

## **NOCCS Board Minutes December 14, 2016**

A meeting of the Board of Trustees of North Oakland Community Charter School was held on **December 14, 2016 at 6 pm** at the School. The meeting was called to order at **6:01 pm**.

**The following members of the Board were present:** Stephen Ajani, Raja Antony, Leslie Bell, Mia Birdsong, Teresha Freckleton-Petite, Juliana Germak, Melanie Gross, Sahra Halpern, Devon King-Neece, Mariah Landers, Melissa McDonald, Luis Rodriguez, Joy Sherrod, Lakisha Young. **Absent:** Tracy Hanna, Rachel Vyda-Venning

**Guests:** David Bond (Director of Operations and Enrollment), Aleshia Reaves (FTO Co-President), Kelly Hoppe Ellis (EdTec),

### **Public Comment**

There were no public comments

### **Minutes**

Leslie made a motion to approve the November minutes as submitted. Juliana seconded the motion. There were 12 votes in favor: Stephen, Raja, Leslie, Mia, Teresha, Juliana, Melanie, Mariah, Devon, Melissa, Joy, Lakisha. Abstained: Luis. Arrived after vote: Sahra

### **Head of School Report**

Mr. Ajani highlighted parts of his HOS report, which included updates on staffing, assessments/progress reports, programming goals, fundraising; and he answered questions from the board. He is having “stay” conversations with highest performing teachers and talking to the admin team about reducing its size. NOCCS is ahead in the teacher recruitment process from where it was last year. We already have three applicants interviewing (versus zero at this point in 2015). There aren't any vacant teaching positions right now, so these candidates would be given general interest offers.

Ms. De La Lana has been accepted into the LEAD Fellowship and needs to be matched with an elected official as part of the program's mentoring requirement. Stephen asked if anyone had a connection to Assembly members Tony Thurmond or Rob Bonta with the goal of securing a mentor for Ms De La Lana and cultivating a charter ally. City Councilmember Dan Kalb was also suggested.

The school is exploring a program for boys of color. Several board members asked for more information about the teachings of Jareem Gunter (especially on the topics of masculinity and gender identity). Stephen stressed that this was the beginning of a conversation to see if Mr. Gunter's program was the right fit. Mia offered to contact a friend who does this work and connect him with Stephen.

The Oakland Charter office contacted Stephen to see if could place some of Sankofa's 6-8 grade students that are withdrawing early in anticipation of its middle school closure. We have two open seats we can offer at this time. A former NOCCS employee is on staff at Sankofa and has offered to help with transitioning students.

There were some clarifying questions/feedback about other portions of the HOS report:

- What is the status of the talks with the FTO? Dev/Comm committee is leading the conversation with the FTO leadership and will provide additional details in its presentation later.
- How is LCAP reporting coming along? It was recommended that Stephen add this as a section to his HOS report so that he's not trying to create a report from scratch at the end of the year.

### **Updated Admissions Policy**

The NOCCS leadership team proposes a number of revisions to our current admissions policy:

- Applications must be submitted online per the charter school common enrollment requirement
- Request and verification of supporting documents only for applicants placed into open seats
- Tightening the language that explains our gender balance

Questions/Concerns raised:

- It can be burdensome for transitional families to prove residency. We should add a blurb that we can help with the residency verification process. Luis will check into what documents qualify. David will contact OUSD to see what we can do to support a transitional family that gets an open seat at NOCCS.
- Why can't we accept paper applications for those without access to internet? Luis said that a paper form is available that families can drop off at the Enroll Oakland office to have someone on staff input the application data.
- We should strike any language that says we need proof of citizenship

Mia moved change the language of part 6 of the Application section of the Admissions Policy to state that transitional families who are unable to establish residency can go to OUSD or NOCCS for assistance. Raja seconded the motion. There were 11 votes favor: Stephen, Raja, Leslie, Mia, Terasha, Juliana, Melanie, Mariah, Devon, Melissa, Lakisha. Abstained: Luis and Joy.  
Arrived after vote: Sahra

David said the board will need to have another vote about admissions before the lottery to confirm open seats and invoke the gender balance policy. Raja made a motion to move the gender balance policy to the Admissions/Lottery Preference section; to add language that makes it clear that proof of citizenship doesn't impact admissions; and remove language that prior review of enrollment/gender balance is required by the board. Leslie seconded the motion.

There were 10 votes in favor: Stephen, Raja, Leslie, Mia, Teresha, Juliana, Melanie, Mariah, Melissa, Lakisha. Abstained: Devon, Luis, and Joy. Arrived after vote: Sahra

## **Finance Updates**

Recap of last month's meeting

- Review of October financials
- Review of possible multi-year scenarios to increase revenues. Lakisha clarified that the proposed scenarios were meant to be possible solutions not definitive answers. Our sustainability work will proceed with increasing enrollment by a few students.

2015-16 audit recap: The final audit income statement shows \$2.51M in revenues and \$2.56M in Expenses; \$53K in operating income and ending fund balance of \$544K. No adjustments were made from the unaudited actuals. No weaknesses in internal controls, compliance and other matters nor any finding were found.

Current November financials: No material changes to the previous month's forecast. Operating income for current forecast remains at \$26K for December. Revenues include: November property tax payment did not arrive as expected so a request was made to have the check reissued; \$15k in state special education funding (it's nice to get this so earlier than expected); and \$7.5K in fundraising. Expenses: credentialed staff is on track except for subs (the board wanted to know what caused the overage and who on staff is responsible for explaining budget overruns. Also the Educate 78 grant to cover teachers during PD needs to be added to this line item (even though it's earmarked for certain teachers for a specified purpose); classified staffing and benefits are tracking under forecast; other expenses are tracking slightly under forecast. NOCCS ended November with \$214K in cash on hand.

1st interim report (cutoff reporting period is October 31, 2016). The funding rates for the budget were estimated using the FCMAT LCFF calculator for FY 2016-17 of \$7,602 per ADA.

Multi-year projections (2017-18 FY and 2018-19 FY):

- Funding rates:
  - 2017-18 FY: \$7,867 per AD
  - 2018-19 FY: \$7,993 per ADA
- Enrollment projections:
  - 2017-18 FY: 225 (216 ADA)
  - 2018-19 FY: 225 (216 ADA)
- Comps and Benefits: a 2% COLA increase assumed, plus new additional staff
- Books and Supplies: cost per student is mostly consistent with 2016-17 FY with 3% inflation adjustment
- Services and Other Operating Expenses: costs are consistent with 2016-17 FY with 3% inflation adjustment

Kelly requested that the board approve the proposed EPA (Education Protection Account) spending plan and resolution. The EPA is a source of funding created by Prop 30 in 2012. It

composes a portion of LCFF funds. EPA funds must be spent on instruction, not administration. There are yearly compliance requirements to receive funds: passing a resolution & spending plan, plus PY actuals must be posted to website. It is recommended that we spend 100% of these funds on teacher compensation. Leslie moved to approve the 2015-16 audit, the 1st Interim Report, and the EPA resolution and spending plan. Joy seconded the motion. The motion carried unanimously.

### **Head of School Review**

The committee presented a proposal to enter into contract with Board on Track to conduct an HOS evaluation that will include review and analysis as well as coaching and development at a cost of \$4,995/one year or \$4,250/yr for a 3-year plan. Lakisha emphasized the importance of getting this done since Mr. Ajani has not received a formal review since he stepped into this role more than a year ago. The Personnel Committee does not have the capacity to cobble together a survey and do the analysis. In addition, besides getting a comprehensive evaluation done, the board would be getting a goal-driven performance management tool to conduct head of school oversight. The personnel committee requests a budget line item be created for HOS performance review and development. Because concerns were raised about deficit spending and questions about the effectiveness of Board on Track, no motion was made. The Personnel Committee agreed to come back in January with other options and a plan for conducting a HOS evaluation as soon as possible.

### **Ed/Data/Tech Committee Update**

The committee developed a set of questions around increasing student enrollment by 5 or 6 students in order to close the budget gap including:

- What are the data points to help share the narrative of NOCCS? What are similar structural models within OUSD?
- What is the financial impact to infrastructure (i.e. consumables)
- What is the cost of academic support for versus the income from adding 5-6 students? Can we maintain a consistent level of support?

Questions/Feedback from the board:

- If we are enrolling a couple of Sankofa students in January, could we accept more?
- Consider the impact on additional students on the common spaces (MPR, play yard) as well as the school schedule.
- Where would we add these students? How do we communicate the change to teachers? What are the costs?
- Must collaborate with the Finance Committee to crunch the numbers
- We should decide first which grades the students will be added and then ask those teachers what supports they will need.
- Mr. Ajani wants to add them to the middle school, but we're under-enrolled in the MS so wouldn't we be in the same predicament next year? Not if we absorb more students from Sankofa.

Next steps are to prioritize the issues by picking the top consequences we want to avoid (teacher attrition, student achievement decline, and pushing our physical space beyond its capacity) then proceed from there.

### **Dev/Comm Committee Update**

The committee presented a set of questions for the board to consider around fund development and communications based on the need to meet our fundraising goals for 2016-17 and at least the next two years in order to be fiscally sustainable. Yet, we are tracking lower in our fundraising than we budgeted. Therefore:

- How do we frame our fundraising need?
- How will we raise money for our core programs and develop a model for the future where the current fundraising is allocated for the next fiscal year (versus the current budget) so that the community can give input on how to spend it? Related: who owns fundraising, what are the cost/benefits of our fundraisers, what is the leadership continuum for fundraisers?
- How do we effectively communicate to the school that we need 100% participation in giving?
- What are similar Oakland schools (in size/demo) doing for fundraising?
- What is the narrative that we share with families and teachers to get buy in for the sustainability plan?

Questions/Feedback from the board:

- There is a capacity issue. We can't afford a FT development staff person (David currently devotes .25 FTE to fundraising).
- What are our major fundraisers? Walkathon, Annual Fund, Auction
- If FTO won't take on the heavy fundraisers, then maybe we should form another parent group to focus on fundraising
- We need to re-boot donor cultivation starting with the Feb 2 State of the School meeting and make a call for donations that expresses urgency and hope.
- Also key is how we frame our sustainability plan: adding a handful of students will only get us so far.

### **Announcements**

The Executive Committee will be working with the committee chairs to get ready for the February 2 State of NOCCS address.

### **Adjourn**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:35 pm

Respectfully Submitted, Teresha Freckleton-Petite, Secretary