



College Prep in a Small School Environment

Peak to Peak Charter School

Board of Directors Meeting Minutes

**June 4, 2014, 5:00 p.m.
Auditeria**

The Peak to Peak community will inspire students to fulfill their academic dreams for college, to develop their creative passions and athletic talents, and to become responsible citizens.

5:00 Call to order and roll call

Board Members Present: Melissa Christensen, Brad Elliott, Elizabeth Gable, Scott Hudson, Kyle Mathews, Phil Mehalko, Suzanne Ovelman, Kelly Reeser, Sam Todd, Lisa Walther, Thomas Willetto

Board Members Absent: Greg Richards.

Guest(s): See attached

5:05 Administrative business: Approval of minutes and consent items

Agenda changes included:

- Approval of Minutes for Prairie View and Friends of Peak to Peak.
- Approval of the Fence Financing

Motion to approve BOD minutes from May 17, 2014 was made by Ms. Walther, seconded by Mr. Hudson and approved by the Board 6-0-0.

5:10 Public comments

Mr. Todd thanked:

- Kristianna Vedvik and Holly Ford for their hard work for processing all the bonuses and total compensation.
- John Wilcox for initiating and following through with the summer projects' quotes. Mr. Todd noted that there will be many changes this summer for the school.
- All the accounting staff for year-end accounting. Mr. Todd noted that June is their busiest month.

Mr. Mehalko thanked:

- All the volunteers and staff that supported our 2014 graduation ceremonies.

Ms. Ovelman thanked:

- Vicki Hankey and Panda Smith for organizing and executing the 8th grade continuation ceremony.
- Indulge Bakery for supplying cakes for the 8th grade continuation ceremony.
- All the staff and parents volunteers for their support in the last school year.

Ms. Reeser welcomed all the new board members.

Ms. Reeser congratulated the Class of 2014 for having a 100% graduation rate for 145 students.

Ms. Reeser thanked Sam Todd for his efforts supporting Peak to Peak's bond refinancing.

Mr. Willetto welcomed all the new board members.

Mr. Willetto gave condolences to Suzanne Ovelman for her recent loss.

Ms. Gable thanked:

- The HOD committee for a most incredible year and acknowledged their work through the summer.
- Students for helping HOD throughout the summer.

Ms. Walther thanked:

- Eveline Grady and the Volunteer Community Team for participating in the 5th grade continuation.
- The counseling department for all their support in getting scholarships for our students.

Mr. Elliot thanked:

- Sam Todd for his for his efforts supporting Peak to Peak's bond refinancing.
- The Executive Leadership Team for their work in the last school year.

Ms. Christensen thanked:

- The custodial staff for their efforts over the summer.
- New ALPS coordinator, Helena Hulse, for working to assist and support this year at Peak to Peak, even while maintaining her previous job.
- Teachers and staff for incredibly dedicated work throughout this past year.
- HOD for an amazing amount of work throughout the year, and continuing into the summer.

Mr. Mathews updated the Class of 2014 college and scholarship statistics. He stated that 93.8% of this year's graduates will be attending a 4 year institution, 4.1% will be attending a 2-year institution and 2.1% will have a gap year. This year's class received a total of \$32M in scholarships. He stated the success of the Class of 2014 is a testament to the quality of the K12 instruction at our school. Ms. Reeser added that the Class of 2014 had a Boettcher Scholar, military appointments, and 2 NYU Abu Dhabi scholars.

Mr. Mathews read the following from our school's senior staff:

Please know that few efforts in the last decade at Peak to Peak have engendered more gratitude and excitement among our school's veteran teachers than the recently

proposed “Peak Option” for our community’s most committed and accomplished educators. Please join us in commending Kelly Reeser for leading the team that developed a thoughtful and innovative merit-based pay scale that not only rewards Peak to Peak’s highest performing teachers, but inspires us to continue and seek opportunities for growth. There has been much talk in years past about crafting a plan to ensure that Peak to Peak attracts and retains the best teachers in Colorado; the “Peak Option” potentially does just that. Kudos to Kelly and her team for the work done so far in creating this much-anticipated and merit-based reward system.

Sincerely,
Kurt Schaefer [signed]
Carla Flanhofer [signed]
Robert Letter [signed]
Allen Hankla [signed]
Andy Matthews [signed]
Karen Amidon [signed]

Ms. Carey McClure stated that she has been a parent since Peak to Peak opened and it was the best decision ever. She thanked Kelly Reeser for working on the original charter school grant. Ms. McClure thanked all the counselors, John, Megan, Kristianna, for all of their support. She stated that the Peak to Peak staff has been exemplary. She also thanked the Executive Leadership Team and the Board of Directors on behalf of her family for standing firm and for the investment in her family. She gave kudos to Traci Schoeneweis as “the rock star of the school.” She stated that Peak to Peak has and is changing students’ lives.

Ms. Kim Platt stated that she is in her 14th year at Peak to Peak with 9 years to go. She thanked Kelly and the Board for standing firm this year and representing integrity. She noted that the Election Committee has been presented a challenge from the last election and added that it is a dangerous precedent for the Election Committee to change voting results based on one person’s challenge. Ms. Platt stated that if the bylaw results are recounted, she will formally challenge all the results of the elections including the bylaw and candidate elections.

Mr. Tom Janssen on behalf of Carolyn Janssen read the following:

Carolyn would like to thank the many community members who so generously supported the school this year with their gifts of time and financial donations. Each fundraising target exceeded its goal this year due to the generous support from families, extended families, businesses, foundations, grandparents and special friends. Thank you to everyone who helped make this year a big success for fundraising. Thank you to the board and staff at Peak to Peak as well for their support this year.

Ms. Traci Schoeneweis thanked:

- Phil Mehalko for supplying recognition tiles to our 10 year staff members.
- Everyone that participated in graduation.
- Janine Frank for her support and leadership on the Volunteer Community Team.

Ms. Traci Schoeneweis reminded the Board about the upcoming lunch on August 11th.

Mr. Willetto thanked Scott Hudson, Phil Mehalko, and Greg Richards for their support to the school by serving on the Board.

5:20 Board Member Reflections (Mehalko)

Mr. Mehalko gave the following speech:

Thanks to the Board for giving me this opportunity to reflect on my year on the Peak to Peak Board of Directors. Specifically, I will reflect on our school's culture of opportunity and vision. I will also discuss the dangers of presumption. To avoid any conflict of interests, I believe that I could not make these statements until my tenure with the Board has been completed. My thoughts here are mine alone and do not represent the Board or any other person associated with our school.

For anyone that has talked with me in the last 4 years, they know I have a vision and passion to develop Elementary Science education. My theory is simple – if students have long lasting exposure to science education, then AP Physics becomes the easy “A” class. However, I understand that my passion and my vision cannot be achieved until Peak to Peak has the classroom space, the finances, and support of our administration for such a vision. For these reasons, I support our campus build out plans, our conservative fiscal policies and I have worked with our Executive Leadership Team and teachers as a team player – being completely open and honest in my intentions. Until Peak to Peak has the resources and a staff commitment to support my science education mission, I will continue to support the First, Third and soon-to-be Fourth or Fifth grade teams in in-class science education.

I believe my and Peak to Peak's missions are co-aligned by inspiring those students that seek scientific educational opportunities. I also believe that our missions could only be aligned in an environment that provides opportunity to try new ideas. This environment is the reason that I am attracted to Charter Schools. Charter Schools provide all of us the opportunity to try, fail, and occasionally succeed with new methods and ideas. In my Peak to Peak and professional careers, I have been blessed that my opportunities have come unrestricted by credentials. Even though I am not a licensed teacher, I am grateful that 3 years ago our First Grade team gave me the opportunity to teach in their classrooms. I am further grateful that they asked me to return. In my professional career, I have had opportunities that include implementation of software, optical and electrical designs even though my bachelor's degree is in Chemistry. This has culminated in my opportunity to contribute to the NASA James Webb Space Telescope program – the largest telescope ever that will lift off the face of our planet.

I am happy to see that Peak to Peak provides many opportunities to our parents, staff and students. For example, this year I was able to organize a group of students – one composed of high school and middle school students, and the other of kindergarten students. Both of these student teams grabbed at the opportunity to develop payloads

for a rocket launch this summer. And for those interested in attending, the launch date is July 26th outside of Pueblo, Colorado.

Next, I would like to talk about the power of vision. For me, a powerful vision inspires people to act in the benefit of ALL parties and is not based on a fear of a bad outcome. Our school's vision benefits all our students and assumes a positive outcome. We are charged to inspire students to fulfill their academic dreams for college, to develop their creative passions and athletic talents, and to become responsible citizens.

However, I now expect, undoubtedly, to be criticized for what I am about to discuss. In this last year, I have observed a group of parents form and react to a fear of a bad outcome.¹ I believe these parents justifiably based their reactions on a comfort of a previous status quo and a fear of the future unknowns. Although the Board was criticized for not helping to calm their concerns, we did act in the best interests of the school, with emphasis on students and teachers, and focused our decisions on the future direction of our school. For example, and contrary to these parents concerns, the outcome of our 2013-2014 school year did not jeopardize teacher retention or make it harder for Peak to Peak to attract talented teachers and staff. Instead, we created opportunities for career and income advancement and met all our hiring needs with highly qualified teachers. I expected this outcome since we have a Board of Directors with excellent HOD and HR experience along with an Executive Leadership Team that openly works with the Board to resolve any and all school issues. I also believe that our ELT's performance, coupled with the Board's HOD and HR experience, contributed to our high staff trust rating. Furthermore and contrary to concerns raised by the recall petition, our financial position has allowed us to establish a scholarships endowment and our reputation remains strong as evident in our Open Enrollment numbers.

Next, I would like to directly address Concerned Parents, Chad Phillips and the other persons behind the web site parentsforcommonsense.com, and the blogger P2PParent (who is an admitted member of Concerned Parents). Your passion for our school and love for your students is undeniable. I am also saddened that some of you feel that you have been disenfranchised by the events of this year. Although I believe that I have acted in our students' best interests and have made every attempt to communicate with those who are willing to have an open and honest discussion, I am concerned that you have Community members that continue to divide and create distrust in our school. For example, I am very disappointed that the blogger P2PParent wrote *"Basically a small group of people prevented the recall from happening; most likely high school parents who bought the fear mongering that a recall would prevent their kid from getting into college. Those parents, most of them, will be gone next year. The new parents next year will hear from all the disenfranchised parents who voted for the recall, and with elections in the spring there will be big changes coming."*² As a Board member, I believe it is important to represent everyone equally in our school – even the smallest groups of people. I hope that P2PParent understands that by dismissing this "small group", she only contributes to the divide that exists in our school. (Note that her assertion that

parents who voted against the recall and “will be gone next year” is completely speculative and dangerous.) Also, her suggestion to continue the division with next year’s new parents is completely unconscionable. For me, I have tried to bridge this divide by meeting with parents and staff, developing a no-cost-to-families social hour at our last annual meeting, and by generously recognizing and giving thanks to all the persons that support our school. My hope for Concerned Parents is that you align your passion with our school’s mission, find ways to restore a unified Community for even the smallest of groups, discourage heartless attacks on persons impassioned and dedicated to our school, and remember to generously apply our 7-to-1 Key Performance Indicator of approbation whenever possible.

I now would like to finish my time here to discuss the serious matters of our Community’s behavior and the health of our students. I am hopeful that these discussions could be a starting point to bring unity to our school.

Just this last week, I received criticism from a non-Peak to Peak parent about our school. This parent told me, disappointedly, about an encounter that they had with one of our Peak to Peak parents. This Peak to Peak parent bragged about how great our school was and how other schools in our district could not compare to Peak to Peak. I pray that this Peak to Peak parent is an anomaly because there is no place for this type of arrogance within our Community. I would rather believe that we all behave with a purpose to help all students from all communities regardless of what life has been bestowed upon them.

This is critical as we approach our charter renewal and this fall’s BVSD bond election. In the last year, all schools in the Boulder Valley School District, including Peak to Peak, we have seen an increase in student health issues including an increase of suicidal thoughts and attempts. In the spirit of community and unity, I suggest that we as parents support my recommendations to increase the number of counselors on our staff and to begin a Community-wide education program to change “an achievement at all costs” paradigm that is very prevalent in our culture. This would get us back to the heart of Peak to Peak’s learning model to build a plain and simple passion for learning while eliminating a pressure cooker education mentality. As stated so eloquently by Kyle Mathews, grades should reflect our passions and should not be the reason for passion. Additional counseling support would provide the necessary emotional education and counseling for our students, and provide access to global/school-wide parental education for student educational and emotional needs. This additional counseling support could also be used to assist families for college financial planning.

In conclusion, I would like to state that my time on the Board has been one of the most rewarding experiences in my life. I am grateful to have met many incredible people associated with our school and for the opportunity to serve on our Board of Directors. I am very grateful to have worked with all these dedicated and passionate Board members and Executive Leadership Team. Even though there are few in our general Community that will ever understand the quality and quantity of your work, I, to this

day, remain in awe of your commitment and passion that you have for our school. With all of the Community's support, I know that Peak to Peak has a great future.

With sincerest appreciation to our impassioned Community,
Phil Mehalko

¹My rationale that parents were concerned with a "fear of outcome" is based on both the recall petition concerns (e.g. financial losses due to legal concerns and a damaged school reputation) and the articles (e.g. leading questions in survey) presented on the website <http://www.parentsforcommonsense.com>.

²P2PParent Comment Blog to the Daily Camera Article, Recall targeting two Peak to Peak Charter School board members fails, 01/16/2014 12:00:37 PM MST, http://www.dailycamera.com/ci_24925865#IDComment785353032 and <http://intensedebate.com/people/P2PParent>.

5:35 Salary Scale - Peak Option (Reeser)

Ms. Reeser updated the Board on the Peak Option salary scale. The Peak Option salary scale removes the PhD salary lane but provides veteran teachers and counselors the possibility to make a 13-15% higher pay scale. Final criteria for the Peak Option salary scale are currently being developed but will require, at a minimum, a staff member to complete 7 years of experience at Peak to Peak. The Peak Option salary scale is being designed to encourage instructors to bring value back to the school and honor the amount of time instructors have been at the school.

The Peak Option salary scale is being developed through meeting with the principals through the year. Currently, the principals are planning to finalize the Peak Option salary scale details and bring back the salary proposal to the board for a later vote. The Executive Leadership Team (ELT) looks to implement the Peak Option salary scale starting in the fall of 2015.

The Peak Option salary scale is designed to be an additional performance incentive beyond the current and transparent salary scales. Ms. Reeser noted that the bonus structure would stay intact and that the Peak salary scale is another way for our school to differentiate ourselves from the District by rewarding high performance teachers.

Early discussion on qualification criteria include an instructor requiring a rubric score of 98 to qualify. Ms. Reeser stated that the staff is excited about the new scale. The principals stated that they are spending time on developing the scale so that it gets done correctly and not in a rush.

5:46 Election Committee (EC) Update (Schoeneweis)

Ms. Schoeneweis reported that Sandy Ray brought a formal challenge to the EC regarding the counting method used for the 2014 Bylaws changes. Sandy Ray's challenge was to use the same counting method for the Bylaws that was used for the election of the Board candidates. Ms. Schoeneweis stated that the EC debated the challenge and was very divided in their opinions. At the end of the debate, the EC had a majority vote to recommend a recount on the Bylaws as

prescribed by Sandy Ray. The EC further recommended that the recount would not apply to the candidate election.

The EC agreed that if the recount results were the same as the certified election results, then the Bylaws changes would stand as prescribed by the election. However, if the recount caused the Bylaws to fail or if any ballots were to be invalidated, then the Bylaw ballot issues would fail.

Ms. Schoeneweis stated that the EC crafted the Bylaws to make the elections fair and to enhance vote confidentiality. The Bylaws were not crafted to make the election easier for the EC. In addition, the EC decided that all elections up to this last one are finalized and certified.

The Board discussed whether or not to accept the EC's request. Mr. Hudson stated that he vehemently opposed the EC's recommendation due to the precedence that it sets. That is, the challenge should have been made before the election and not after the results were published. He stated that the recount would only serve to divide community. Further, Mr. Hudson noted that the EC very clearly described how the votes would be counted in the voting instructions and that changing the counting method from what was described after-the-fact would not be fair to the community as they cast their votes based on the published instructions. Mr. Hudson noted that a counting method different from what was published would likely raise further protests. Mr. Mehalko seconded comments by Mr. Hudson and added that the EC was very explicit in their voting instructions to the Community about how the Bylaw changes were to be counted. There was general agreement among the board that recounting only part of a certified election would discredit all those in the community that did vote following the instructions included with every ballot.

Mr. Willetto stated that 8 members signed off and certified the election results. He added that a recount would only call into question the integrity of EC, which he did not feel was warranted.

Mr. Willetto opened the discussion to very brief public comment by community members in attendance. Generally, comments offered objected to any type of recount. Opportunity to speak was given to all in attendance.

Mr. Elliot moved to reject the recommendation and that motion was seconded by Ms. Walther. No vote was taken on the motion as further discussion ensued regarding the need to vote. It was pointed out that the EC has certified results in hand and that no action is required, except to accept those certified results. The motion was pulled by Mr. Elliot.

The Board completed its discussion and accepted the certified election results as-is and did not authorize a recount.

6:09 Job Descriptions – Grants & Fundraising Events, Major Gifts Manager (Todd)

Mr. Todd reminded the Community that the Board approved the job description (JD) for the Major Gifts Manager two meetings ago. The Major Gifts Manager position was established as a result of parent survey that indicated an additional need for fundraising. With the addition of the Major Gifts Manager position, the Advancement Director position has been eliminated and

replaced with the Grants and Fundraising Manager position. The Grants and Fundraising Manager and the Major Gifts Manager positions are designed to complement each other. That is, the Grants and Fundraising Manager will be focused on mini-grants and community fundraising events, and the Major Gifts Manager will be focused on cash donations and external fundraising.

To cover the costs of the two positions, the Advancement Director position has been eliminated and the Grants and Fundraising Manager was budgeted at 0.6 FTE (Full Time Equivalent). The Major Gifts Manager has been budgeted at 0.49 FTE. Mr. Elliot reported that private support has been obtained to cover the majority (~75%) of the Major Gifts Manager salary.

Ms. Gable questioned if there was a larger co-management issue in having two fundraising positions. Mr. Todd reported that both managers will report to the Executive Director of Operations (EDO) and that both positions will be peers. Mr. Todd plans to develop the positions' implementation strategy to over the summer with inputs from parents on how to structure fundraising.

Mr. Willetto noted that this new position will change how we integrate Peak to Peak branding with the community. Mr. Todd commented that the school will be working on a communications strategy and will be using an outside consultant to market and brand Peak to Peak. He further noted that fundraising and communications efforts will be coordinated.

Mr. Willetto commented that the Major Gifts Manager is designed to look beyond the Peak to Peak community to market to external corporations, foundations, etc. for endowment development.

The Board also discussed the title of the Major Gifts Manager. Ms. Lisa Blumensaadt-Sicker asked the Board to consider changing the title from manager to director. Due to organizational requirements (e.g. salary) regarding director titles, the Board agreed to look at changing the title but not to include director in the title. The Board decided to hold a subsequent meeting to approve an updated JD based on an updated position title.

Ms. Lisa Blumensaadt-Sicker questioned the Board if some of the FTE would come from the current Advancement Director's job. Mr. Todd replied affirmatively that major fundraising was removed from the new Grants and Fundraising Events Manager job description.

6:30 2014-15 Organizational Chart (Board)

The Board decided to table the organization chart discussion due to the changes in the new fundraising position.

6:37 Board Training, On-boarding (Willetto)

Mr. Willetto reported that Jennifer Dauzvardis has agreed to organize and run the Board training and on-boarding process. Board general training and specifics to Peak to Peak will be performed in 3 sessions – 3 to 6 hours with two sessions in June and the final session prior to the first

meeting in August. The Board will perform a Doodle poll to determine schedule time for Board training.

6:50 Board Standing Committees (Willetto, Elliot)

The Board discussed the documentation and practices for the Board's standing committees' processes. Mr. Willetto noted that there are disparities between Peak to Peak committees regarding their operational and committee member selection practices. The Board agreed that Peak to Peak should establish and document standard operational procedures and practices for all the Board's committees. In addition, the Board recognized that all committees should work to support mission and vision of the school and the Board of Directors.

Mr. Willetto noted that the Hiring, Organization and Development (HOD) committee processes have been well established, documented and vetted with the school. Mr. Willetto thanked Megan Freeman for playing a huge part in making the HOD processes consistent. Mr. Willetto also recognized board members Scott Hudson, Lisa Walther, and Elizabeth Gable in this year's support of HOD.

Ms. Walther noted that the HOD processes were developed by Sheryl Shafer. She affirmed that HOD processes and procedures have been documented and updated on a yearly basis. She reported that the HOD membership is approved by the BOD every year. Ms. Walther further stated that each committee should work with the Board to document their processes.

Ms. Gable commented that the Election Committee process is different since it is an assembled from other committees and from 3 at-large positions. The Board agreed that the Election Committee will need to establish a process for selecting the 3 at-large positions.

Mr. Mathews commented that the Colorado Revised Statutes (CRS) have clear rules for the Accountability Committee. He noted that anything above and beyond the CRS would require approval by the Board.

Mr. Willetto summarized that it is important to standardize the committee process. He recommended a standardization process should begin with a discussion with current chairs. He also noted that committee meeting attendance should not constitute membership. He also noted that due to the nature of the committees business, some committees need to have closed meetings (HOD) and some with open meetings (AC and VCT).

The Board agreed to use Jungle disk to setup documentation for committees.

7:15 Bond Refinance

Mr. Todd updated the Board on the bond application process that is currently being pursued by Peak to Peak. He noted that an application has already been sent to Colorado Educational and Cultural Facilities Authority (CECFA). CECFA has approved Peak to Peak's bond request allowing the school to move forward. Mr. Todd also has forwarded Peak to Peak's rating packet to Standard & Poor's (S&P). Next week, S&P will tour Peak to Peak and he expects Peak to

Peak to retain our S&P BBB+ bond rating. Concurrently, Peak to Peak has sent a request to the State Treasurer to allow Peak to Peak to tap into the financial moral obligation of the State (June 20). After all legal requirements are met, Peak to Peak will work with D.A. Davidson (https://www.davidsoncompanies.com/ficm/a_instst/tax_exempt_bonds.cfm) for a bond closing data of June 23.

Mr. Todd noted that bond rates are getting better and that a Board member will need to sign the closing documents to authorize the bond sale.

7:25 Fence proposal (Wilcox)

Mr. Wilcox provided a proposal to the board to add a fence along the soccer field along Merlin Avenue. This fence would provide additional protection to students and to discourage property damage to the field. Fence would be similar to the baseball fields' fence with black vinyl wrap and contain multiple openings.

Mr. Willetto requested that Mr. Wilcox confirm the fence design is compatible with any Lafayette Fire Department requirements. Mr. Willetto also asked Mr. Wilcox to look into adding another requirement to the quotes for an additional opening near the bleacher cage for the track events.

Vote to approve funding is pending until next Board meeting/telecom.

7:28 Endowment Update (Board)

Mr. Todd reported to the Board that he has begun communications with Community First Foundation to develop a fiduciary relationship for the Peak to Peak endowment fund. He noted that credit card fees are lower through Community First which will bring in more net revenue to Peak to Peak. Community First also donates \$10k to endowment funds that are initially seeded with \$25k and include a fundraising campaign that raises \$20k. Mr. Todd anticipates an endowment fund campaign should raise around \$50k.

Mr. Todd reported that the scholarship guidelines are being developed and that the paperwork is expected to be complete by the beginning of the 2015. The endowment already has been allocated \$25k by the Board approval of excess 2013-2014 funds. Mr. Todd noted that interest proceeds need to be determined by the Board and that initially endowment revenues are being considered for scholarships.

The Board expects the endowment to take 5-6 years before interest return on endowment can be used for scholarships.

7:30 Approval of Prairie View Minutes

Motion to move into Prairie View Incorporated meeting was made by Ms. Walther, seconded by Mr. Hudson and approved by the Board 6-0-0.

7:31 Approval of Friend of Peak to Peak Minutes

Motion to move into Friends of Peak to Peak meeting was made by Mr. Willetto, seconded by Ms. Gable and approved by the Board 6-0-0.

7:33 Future Meeting Topics

The Board agreed to the following future meeting topics:

- Telecom meeting for approval of JD name change.
- Approval of the Fence
- Organizational Chart Update
- Board Training Dates

7:10 Executive Session (Personnel and Legal)

Motion to move into Executive Session was made by Mr. Elliot, seconded by Mr. Hudson and approved by the Board 6-0-0.

8:00 Adjourn

Motion to adjourn the board was made by Mr. Mehalko, seconded by Mr. Hudson and approved by the Board 6-0-0.

Respectfully submitted,

Phil Mehalko

For the Peak to Peak Board of Directors