



**Board Meeting (held in person)**  
Board of Trustees Meeting Minutes  
October 6, 2023  
10:00AM - 4:37PM

**Members Present:**

James Moore, Chair  
Hector Torres, Vice-Chair & Treasurer  
Allison R. Kokkoros, Member  
Robbie Dean, Secretary  
Johan Uvin, Member  
Larry Villegas-Pérez, Member  
Teresita Retana Piedra, Member  
Vilma Rosario, Member  
Giovanni Delfino, Member  
Yeshimebeth Belay, Member  
Ana Mejia, Member

**Members Absent:**

None

**Staff:**

Angela Medina, Chief Operations Officer  
Chrissey Klockner, Chief of Staff  
Karla Vasconez, Executive Assistant to the CEO  
Dr. HollyAnn Fresno-Moore, Chief Academic Officer  
Robert M. Skelton, General Counsel

**Quorum:** Yes

**Welcome & Pre-Meeting Announcements**

Board Chair Jim Moore provided opening comments and welcomed everyone to the meeting.

The meeting was called to order at 10:00am.

**Review of Agenda**

Mr. Moore asked if there were any proposed changes to the agenda previously sent to the Board. Board members did not propose any changes to the agenda.

**Consent Agenda Approval**

The following items were brought forward for approval as part of the Consent Agenda:

- Minutes of the Board's regular meeting held on May 9, 2023.

Mr. Uvin moved to approve the Consent Agenda, and Ms. Rosario seconded the motion. Following the invitation for discussion on the motion, a roll call vote was conducted, and the Consent Agenda item was approved unanimously.

### **Public Comment Period by members of school community**

Mr. Moore confirmed that no members of the public had signed up to give comments during the Public Comment Period.

### **Mission Moment**

Ms. Kokkoros then introduced Elani Lawrence, Principal at the Sonia Gutierrez campus. Ms. Lawrence remarked that she has been a very proud member of the School for the last 9 years. She came to Carlos Rosario School in August 2015 to lead a program for parents, the ESL for Parents Partnership program. It was personal to her as a parent herself and raising her kids in DC public schools. Bonding with parents in addition to supporting them helped her build strong connections to the community. She noted that she had recently helped register students she worked with as part of the parent program and was so proud at graduation seeing them accomplishing their goals. Ms. Lawrence stated that she came to the School because of its beautiful mission, and every single day she makes the choice to be here as she sees the change in the students' lives. She also noted that Student Government has just launched for the semester, and that the School had advocacy day where the students reached out to DC Council members about the importance of adult education and transportation subsidies. One of her favorite memories was working with the students who became new citizens and being with them while they cast their first votes.

### **Finance & Development Committee**

Mr. Delfino, Chair, noted that the Finance and Development Committee will be meeting shortly to finalize the committee's annual goals, which will look similar to last year's goals, which are to monitor the school's financial health, and support fundraising efforts, as always, and in particular during this 50th anniversary year.

- Development:
  - This year, we will continue to build upon the foundation that was set the previous year of expanding awareness of our mission and building strong relationships with donors and supporters.
  - We are aiming to raise \$950,000, last year we raised over \$800,000.
  - The team has been working hard to explore new opportunities, notably, a \$100,000 grant from the Cafritz Foundation, a \$400k request to the Marriott Foundation, a \$700k request to the Deputy Mayor of Economic Development, combined with other requests that total over \$1 million of potential revenue.
  - We will continue to grow and expand our partnerships. Examples include The Washington Nationals, Giant Foods, Aramark, Verizon, Georgetown University, and Truist. In September, Giant Foods' Community Bag program donated to the school for every reusable community bag purchase at all Giant Foods locations across the DMV.

- This year’s fundraising is anchored in our 50th Anniversary Celebration. Mr. Delfino states that he hopes that every Board Member not only makes their annual commitment, but challenges themselves to see how they can be part of the celebration, such as through inviting guests or people in their network to our series of events, purchasing a sponsorship for our signature event, Achieving the Dream, providing five names of potential donors to include in our mailed fundraising appeal, and asking their employer to make a contribution in support of our 50th anniversary campaign.
- Finance:
  - Mr. Delfino presented the FY24 Revised Budget. In summary, there were two key changes to the budget. First, due to the School’s incredible registration efforts, there is an increase in the student enrollment counts which is expected to increase our revenue. Second, the OSSE Teacher Compensation Funding initiative announced in May 2023 impacted both our revenue and expense lines.
  - This revised FY24 budget reflects a total increase of \$2.4M in revenues:
    - Increased \$777K per pupil and facilities allowance revenues based on conservative projected enrollment from 1,975 to 2,025 as both revenue sources are based on the per pupil count.
    - Increased \$1.65M OSSE Teacher Compensation Funds revenue.
    - Total increase of \$1.9M in expenses:
      - Increased \$1.9M in salary expenses and additional payroll taxes and benefits.
  - Note that the OSSE Teacher Compensation Funds did not cover the \$250,000 in additional payroll taxes/benefits.
  - The net impact is an overall change from a -1.25% deficit budget to a 0.3% positive net income budget.

**Closed Session**

Mr. Moore noted the next item on the agenda is slated for closed session, citing the DC Code provisions for doing so:

- Discussion in closed session pursuant to DC Code § 2-575(b)(11) – trade secret and commercial or financial information.

Ms. Rosario made a motion to approve entering the closed session for the stated purposes. Ms. Kokkoros seconded the motion. A roll call vote was conducted to approve entering the closed session as proposed. The Board voted unanimously to enter closed session. Following the vote, the Board entered closed session.

Following the closed session, the Board returned to the open meeting at about 11:34am.

**Open Session**

Following the discussion of the budget in the closed session, Mr. Delfino recommended that the Board adopt the revised FY23-24 budget as presented by the Finance & Development

Committee. Mr. Torres moved that the revised FY23-24 budget be adopted, and Mr. Delfino seconded the motion. A roll call vote was conducted, and all members approved the motion.

The Board then took a break for lunch and returned to the open session at 1:00pm.

### **CEO Report**

CEO Allison Kokkoros referred to materials shared in advance and noted the following highlights in her report:

- While reviewing SY 22/23 Performance she noted:
  - The Public Charter School Board unanimously approved the 5-year renewal of our charter. As part of that review, the PCSB reviewed our quality of teaching and our finances.
  - The new Performance Management Framework (PMF) continues to be in development with the PCSB.
  - Enrollment is looking up, and we should be able to share more information at the next meeting.
  - The FAR report (our financial report card) from the PCSB has been delayed. We just received the draft report for FY22.
  - The staff climate survey had an overall positive response rate of 77%, and we have increased our staff retention to 86%. We are also offering a new wellness benefit app called TaskHuman, which offers on-line coaching and wellness resources.
  - The DEIB Advocacy Committee developed the DEIB plan for the next two years and will be working to implement the plan. Board members also met with the Student Government, and the principals have a plan to address student requests. The school is also forming a compensation working group. These are just some of the examples of structures that are increasing engagement within the school community.
- Registration is expected to exceed the budgeted number of 1975 students. Mr. Dean asked how the School was able to increase enrollment, and Ms. Kokkoros responded that the key was continual, year-round intentional outreach and recruitment. The School also moved more classes to the evening session, and more teachers to split shift, in order to address higher demand for evening classes. In addition, the Registration team focused on making the registration process more efficient.
- Dr. Fresno-Moore shared an academic performance update including a review of the School's Charter Contract performance for SY22/23. She noted that last year we met almost all of the goals set by the PCSB. The School was close to its ESL goal but short on the attendance goal, and the School will focus on attendance this year. In response to a question from Mr. Torres, she explained that changing work schedules and family responsibilities were the most common reasons for attendance issues and dropping classes.
- Mr. Villegas-Pérez and Ms. Mejia stated that anti-bullying behavior should be reinforced with the students. Dr. Fresno-Moore replied that any issues are taken seriously and addressed immediately.
- In response to questions, Dr. Fresno-Moore noted that students are very hard on themselves in regard to academic performance, and that the virtual pilot had lower ESL promotion rates than the hybrid classes. There was discussion about sharing the student achievement

data with learners, and Dr. Freso-Moore responded that sharing it through the student government may be a positive way to do so.

- Ms. Medina then reviewed the investments the School has made in its staff, including manager training, TaskHuman, and the employee recognition program. Mr. Torres noted that the employee recognition event was a great program and that more board members should attend. She also noted that switching to Chromebooks for some students, and asking whether the student needed the School to provide them the internet data, significantly reduced our budgeted expenses. In response to questions, Ms. Medina stated that the School will carefully evaluate if Chromebooks meet the needs of the students, and whether providing laptop cases could be an option. The School will also investigate corporate technology support and support for digital equity from other nonprofits.
- Ms. Kokkoros then introduced Chrissey Klockner, who was recently promoted to Chief of Staff.
- Ms. Klockner reviewed the School's progress under the 2025 Strategic Plan, and noted that the School had already achieved its climate survey 20025 target of 77% staff participation, and that Compass Pro Bono will be assessing our opportunities for expansion in other jurisdictions. She also stated that AIR would be conducting a research study about the impact of adult education in DC with the School's assistance. The AIR study will provide valuable data to share with the DC government.
- Mr. Uvin inquired whether the School has a grant writer on staff and Mr. Torres asked whether the School has the capacity to respond to grant opportunities. Mr. Dean further noted that grants can require a lot of reports and bureaucracy and may not be a net benefit to the school. Ms. Klockner replied that we use an outside consultant to write grant applications, and that the School is being very thoughtful in pursuing grants that support our existing programs and that would reimburse for the School's general and administrative expenses.
- Ms. Kokkoros then congratulated Ms. Vasconez on her recent promotion to Manager of Executive Administration. Ms. Kokkoros then noted the key partnerships other than Compass Pro Bono and AIR that the School is looking to expand, including Aramark, Giant Food, Georgetown University and Verizon.
- Ms. Kokkoros also discussed the School's continued advocacy efforts and its 50<sup>th</sup> Anniversary celebration plans. She also stated that the staff does have capacity challenges in dealing with the projects mentioned, and that the School is working to address those challenges.

### **Strategic Planning & Oversight Committee**

Mr. Uvin noted the following:

- The Committee's goals for this year are to:
  - Implement simplified academic and student climate dashboard
  - Implement quarterly performance KPI's to share with the committee and Board
  - Ensure feasibility of SY24 strategic plan goals in alignment with achievement of SY25 goals with a focus on sustainability, capacity, and staffing
  - Provide support and monitor progress of the AIR evaluation and provide regular updates to the Board.
- The Committee is excited to support the AIR evaluation and other projects.

### **DEIB Task Force**

Mr. Villegas-Pérez noted the following:

- The Committee was working on continuing to recognize and address the needs of staff and students, and in incorporating the DEIB concept of social equity into the strategic plan and into the work of the School. Social equity is achieving equality, fairness, impartiality, justice and liberty in the services offered to the School community, and providing access to opportunities and outcomes.

### **Governance & Nominating Committee**

Ms. Rosario noted the following:

- **Board self-assessment:** In the Fall of 2021, board members participated in a board self-assessment conducted by Education Board Partners. The Committee, with the assistance of the School staff, has brought the assessment in-house, and board members will receive a link to complete the self-assessment next week. The Committee will analyze the results and report back to the Board at the December meeting.
- **Potential new board member:** According to the School's bylaws, two long-serving board members' second terms will expire on December 31, 2023 (Jim Moore and Hector Torres). While the board can approve their terms to be extended if needed, the Governance and Nominating Committee has been working to identify possible new board members. The Committee interviewed John Goodman this spring and was very impressed with his qualifications and with his desire to serve the community. He brings an excellent mix of knowledge and experience, and he is a DC resident. Mr. Goodman's bio is included in the board materials. The Committee is pleased to recommend Mr. Goodman as a board member for your consideration.

### **Closed Session**

Mr. Moore noted the next item on the agenda is slated for closed session, citing the DC Code provisions for doing so:

- Discussion in closed session pursuant to DC Code § 2-575(b)(10) – personnel matters.

Mr. Moore stated that the matters to be discussed in closed session were:

- CEO's Annual Performance Evaluation
- Conflict of Interest Disclosure: Jay Haddock Employment
- Review of Potential Board Member John Goodman

Mr. Torres made a motion to approve entering the closed session for the stated purposes. Mr. Villegas-Pérez seconded the motion. A roll call vote was conducted to approve entering the closed session as proposed. The Board voted unanimously to enter closed session. Following the vote, the Board entered closed session.

Following the closed session, the Board returned to the open meeting at about 4:25pm.

### **Open Session**

Mr. Moore stated that the Board had a robust discussion in closed session. He confirmed that Ms. Kokkoros recused herself from the discussion about her performance as CEO, and that Mr.

Torres recused himself from the discussion about Jay Haddock's employment, since Mr. Haddock is his spouse.

Mr. Moore asked for a motion to approve Jay Haddock's employment for the SY23-24 school year. The motion was offered and seconded. A roll call vote was conducted, and the motion was approved 10-0 (Mr. Torres did not participate in the vote).

Mr. Moore then requested a motion to approve the resolution to approve the appointment of John Goodman to the Board of Trustees effective January 1, 2024, for a three-year term. Ms. Rosario made the motion, and Mr. Torres seconded the motion. A roll call vote was conducted, and the resolution was approved unanimously.

### **New Business**

- There was no new business offered.

### **Adjourn**

Mr. Moore adjourned the meeting at 4:37pm.

A photograph of a handwritten signature in dark ink on a light-colored background. The signature is written in a cursive style and reads "Robert Dean".

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Respectfully submitted by Robert Dean, Board Secretary