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MINUTES
Meeting of Children’s Aid College Prep Charter School Board of Trustees
April 14th, 2023
Via Zoom

<i>Trustees in Attendance</i>	<i>Others in Attendance</i>
<ul style="list-style-type: none"> • Phoebe Boyer • Nina Bershadker • Michelle DeLong • Sandra Escamilla • Jane Goldman • Beth Leventhal • Michelle Rumph • Anita Velazquez <p style="margin-top: 10px;"><i>Trustees not in Attendance</i></p> <ul style="list-style-type: none"> • Lolita Jackson 	<ul style="list-style-type: none"> • Drema Brown, Head of School • Aliana Contreras, Sr. Operations Manager

Welcome

Trustee DeLong called the meeting to order at 5:03 pm. Trustee DeLong explained that the board meeting was being conducted by Zoom because the school is closed for vacation. In order to have the meeting in person, the school would have been required to hire security.

Trustee DeLong made a motion to approve the March minutes. Trustee Leventhal seconded the motion, and the minutes were unanimously approved.

Connection to purpose

The Head of School Provided the CACPCS Trustees with a presentation on FY24-27 budget priorities. Specifically, she shared the following points:

- We are in our second school year back in the buildings post-Covid. We have not had to close due to COVIC. Covid has less of effect on our operations. However, we continue to take preventive measures, such as extra cleaning and maintaining in-stock PPE supplies.

- This year we piloted the hybrid work week. It has proven popular with the staff but is not financially sustainable (as currently implemented) for the longer term.
- Enrollment continues to be a challenge for all grades but especially for Grades K-2 and 6-8. We have noted now for several years a reversal in the number of kindergarten lottery applications. CACPCS used to have more applicants than seats but that trend has changed. The middle school grades continue to be a challenge due to parents' uncertainty about the high school placement process, competition from K-12 charter networks, and negative community perceptions of the Whitney Young Jr. Campus.
- Academic performance and accountability metrics were reinstated for all schools. Last year's test results work as a new "baseline," and the school wants to show growth this year.
- Budgetarily we are experiencing both lower revenue due to enrollment and inflation's impact on the pricing of essential goods and services.
- All charter schools are waiting for the NYC DoE to renegotiate UFT and CSA contracts.
- FY24 will be the last year of federal funding related to COVID.
- NYSED department is significantly changing Grade 4 and 8 testing expectations and plans to move all Grade 3-8 NYS and ELA testing online by 2025. We must ensure we have the equipment and support in place for this major shift over the coming years.

The Head of School shared the following FY24-27 headlines and budget priorities emerging from planning meetings with the Principals, Community School Director and CA Fiscal. HoS already previewed these headlines with the Finance and Audit Committee.

- The Head of School and Principals have begun working on staffing and operational plans that support a lower enrollment of 580 through FY27. School management has been exploring the implications regarding revenue and the need to reduce expenses by 8-10%.
- The New York City Charter Center is projecting that the charter school per pupil rate will increase this year, but not as much as we thought. We are anticipating a \$18,214 per-pupil rate for FY24 reflecting a 3% increase. Rental assistance should also increase due to the increase in the per pupil.
 - Charina and Templeton funding will continue for the next two fiscal years, and Summer Boost funding will be available again for Summer 2023.
 - We are still in the process of implementing a ventilation project at 1919 Prospect Ave. This project will cost ~ 40K more than budgeted on one of our federal grants.

- The hybrid week is very popular with staff but is financially unsustainable as currently implemented. The principals and their teams will be working on ways to continue the initiative with adjustments (e.g. fewer hybrid days and improving policies that inadvertently created challenges for the hybrid work week).
- Academic performance accountability metrics have been reinstated for all schools; therefore, high-quality teaching and learning and continuous improvement in this area will remain a priority. Prioritizing resources to support the following work will also be budget priorities in FY24 and the subsequent years:
 - Staff retention through a competitive salary structure and some funding towards popular additional benefits like tuition reimbursement which requires an additional two-year commitment to the school;
 - Continued partnerships with ANet, Lavinia Group and Wilson reading at decreasing levels over time;
 - Implement Regents prep in the middle school to create more opportunity for scholars who are pacing ahead of their peers. This will have a nominal cost for teacher training.
 - Continuing current staffing levels to support English Language Learners and scholars in need of interventions.
- School culture will focus on high-quality enrichment and extracurricular activities that better leverage resources across both sides of the budget (school and Wrap), as well as community-based partnerships, and the CA Youth Division (e.g. athletics, arts programming, cheerleading, community service, youth leadership, etc.).

Head of School Report:

- The lottery concluded on April 3rd with 334 applicants -- fewer than in prior years. However, unlike in previous years, this year, we received more referrals. When our parents or staff refer scholars they are more likely to attend.
 - The applications we received this year represent students who live in the area and have genuine intentions to enroll. We contacted all parents and informed them they had a seat with us.
 - The newest enrollees will be able to attend our summer program. All 6th graders also will be invited to the summer program to support their transition to middle school.
- The Head of School shared results from the 2023 Staff Preference Survey (for teachers). Results shared were as follows:
 - 62 of the 64 teachers indicated that they intend to return. The five essential factors influencing their intent to return included:
 - Compensation & Benefits 58%
 - Supervisory Support 41%
 - Staff Culture 39%
 - Hybrid Structure 34%

- Connection to their Role 33%

The survey also asked if they would recommend CACPCS to others and 73% were promoters, 21% were passives, and 6% were detractors for a net promoter score of 67% (promoters minus detractors). Anything above 50% is typically considered strong.

The bottom five (5) areas of staff satisfaction were:

- Commute 59%
- Compensation & Benefits 66%
- Professional Recognition 69%
- Workload 69%
- Resources Needed for My Work 70%

Finance and Audit Committee

- There was no Finance and Audit committee meeting in April due to implementation of a new financial management system. The team is also busy with submitting the federal audit for the first time.

Governance:

- The Governance Committee did not meet in April. The committee's next meeting will be in June.

Learning, Achievement, and Evaluation:

- The Committee met in person at the middle school location and participated in a learning walk with Principal Fleshman and her team. The Committee was generally impressed with the visit.
- The Committee visited a 6th-grade social studies class, 6th-grade mathematics class, a 7th Grade ELA, and a Science class. Committee members received observation worksheets to focus the learning walk. The Committee participated in a debriefing session after the learning walk. The Committee members agreed that they observed consistency from classroom to classroom regarding practices like posting the schedule, the vocabulary wall, the bulletin board connecting students' learning, and the clarity of the lesson objectives. The teachers were engaging and utilized a variety of teaching strategies. The Committee saw much parallel teaching practice during which both teachers were engaged, modeling desired learning with greater teacher support. The students were engaged in every classroom.
- The Committee's next meeting will be on June 22nd and will most likely be at Southern.

Executive Session

The Trustees went into Executive session at 6:04PM to discuss a personnel matter. The Trustees returned from Executive session at 6:12 PM.

The meeting was adjourned at 6:12PM.

Trustees - Michelle DeLong, Chair • Beth Leventhal, Vice-Chair • Nina Bershadker, Secretary • Michelle Rumph, Treasurer
• Jane Goldman • Phoebe Boyer • Sandra Escamilla • Lolita Jackson • Anita Velazquez, Parent Trustee