



MINUTES

Full Board of Directors Meeting

May 20, 2022
8:30 am

The meeting was held:

[Online via Zoom using this link](#)

Dial-in Number: +16699006833,,85836231995#

MISSION: We exist to foster a diverse and equitable community of youth and adults striving together for academic, personal and civic excellence.

VISION: Inclusive excellence in public education.

The Board uses a series of qualifiers, where appropriate, to help clarify the nature of each presentation/report.

1. The decision has been made and updates are provided (Inform)
2. Input is needed to assist the board to make the best decision (Discussion/Input)
3. Brainstorming is needed to help identify all options (Brainstorm)
4. Input and/or decision is assigned to a Special Committee (Small Group)
5. The decision is ready for vote (Vote)

ATTENDANCE

Board Executive Committee:

Gwen Maurello, Board Chair
Marc Furton, Treasurer (Virtual)
Anna Rogers, Secretary (Virtual)

Board Members:

Brent Baribeau, Board Member
Kamrin Coffey, Board Member (Virtual)
Ben Garey, Board Member
Stephanie Grossman, Board Member
Brandon Hellwig, Board Member
Drew Kent, Board Member
Grace Nailing, Board Member (Virtual)

Highline Ex-Officio Members:

Chris Ferris, Highline Academy Executive Director
Sarah Verni-Lau, Highline Academy Southeast Principal
Guerin Gray, Highline Academy Northeast Principal
Vanessa Rodriguez, Highline Academy Northeast Assistant Principal
Brittany Joyce, Highline Director of Communications
Heather Knight, Project Manager
Teresa Fraiser, HR Director
Austin Young, Northeast Campus Teacher

Other:

Tim Saunders (Virtual)
Amy Slothower, Philanthropy Expert
Drew Golertman, The Colorado League of Charter Schools
Amber Suero, RootED

Absent:

Joe Whitfield, Vice Chair
Kenny Smith, Board Member
Heather Miles, Southeast Campus Teacher
Leah Gerig, Northeast Campus Teacher
Erika Paulino, Southeast Campus Office Manager

<i>Topic</i>	<i>Presenter</i>	<i>Goals</i>	<i>Outcome</i>
Call to Order – Gwen Maurello – Call to Order (8:32 am) - Quorum Establish - Agenda Confirm - Mission and Vision restated A quorum of the Board was established. The agenda was adopted with no changes. Drew Kent read aloud the mission and vision statement. As a member of the Board and a HANE parent, to him the mission means that we take pride in a whole-child curriculum, academic excellence and teaching our children to be leaders in our community. Mr. Sexton's 3rd grade class sang Highline's REACH song as a part of the mission moment. The students also shared a presentation about the negative impacts of excessive plastic waste in our environment and how Highline students can make a difference by REACHing Out with use of reusable water bottles next year. They asked for the Board's help with raising funds to purchase reusable water bottles for Highline students. Chris Ferris volunteered to help them develop a plan to execute this.			
Consent Agenda – Gwen Maurello – Governance – Vote (8:44 am) - Minutes from the April 18, 2022 meeting - Underwriter selection for bond fund A motion was made by Gwen Maurello and seconded by Ben Garey to approve the consent agenda. The motion passed unanimously.			
See BOD Packet for: (8:44 am) - REACH Up Report on Innovare, new academic dashboard - April 2022 Financials - HASE Feasibility Interviews Report - General Contractor applications for HASE expansion 2022-23 Board candidate applications			
Public Comment (8:45 am) There was no public comment.			
Finance - Marc Furton - Vote (8:46 am) April Budget to Actuals - there were no major changes or unexpected events in the budget. - HASE: - Revenue: 80% of the budgeted amount - Expenses: 73% of the budgeted amount - Net Operating Income: \$211,105 - Other Items: there is a deficit of \$390,632 and it was expected due to the building expansion project. - HANE: - Revenue: 87% of the budgeted amount - Expenses: 83% of the budgeted amount - Net Operating Income: \$385,456 - Other Items: Expecting to end the year with a surplus of \$482k. - The ratios are still strong and within the requirements. - Budget for 2022: What is driving the surplus? The school budgeted PPR very conservatively and has since received additional funds. The current trend is going up for PPR funding. In the last 9 years PPR went up by 33%. Guerin Gray explained that the surplus was not a result of the school cutting expenses. HANE purchased sufficient technology items to meet the needs of students and staff. The campus is looking to purchase additional smart screens for 2022-23. The question was asked if we should adjust the 2022-23 budget to reflect the surplus, and it was explained that the current budget being presented was already adjusted.			

A motion was made by Marc Furton and seconded by Ben Garey to approve the 2022-23 school budget. The motion passed unanimously.

Building Corporation - Heather Knight - Vote (8:57 am)

General contractors for the HASE facility expansion project:

- Highline is currently in the schematic design stage with the facility expansion project. The numbers we are looking at now for expenses are getting closer and closer to the budget. So far we are on track both financially and with the timeline schedule.
- In April 2022, the Building Corporation committee released a RFP to six hand-selected General Contractors as well as posted the RFP on BidNet, a public posting site.
- Throughout this part of the process, the committee formed relationships and asked many questions to make sure the selected vendor was the right fit for Highline's facility expansion project.
- Three responses were received from the RFP from both large and small construction companies. The three firms who submitted a RFP are below. Receiving 3 proposals is very good considering the current climate.
 - Haselden Construction
 - Farrington Construction Management
 - Fransen & Pittman
- Once the HASE Building Corporation received the RFP responses from the general contractors (GC's), the team reviewed each response based on a set of scoring criteria. Members also had the opportunity to provide comments and formulated questions to ask during the interview phase.
- All three GCs were invited to participate in the interview process. The Building Corporation committee formulated a series of 6 questions to lead the conversation. Interviews became an indicator of how well the GC organization worked together, how they approached collaboration with the architect and Highline, as well as insight into schedule and budget constraints.
- After the completion of the interviews, RATIO and the HASE team debriefed and unanimously agreed that Farrington Construction Management stood out from the rest.
- Farrington's motto is "together we build " and this is evident in their high level of collaboration and open communication between the owner, architect and contractor. They understand charter schools and speak our language. The committee feels they have Highline's best interest, as they have already begun working on options to best serve the school.
- They are small, yet a highly experienced firm with members having 25+ years of experience. This is balanced with members who are younger and have new energy.
- Ben Garey shared that he was very impressed with Farrington's RFP and responses to the interview. He was also impressed by Farrington's culture and how it aligns with Highline's. He shared that they are hungry for the business and have a fiduciary mindset.
- Farrington provided insightful perspectives on schedule, budget and materials. They researched many alternatives and came up with creative strategies to help make the project successful.
- There is a good amount of diversity on their team and they have built strong, successful relationships with subcontractors and clients over the years.
- Farrington was eager throughout the process and came highly recommended from 5280's High School director who recently used them for their renovation project. 5280 explained that Farrington was on time and within budget for their project.
- Farrington scored high on the written RFP response and scored the highest in the interview phase. Farrington's rate was also more affordable compared to the other 2 organizations.
- The organization had a willingness to work with our teachers and community, conveying an overwhelming desire to do what it takes to build and maintain client relationships.
- Farrington will need a deposit to secure materials. Securing a deposit is not unique to Farrington. Securing the materials and staying on schedule outweighs the risk of providing a deposit upfront.
- The contract is drafted and the school's attorney will need to review. The school is moving forward with a 2 story building which will allow Highline Southeast with more options to grow in the future.
- Mark Furton asked if today the Board is voting on which organization to appoint as the general contractor. Ben Garey confirmed this, and that designs and the exact budget will be voted on within the coming months.
- A motion was made by Ben Garey and seconded by Marc Furton to approve Farrington Construction

Management as the general contractor for the Southeast campus facility expansion project. The motion passed unanimously.

- Highline's Building Corporation will officially notify Farrington Construction that they have been awarded and a contract will be formulated. The school will use the standard AIA 133 contract, which is the most commonly used contract for CMGC services.
- Farrington will start on the project beginning May 24, 2022. There will be a meeting with the architect and Highline to begin reviewing the design documents and start reconciling the budget and schedule.
- At this time, we are still on target for a construction start date of Fall/Winter 2022 and are aggressively working to maintain this schedule.
- We are currently working with the City of Denver on a SDP (Site Development Plan) review which may slightly delay the Permit approval process. Our engineers and the architect are progressing on the design of the systems and building and will work with the general contractor to meet our budget. Due to the change in the market and starting in the fall/winter, it is good timing for Highline. There is low demand that time of year for school projects since most school work is done in the summer.

Reach Out Committee - Philanthropy Expert - Inform (9:22 am)

HASE Feasibility Interviews for Capital Campaign

Amy Slothower shared the results from the feasibility interviews that were conducted over the past few weeks.

- Highline has contracted with Philanthropy Expert, an experienced capital campaign consultant, to support a capital campaign for the Southeast campus facility expansion project.
- Philanthropy Expert conducted 21 anonymous interviews to assess the feasibility of launching a successful capital campaign.
- Interviews included a mix of stakeholders, including current and alumni families, foundations, Board members and community partners. These individuals were identified as being among the top supporters of Highline over the years.
- Current and past families are very pleased with Highline's program and express high satisfaction with the teachers, rigorous academics, small school environment, and COVID response. There is awareness and an understanding of the need to expand.
- Some concerns about the expansion project include the tangible impact on student performance, loss of outdoor space, taking on more debt, appeal beyond the immediate Highline community to support, and concern that expanding may or may not increase enrollment (some concerned about maintaining a small school environment and others concerned that by not adding seats, this may not be worth the effort).
- Reactions to the idea of attempting to raise \$1.5 million include concerns with never having raised this amount of money previously, inability to name lead / major donors, personal gift commitments would be small.
- Other considerations include concern over economic downturn, impact of COVID, institutional philanthropy shifting away from charter facilities, a need to articulate why this matters to the broader community beyond Highline, and Board giving not being robust.
- Philanthropy Expert recommends the following as next steps:
 - Consider a \$1 million goal over three years
 - Identify "extras" that could be purchased with campaign dollars rather than core elements
 - Consider ways to have "something for everyone" by including the elementary space in some way
 - Create a committee with representatives from past, current and future constituents
 - Launch a communications campaign soon with fundraising to follow
 - Develop a strategy to routinely connect with past board members, founders, parents
- Amy expressed that there is opportunity and that Philanthropy Expert is excited to support the effort.
- There is less interest from institutional donors, as they are more focused on adding more seats. We anticipate that we may be able to raise \$300k from institutional donors. Dollars per seat persists as the model for institutional funding.
- What is the risk of setting a higher goal and not meeting it? It depends on how we anticipate using capital campaign dollars. If the plan is to use the dollars for extras, then there is no risk. Marc Furton recommends setting a more conservative goal for fundraising efforts (Level Field set this at \$500k).
- Brent Baribeau asked if community outreach would include the Highline community only or on a larger

scale (local, state, national). Philanthropy Expert would help steward the moves management for this project.

Reach In Committee - Brent Baribeau - Inform (9:38 am)

Board candidate nominations

- We have received applications for 4 Board candidates for the 2022-23 school year.
- We have strong candidates and we are in the process of interviewing them to determine if we would like to bring them forward to the Board to be voted on for the 2022-23 school year. We may decide to wait on bringing on candidates for a later time.
- Brent urged the Board to review candidate applications and to ask questions prior to the vote on June 13, 2022.
- The REACH In committee is actively conducting interviews with the candidates. A recommendation for each candidate will be brought to the Board for the June Board meeting.
- Members may nominate themselves or someone else for an officer position for the 2022-23 school year during the June meeting. We have the ability to both nominate and vote in the June meeting.

Reach Up Committee - Chris Ferris - Inform (9:40 am)

Introduction of Innovare Dashboard

- Chris presented a demo of the dashboard for the Board to review. The data reviewed was HANE data from the most recent STAR assessment.
- The dashboard allows the user to set filters on a wide range of parameters to see growth at the student grade, and school wide level.
- The REACH Up committee is testing driving the dashboard to see if it will be an effective solution for our academic analysis and progress monitoring. This tool would alleviate the burden on the Admin team for having to manually track results and will allow them to more rapidly interpret results to implement solutions.
- The committee would like to add 'Absences' as another filter to see the correlation between student attendance and progress.

Old Business - Chris Ferris - Inform (9:50 am)

None

Reminders/Announcements – Gwen Maurello – Inform (9:50 am)

- Next BOD meeting: June 13, 2022 at 6:15 pm
- EOY Board event at Top Golf on Tuesday, May 24 at 4:00 pm
- Board members are asked to submit their feedback on the 2022-23 calendar [here](#)

HANE Tour & Member Regroup - Guerin Gray and Vanessa Rodriguez - Inform (9:52 am)

Members were broken into small group assignments to visit classrooms and observe different grade level bands. The group will reconvene after the tour to share observations.

Ben Garey remarked that he remains impressed with the level of engagement from students and teachers at Highline. He values that students are precocious and curious at Highline. All of these things are a reminder of why he joined the Board 3 years ago.

Ambar Suero was impressed with the level of visual aids and stimuli for kids. She found the school to be very welcoming and staff encouraged students to share their learning.

Brandown Hellwig remarked that there was high energy and joy. He witnessed a conflict that was effectively remediated within seconds and attributed this to effective classroom management and conflict resolution skills taught at Highline.

Brent Baribeau explained that the Kindergarten class he visited was incredibly well behaved and attentive. He said teachers are very supportive and not punitive toward students.

Northeast campus Principal Guerin Gray will be stepping down and **Vanessa Rodriguez** will assume this role

effective the 2022-23 school year. The Board presented Dr. Gray with a gift in recognition of his contribution to the school over the years.

Adjournment - Gwen Maurello - Adjourn Meeting - Vote (10:28 am)

With no further business up for discussion, a motion was made by Gwen Maurello and seconded by Ben Garey to adjourn the meeting. The motion passed unanimously.