, materials are expensive, and things are back ordered.
 - This is not in lieu of a second campus addressing immediate needs with their current spacing constrain
 - if we start building on campus, you are building on campus - that is something we would need to think through. We now need to make a decision and time is not on our side because the goal is to grow - but the building in its current state does not support that.
 - We appear to be beyond occupancy in our compliance and learning from the experience we were just able to successfully get the clearance but as

we grow it will be more and more difficult, including in 202-23 to meet the monitoring about our capacity. Thanks to Maquita's leadership we do have the student enrollment limit safe for 2 more but if we continue to grow we will reach it in 2-3 years. This would be a good topic for further discussion at the upcoming retreat.

- David is working with Amy to prepare a finance model for the finance committee meeting to review.
- We need to think about this from a holistic perspective (in the next year or 2) and see how it all fits together,
- We should look at it and get in the trailers on campus or look at offsite space, and weigh the pros and cons of the immediate. Also, work with COO and finance committee to see what is feasible to be tied to growth and think of a more strategic plan to increase occupancy
- We need to explore all options - we are making the assumption that growth at a certain trajectory is desired - do we slow for now in away to deliver in the future? Maybe we say no way to reduce now, but if we are going to talk about it we need to talk about it even if it is not conclusive.
- The strategic goals before are no long goals - they are issues. This is a building issue based on the way we have budgeted ourselves. Unless we are willing to address how we budget ourselves going forward, even if we do that then, the building is still the issue - it is still too small. I don't think the short term issue is mutually exclusive - they are one and the same - we have decisions to make.
- I also think it is important to remember there is a difference between governance and management - there are great people at the school thinking about this - we should ask questions and defer to those we have empowered to do their jobs and be cautious on the positions we are recommending too far in one direction than the other
- Maquita noted that today's presentation is a challenge the school is facing, but it is at the management level. The school staff will make the decision about if we have trailers because it meets school needs, but if it's in the operating budget we would do it. The goal is to ensure the board has more context for 1) Why we would have to think about other ways to grow - the other presentation is about work with Bellwether and the growth plan and 2) How will it impact long term plans.
- The Board will be engaged if it comes in way over budget because we need a spending increase - but we would need to make a decision about permanent expansion soon.
- As we think about potentially a second campus - part of what we were thinking was building on campus, if the school management decides to put trailers up - does that affect what can be done from a second campus perspective? How do we think of that from management and governance perspective? When, and if, the school grows, the trailers would need to be

moved - there is no space where there is nothing, every decision has an opportunity cost - we aren't thinking of trailers as permanent - they are short term for a long term.

- We need a 3-4 year plan; to do a 30,000sq/ft remodel, the very earliest would be August 2025 - that is if nothing goes wrong and some things like permitting and zoning are out of our control. Trailers should be thought of as a 3 year solution.

PUBLIC: No comments

B. Growth Update (Maquita)

Maquita shared a high level update on the partnership with Bellwether Education which did the Growth Plan for 2018-2023. Looking ahead, we are thinking about growth in novel ways - maybe pairing with a dcps schools to think about how the school might be incorporated into other schools - expand what growth might look like

- We have to update the strategic priorities into an action plan - it is all there and just needs to be updated. When we talk about the talent pipeline, the families in our school in 2018 have changed. We are at the process to re engage with growth - we should cover that in our retreat to ensure we are align internally.
- One thing to note and if you look in the management report - our lottery application levels weren't where they were pre-covid that is something that may impact growth. It is unclear if the decrease is due to tension in the US-China relationship, or interest in other immersion schools in the market.
- Questions from trustees
 - Q: What are the number of yearly allotments across pk3/4? A: We have 16 in a class, this year because we are going to take a 5th PK3 - it will take it up to 80, sibling and staff preference that lowers number of new families.
 - What if anything have we learned during COVID that might be a new paradigm? A: We are finding that we need to do things differently; finding and retaining the right people won't change no matter what is happening but the talent pipeline is not the same. Additionally, concurrent to the pandemic a lot of impact on US-China relationship and we need to think of how we recruit strong teachers.
- Comments from the public
- Discussion and feedback from trustees

Jevon Walton made a motion to adjourn that was seconded by Darren Riley, it passed unanimous by a voice vote.

The meeting was adjourned at 8:20 EST by 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.

