

Breakthrough Board Minutes  
8/10/2022

Attendance:

X	Katie Brown, Treasurer
X	Chris Lohse, founding Board member
X	Michael Bing, Board Chair
X	Vivek Swaminathan, Parent rep Secretary
X	Juliette Berg, Parent rep Academic Committee
X	Maggie Kash, Parent rep
X	Kendra Harpster, Parent rep SHA President, Finance Committee
X	Emily Hedin, Executive Director
X	Genevieve D'Cruz, Director of C&I
X	Ino Okoawo, Director of Ops
X	Michael Watts, EdOps
X	Jacob Crouse, EdOps

Community members: no additional attendees

**Wednesday, August 10, 2022**  
**5:00-6:30pm**

I. 5:00pm: Call to order & Welcome  
Introductions, welcome to Genevieve and Ino  
Michael Watts transitioning off of EdOps - moving to OSSE, welcomed Jacob Crouse

II. 5:05-5:10pm: Approval of the Minutes from June 16, 2022

**Vote to approve minutes from June 16, 2022**

Motion: Vivek

Second: Kendra

a	Chris Lohse	a	Maggie Kash
A	Vivek Swaminathan	a	Michael Bing

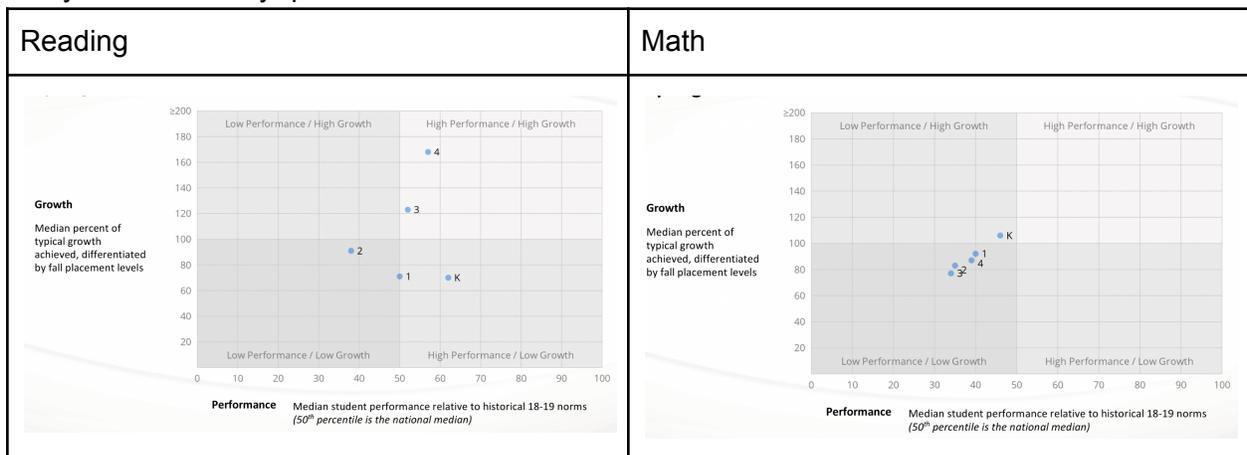
a	Katie Brown	a	Juliette Berg
A	Kendra Harpster		

A=aye; N=nay

III. 5:10-5:25pm: Executive Director's Report

- Breakthrough finished FY22 with a debt service coverage ratio of 3.58 and 106 days of cash.
- 106 is a decline from 122 days in May due to delayed grant reimbursements
  - COVID grants and tech issues leading to cash flow issues with OSSE, systemwide issue, not Breakthrough issue
  - Upside: Anticipated inflation of cash on hand for 2023 FY
  - Budget approved in June reflects a tighter fiscal year
- Lottery and enrollment going well, 347 student goal, 350 enrolled
- Single digit waitlists in upper level elementary, grades 2-5 may fall short in enrollment goal if elementary students do not enroll
- Genevieve and Emily looking at iReady and PARCC scores, setting up a meeting of academic committee to see what data tells us
- 38% of K-2 students met their typical annual growth goal in reading in 2021-22.
- 44% of K-2 students met their typical annual growth goal in math in 2021-22.
- Both of these numbers must be higher in 2022-23 for Breakthrough to meet its conditions.
- Katie asked about national averages to see whether it was adjusted for COVID years and Emily responded that it reflected current years

Emily shared iReady quadrants:



- Math scores are a focus area because none of the grades are performing in the high performance/high growth quadrants
- Genevieve working on lesson planning and record keeping to make sure students have exposure to content needed, leaning into Math on lesson study
- Want faculty to feel comfortable with Math and improvement in scores
- Only targeted populations will be the focus on training workshops

- Starting the year with fuller coverage for staffing, compared with this year
  - Breakthrough has filled a number of necessary positions for the start of the school year.
    - Special Education Coordinator
    - Nautilus Coach
    - 10 Dedicated Aides
    - EL Teacher
    - Primary Guide
    - Lower Elementary Guide
    - Upper Elementary Guide
    - Outdoor Educator
    - Spanish Guide
    - Social Worker
    - Director of Operations
  - We are still looking to fill the following positions:
    - Elementary Montessori Assistant (1)
    - Primary Classroom Assistant (1)
    - Floating Assistant (1)
    - Director of Equity & Engagement (search will begin shortly)
- We are still trying to fill a classroom assistant and floating assistant role, looking for director of Equity and Inclusion
- Able to hire 1UL guide but were hoping for a 2nd. Scrambled to find a replacement and 2 backup candidates fell through, made the call to not open a third classroom and instead have 2 classrooms (Capuli and Locust) of 31 students
- Tuesday Community meeting before back to school night will be for Upper Elementary classroom parents to ask questions about having two large classrooms instead of three
- Michael asked about large classroom sizes and potential to lose students if elementary students can't join Breakthrough. Overenrolled to hedge. We also have money in the budget as a contingency (8 students or \$177k) to offset falling short of enrollment. If that is used up then we will reassess.
- Director of Equity and Engagement - Desmond has left the role and accepted another position. Breakthrough looking for replacement.

Breakthrough has set the following goals & benchmarks for the 2022-23 school year:

#### *Prevention*

- Decrease instances of students leaving their classroom due to behavior by 25%
- Increase number of students who exhibit typical/strong social emotional competencies by 25%

#### *Development*

- 100% of students grow in reading and math
- 55% of students in grades K-2 meet their growth goal in reading and math
- 55% of students in grades 3-5 approach, meet, or exceed career/college readiness

*Community*

- 100% of student-facing staff can initiate appropriate conversations with children about identity and diversity.
- At least 80% of staff feel diverse aspects of their identity are valued.
- At least 95% of families feel welcomed and included at Breakthrough.

Benchmarks are helpful to ground faculty and work toward a common goal.

Juliette asked why there was no goal around students' perceptions about diversity, no norm around student voice and feedback. Emily mentioned we are not ready to plan and capture feedback meaningfully.

IV. 5:25-5:40pm: Public Comment: none

V. 5:40-6:30pm: New Business

Discussion on proposed revised org chart -

- Would like to change Genevieve's job title. Director of C&I was a conscious effort to disassociate the title of Principal as scary administrator or disciplinarian. C&I doesn't signal to families that they are the person they are supposed to approach with challenges intended for a Principal. Also a challenge for external benchmarking.
- Michael asked about the changes to title and job description and Emily clarified that Director of C&I should in fact be fielding questions
- Kendra said job title makes sense, Juliette Berg commented that it made sense
- Legacy role for Emily in communications has bled into the current role of ED. Title change could reflect the new role of Genevieve as point of contact.
- NO changes to bylaws needed as Director of C&I not mentioned

**Vote to change Genevieve's job title to Principal from Director of C&I, effective immediately**

Motion: Vivek

Second: Michael

a	Chris Lohse	a	Maggie Kash
A	Vivek Swaminathan	A	Michael Bing
a	Katie Brown	a	Juliette Berg
a	Kendra Harpster		

Approval of new contracts

- Casa Lala (\$~70,000) School transportation services
- Bus service was successful, but previous operator was unreliable, so Casa Lala is offering to provide shared van service, this is cheaper than last year's contract for \$90k, we make up for this with parent contributions
- Kendra asked if this includes drivers, parents sign up monthly
- 2 vans, 16 passengers per van, classic school bus accommodates 68

- Benefit is less congestion in front of school during pickup and dropoff
- Casa Lala was the only submitted bid
- Michael asked about whether we'd end up increasing cost per rider with a cap of 38, Emily clarified that this vote is not a cap on the contract
- Michael suggested that we need a check and balance to avoid increasing costs, Katie suggested that we need to approve budget
- Ino will monitor that students will get buses and parents cover will allow us to stay within the \$70k. EdOps and Ino will work to revisit potential for a short-term engagement.
- Both Michael and Juliette expressed reservations. Ino will revisit the contract for possible short-term alternatives.

**Vote to approve Casa Lala contract for busing above \$25,000**

Motion: Vivek

Second: Katie

a	Chris Lohse	a	Maggie Kash
A	Vivek Swaminathan	a	Michael Bing
A	Katie Brown	a	Juliette Berg
a	Kendra Harpster		

**Motion to move into closed session: 6:05pm**

Motion: Vivek

Second: Michael

a	Chris Lohse	a	Maggie Kash
A	Vivek Swaminathan	A	Michael Bing
a	Katie Brown	a	Juliette Berg
a	Kendra Harpster		

VI. 6:30pm: Adjourn

Motion: Michael

Second: Kendra

a	Chris Lohse	a	Maggie Kash
A	Vivek Swaminathan	a	Michael Bing

a	Katie Brown	a	Juliette Berg
a	Kendra Harpster		

A=aye; N=nay

Meeting ended at 6:30pm