



MINUTES

Full Board of Directors Meeting

October 24, 2022

6:15 pm

The meeting was held via Zoom using [this link](#)

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:

Joe Whitfield, Chair
Stephanie Grossman, Vice Chair
Marc Furton, Treasurer
Anna Rogers, Secretary

Board Members:

Annie Bielecki, Board Member
Kamrin Coffey, Board Member
Drew Goltermann, Board Member
Grace Nailing, Board Member
Meg Ramey, Education First (Virtual)
Kenny Smith, Board Member
Ambar Suero, Board Member

Highline Ex-Officio Members:

Chris Ferris, Highline Academy Executive Director
Sarah Verni-Lau, Highline Academy Southeast Principal
Vanessa Rodriguez, Highline Academy Northeast Principal
Brittany Joyce, Highline Director of Strategy and Communications
Teresa Fraiser, HR Director
Austin Young, HANE Teacher
Erika Paulino, HASE Front Office Manager
Evette Green, HASE Teacher
Michael Rodriguez, HANE Teacher

Other:

Max Tweten, Senior Authorizing Specialist and Accountability, DPS

Absent:

Gwen Maurello, Board Member

<i>Topic</i>	<i>Presenter</i>	<i>Goals</i>	<i>Outcome</i>
Call to Order – Joe Whitfield – Call to Order (6:15pm) Quorum Establish Mission Moment • The meeting began with introductions of all members and visitors present. • A quorum of the Board was established. The agenda was adopted with no changes. • Annie Bielecki read aloud the mission and vision statement. Annie shared that she is a mother at HANE and a long time member of the GVR community. She and her husband have chosen to raise their family there because it is diverse; HANE sees and understands the community. The school is a hub for the community and the community is reflected in the school. HANE teaches the beauty, challenge and responsibility of protecting and embracing the community's diversity. She values that Highline is intentional about upholding its mission everyday.			
Consent Agenda – Joe Whitfield – Governance – Vote (6:21 pm) Minutes from the September 26, 2022 meeting HANE UIP NV5 Contract CECFA Disclosure Document • A motion was made by Joe Whitfield and seconded by Stephanie Grossman to approve the consent agenda. The motion passed unanimously.			
See BOD Packet for: • Black Excellence Plans for HASE and HANE • September 2022 Budget to Actuals and Multi-Year Agreements for Fiscal Policy • CECFA Bond Resolution; Family Medical Leave information • Full HANE UIP • CO Gives Day 2022 flyer; Donor Toolkit			
Public Comment (6:22 pm) • There was no public comment.			
E.D. Update - Chris Ferris - Inform (6:23 pm) October Count update • Highline is over enrolled at both campuses and has a strong waitlist thanks to the hard work of our staff. • HASE has 529 students (budgeted for 522), and HANE 504 (this count excludes ECE) and budgeted for 503. Staff retention update • For the 2021-22 school year, total turnover across the network was 4.9%. • For the 2022-23 school year, this rate holds steady at 4.9% across the network (lost 1 staff member at HASE and 3 at HANE). We have had great success replacing staff members. Bond Rating • Today we received the official rating from Moody's Investors Service for the bond in support of the facility expansion project at HASE (our draft rating was 'BBB-', and now we are at a 'Baa', which is level higher.)			
Principal Update - Sarah Verni-Lau - Inform (6:26 pm) Alignment of coaching work across the campuses • Sarah Verni-Lau, Principal at the Southeast campus, led a coaching PD for both campus Admin teams in July 2022 to begin this process of aligning coaching across the campuses. • Objectives for the coaching plan include: defining absolute requirements for coaching, what an effective teacher looks like at Highline, exploring tools to be used for coaching and how to use them, and developing systems to ensure coaching is a priority on work schedules. • Teachers are grouped with coaches for the 2022-23 academic year and will be receiving coaching every week.			

- Goals of coaching include: improving teaching practices and improving student academic and behavioral outcomes.
- Coaching Practices include: Observation, Modeling, Performance Feedback and Alliance-Building Strategies, also referred to as “relationship-building strategies”.
- Our coaching planning outlines the resources, structures and goals for teachers based on years of teaching:
 - Emerging Teachers: 1st - 3rd year teachers or more veteran teachers who have not mastered baseline skills.
 - Experienced Teachers: LEAP Framework: 4th - 7th year teachers or teachers with more experience who are not effective on scored observations.
 - Veteran Teachers: Cognitive Coaching: 8+ year teachers.
- The following systems are described in the presentation:
 - Coaching Tracker
 - Coaching Meetings
 - Calendar Set Up
 - Sharing Systems
 - Admin Coaching Cycle
- Sarah Verni-Lau goes to Northeast every other week to observe classrooms and provide some guidance to coaches. The majority of teachers fall into the veteran coach category, followed by experienced.
- Stephanie Grossman asked if the cross-campus coaching model has been in place for years, or if this is the first year. Sarah explained that this is the first year Highline has made this intentional effort with aligning coaching at both campuses. HANE Principal Vanessa Rodriguez explained that it has been rewarding to push for increased rigor at HANE, learn and implement best practices.
- Austin Young explained that this has been a very positive experience from a teacher standpoint. Michael Rodriguez seconds this and said he feels like he receives double coaching.

Finance Committee - Marc Furton - Inform / Vote (6:38 pm)

September 2022 Budget to Actuals

- The school is 25% of the way through the year with just ending the first quarter.
- On the revenue side, we are slightly under at both campuses (22% at HANE and 20% at HASE).
- PPR is slightly under due to higher costs than we anticipated. What we have currently received in funding does not account for the updated per pupil counts. This will be adjusted with updated enrollment figures from October count.
- Salaries and benefits are trending below. What has been budgeted for this line item is conservative.
- We anticipate a surplus at both campuses at year end.
- The debt service coverage ratio is 3.16 (above the covenant threshold of 1.10). Expected to end the year with 154 days cash on hand (above the covenant number of 60 days).
- Joe Whitfield asked how long it takes for grants to be reflected in the financials. Chris Ferris explained that it takes some time from the point of being alerted that the school has been awarded the grant, to receiving funds from the foundation, to the funds being updated in the financials. Chris shared that we received a grant from RootEd for \$32,500 in support of the HASE facility expansion project.

Multi-Year Agreements for Fiscal Policy

- Recent GASB regulations have changed the accounting for leases in Highline’s year-end financial statements.
- We currently have in our Financial policy that the Executive Director must approve any agreement above \$5k. We now need to account for any agreement that is \$15k or more over multiple years.
- This policy is meant to ensure contracts requiring consideration under the new regulations are brought to the attention of Highline leadership for approval. This involves multi-year agreements and/or contracts over \$15k to be submitted to the Executive Director prior to full contract execution.
- A motion was made by Joe Whitfield and seconded by Marc Furton to approve the multi-year agreements policy and add it to Highline’s Financial Policy. The motion passed unanimously.

Family Medical Leave Policy

- In 2020, Proposition 118 was passed to ensure all Colorado workers have access to paid medical leave to

take care of themselves or their family members.

- Highline currently has paid short-term disability, however it only covers the employee (illness, injury, pregnancy).
- The FMLI Paid Leave program covers multiple needs for leave, including employee illness, injury, pregnancy, adoption, care of foster child; family member illness, injury, preparing for a family member military deployment, and to address the immediate safety needs and impact of domestic violence and/or sexual assault.
- As a school, Highline is considered a local government employer and has participation options that other employers do not have. There are 4 options Highline staff were asked to review and submit their vote in a survey to understand which option would best suit staff needs. The options presented are:
 - Whole school participates for 3 years
 - I enroll on my own and pay premiums quarterly using the portal the state provides.
 - I enroll on my own and Highline deducts premiums from my paycheck and sends them to the state on my behalf.
 - I do not wish to participate in any option
- 64% of staff completed the survey. Of these, only 33.3% of staff would like for the entire school to participate, and the other 66.6% of staff would like the school to opt out and have staff members participate on their own. Chris Ferris encouraged the Board liaisons to socialize this more with staff and remind them to take the survey so we make a decision that is reflective of what most staff would value.
- The final option will be brought before Highline's governing Board for a vote. A decision to participate locks the school into the program for 3 years.

DEI Committee - Ambar Suero and Grace Nailing - Inform (6:59 pm)

Black Excellence Plans 2023

- Ambar Suero explained the process for developing the Black Excellence Plan. This included:
- In the 2021-22 school year, we held two Black Excellence Family Roundtables to get family input on the 21-22 Black Excellence plan. We took this information into consideration in building the 22-23 plan.
- The DEI committee sent out a survey to the Highline parent community about their perception of Highline's commitment to embrace DEI at both campuses. The survey was circulated during Back to School nights in August 2022, through family newsletters and social media.
- In the September 2022 DEI meeting, the committee discussed the Black Excellence Plans from last year and our performance toward meeting the goals. The committee reviewed the survey data and how the results should inform the plan.
- The committee also responded to a request from families for more information about mental health services. We added [this page](#) to our website and ensured school counselors knew about this information.
- In the October 2022 DEI meeting, we discussed the goals for 2022-23, action steps, and ways to share the plan with more families.
- Ambar stressed that Black excellence should be celebrated every day and not be handled transactionally. We aspire to increase family engagement, with ideas of bringing in an outside expert to lead specific trainings and conversations.
- Goals for HANE:
 - Math: 30% on grade level (GL) in CMAS and 75% on STAR.
 - Literacy: 35% on GL in CMAS and 75% on STAR.
 - Social Emotional Health: 0% of Black students to be at high risk and 10% or less to be at elevated risk according to the Behavioral Emotional Social Screener (BESS).
 - Maintain 45% staff of color with 80% retention.
- Goals for HASE:
 - Math 45% on GL in CMAS and MGP 65.
 - ELA: 45% on GL in CMAS and MGP 65.
 - Increase to 30% Staff of color and retain 80%.
 - Parent partnership: 90% of parents agree they have opportunities to discuss their child's education with the school.
- A motion was made by Joe Whitfield and seconded by Annie Bielecki to approve the Black Excellence Plans

for the Northeast and Southeast campuses for the 2022-23 school year. The motion passed unanimously.

Building Corporation - Chris Ferris - Inform / Vote (7:16 pm)

NV5 Contract, Farrington Contract

- NV5 Contract: We signed the contract with NV5 to be our owner's rep (project manager) for the HASE expansion project. They have made a significant difference with helping us get more organized with permitting, developing project timelines and lending their expertise to move the project forward.
- Farrington Contract: They are our General Contractor for the project (construction vendor). Highline was nearing the point of signing the contract, however NV5 pointed out some provisions in the contract that were not favorable to the school that should be re-negotiated. Contract re-negotiations were successful and it should be signed next week.

Timeline for Project

- We are slated to break ground in the Spring of 2023, pending receipt of permits from the City, State and Denver Water. We will receive construction documents on November 2, 2022. The goal is to secure the big ticket items prior to January 1, 2023 (after this, prices will go up). The project will take about 11 months and should wrap up this time next year.

Updated Bond Resolution - Vote

- In the packet, the changes from the resolution that was passed in June 2022 have been highlighted for members' reference.
- The updated resolution states: The interest rate on the Series 2022 Bonds shall be a fixed rate and shall not exceed a maximum true interest cost of 6.00%, the final maturity of the Series 2022 Bonds shall not be later than December 1, 2061, and the net annual debt service on the Series 2022 Bonds, after taking into account the contribution of debt service reserve funds toward payment of the final maturity, shall not exceed \$1,000,000.
- Marc Furton noted that the debt service payment is the same as what we approved previously.
- A motion was made by Joe Whitfield and seconded by Stephanie Grossman to approve the bond resolution. The motion passed unanimously.

Reach Up Committee - Kenny Smith - Vote (7:23 pm)

UIP goals for HANE and vote to approve HANE UIP

- During the September Board meeting, members reviewed and discussed the Unified Improvement Plan (UIP) for each campus in depth. Tonight's meeting is meant to review targets and goals for HANE's UIP, and to approve the plan. HASE does not need to submit a UIP to the district this year.
- Major improvement strategies for HANE include:
 - Weekly instructional coaching for each teacher
 - Deepen family engagement in school programming
 - Improve effective use of student data to drive instructional planning and small group intervention
- Targets for 2022-23
 - Literacy targets for achievement: By the end of the 2022-23 school year, 35% of students in grade levels 3-5 will perform on grade level on CMAS. By May of 2023, 75% of our K-3 students will perform on grade level according to the STAR READ Act assessment.
 - Literacy targets for growth: By May of 2023, 16% or fewer of our K-3 students will score significantly below grade level on the STAR READ act assessment.
 - Math targets for achievement: 30% of 3-5th grade students will score at grade level or above on CMAS math in 2023.
 - The Instructional Leadership Team (ILT) at HANE meets weekly to discuss and review the strategies and targets.
 - Students take ownership of their learning and review their progress against the learning objectives.

Students keep track of their work in a binder throughout the year to keep their progress accessible and top of mind.

- **Targets for Parent Engagement Efforts**
 - 80% or more parents agree they have opportunities to discuss their child's learning with the school on DPS surveys.
 - 80% or more families register with Mastery Connect to see their child's academic progress.
 - Ambar Suero asked how do we support families who speak different languages or do not have access to the Internet relative to this goal? Staff will print materials for families and send home information with students in their data binder. Mastery Connect can also be accessed on mobile devices.
 - 90% of families attend student-led conferences.
 - Each grade level holds at least 2 demonstration of learning events throughout the school year. This includes poetry events (writing curriculum), literacy and math nights, celebrations that highlight learnings at the end of a unit, etc.
- Ambar Suero said that she appreciated how we are elevating our community and not approaching our students or families through a deficit lens.
- A motion was made by Joe Whitfield and seconded by Kenny Smith to approve the UIP for the Northeast campus for the 2022-23 school year. The motion passed unanimously.

STAR data for Fall 2022 (against the District benchmark)

- **HANE**
 - Reading Proficiency: 44.3% (this is an increase of 2.7% from the Fall of 2021).
 - Student growth percentile: 70% (the goal is 65%). This is 15.6% higher than the fall of 2021. Chris Ferris noted that she does not recall HANE reaching 70% growth in previous years.
 - Early literacy growth (1st and 2nd grade): 65.5% (the goal is 65%).
 - Early literacy proficiency: 42.5% (this is up 5.7% from the fall of 2021).
 - Match proficiency: 50% (this is up 6.3% from the fall of 2021).
 - Match growth: 62.9% (the goal is 65%). This is down 5% from the fall of 2021. 3rd and 2nd grade are surpassing the benchmark at 73% and 68% respectively. The leadership team is looking at norming processes and shifting our intervention plan to realize improvement in math growth.
- **HASE**
 - Reading proficiency: 61.8% (this is up 5.6% from the fall of 2021).
 - Reading growth: 76.9% (this is up 2% from the Fall of 2021 and is above the 65% goal).
 - Early literacy proficiency (1st grade only): 67.6% (up 16.5% from the Fall of 2021).
 - Early literacy growth: 76.6% (this is up 8.9% from the fall of 2021 and is above the 65% goal).
 - Math proficiency: 69.3% (this is up 15.5% from the fall of 2021).
 - Math growth: 77.2% (up 15.1% from the fall of 2021, and is above the 65% goal).

Reach Out Committee - Kamrin Coffey - Inform (7:53 pm)

Board commitments

- As the financial overseers of Highline Academy, the Board has a responsibility to ensure the school has adequate resources to meet the needs of its students and program for successful outcomes. As the school's leaders, we need to lead the way with showing our support and commitment.
 - 2021-22 Board pledge: \$9,190
 - 2022-23 Board pledge: \$8,150
 - Can we REACH together to at least meet last year's pledge?
 - \$1,040 is the delta - that's an additional \$86 per Board member on average. Kamrin challenged the Board to give an additional \$100 to surpass last year's goal.
 - Current 22-23 Board giving: \$1,140
- As a reminder, Board giving at Highline includes a give and/or get approach. Giving you help secure from

your network counts toward your totals. Just let Brittany know when it is anticipated that someone in your circle may make a donation, and she will keep an eye out for it and track this for you.

Donor Toolkit

- The Reach Out committee has begun reaching out to connections in our circles to expand our donor base beyond the immediate Highline community. This was identified in the feasibility analysis as an area of opportunity to grow our giving program.
- We are now asking all Board members to join us in this effort to help expand our base of supporters.
- The charge: All Board members meet with at least 2 people within their network to share and promote Highline's program by December 31st. Members are to add notes from the meeting in the [Donor Toolkit](#) workbook that has been added to the Board packet. The toolkit provides helpful information about Highline, talking points, and links that can be referenced before and during these meetings. Brittany is also happy to help you prepare for these meetings and can join them with you as well if this would be helpful.
- We will give members a \$25 Starbucks gift card for completing this activity by the deadline. All the requested information on the 1st tab must be provided!

CO Gives 2022

- Each year Highline participates in CO Gives Day as part of the giving tradition in the State to support nonprofits. This is one of a few fundraising initiatives we ask our community to rally behind each year in the spirit of philanthropy and end of year giving.
- The focus for each campus is as follows:
 - HASE: Raising funds for furniture in the flex space of the new addition. The goal is \$10k - this is \$20 per Highline family.
 - HANE: Raising funds for after school EnREACHment (enrichment programs). The goal is \$5k - this is \$10 per Highline family.
- Donations are tax-deductible and can be made any day before and through December 6th. See the flyers in the Board packet and share with your network. The flyers have the donation [link](#) and QR code to make a gift.

Reminders/Announcements – Brittany Joyce – Inform (8:03 pm)

- Next BOD meeting: Thursday, December 8th - 8:30 am at HANE and [via Zoom](#)

Old Business - Chris Ferris - Inform (8:03 pm)

- None

Adjournment – Joe Whitfield – Adjourn Meeting – Vote (8:04 pm)

With no further business up for discussion, a motion was made by Joe Whitfield and seconded by Stephanie Grossman to adjourn the meeting. The motion passed unanimously.