

Trillium Charter School
Board of Directors
Meeting Minutes
05/13/2013

Note: Board meeting minutes are approved at the following month's meeting. Posting of minutes is done prior to the approval of the meeting minutes and is considered in DRAFT form until after the next month's meeting.

Guests: Johanna Norton, Meghan Ferns from Oregon Mentors and John Lockhart, a professor at Pacific University, potential board members, Kristen Miles PPS Charter Schools Manager,

Jennifer moves to approve April amended minutes, Jeff seconds, moves unanimously.

TFT-had a special grant meeting to disperse \$1500.00 for them. Emily Saxton and Johanna is working on a process to disperse the grants in a more collaborative way.

Dave Coffman presented the budget, the board will vote to pass or amend in June. See Budget Notes

Emily Saxton-see development report. Also gave a tour based on the Benevon System of fundraising.

Q&A with John and Meghan to discuss why they want to be on the board, and what's expected of them.

Director's Report-see attached: Would like to really work on equity and the Constitution, as it is no longer valid it was written by people who no longer here, and it's antiquated, and it's not legal and gives students.

Jennifer moves adjourn, Christian seconds passed unanimously.

**Trillium Charter School
2013-14 Budget Notes
Submitted by Dave Coffman, May 6, 2013**

Revenue Budget

State Funding (\$1.74M, 85% of total) – We are currently taking a relatively conservative approach in budgeting this for next year by projecting the Rate per Student to increase by 2% over 2012-13 (PPS is projecting a slight increase in State funding).

Additionally, we are projecting the enrollment to match 2012-13, which takes into account fluctuations in enrollment and our policy of not enrolling new students from the waitlist after April each year.

Preschool Tuition (\$129,250, 6% of total) – We are budgeting tuition based on the projected enrollment for one classroom and a total of 20 students at any given time. This represents a reduction in the Preschool offering at Trillium, resulting in a reduced revenue projection of about 19% compared to 2012-13. Tuition rates themselves are going up by 4% to 11% depending on days attended, approximately 6% on average. This corrects some discrepancies in our tuition structure and allows us to maintain a competitive position in the preschool market. The enrollment projection assumes the preschool will be mostly full for the entire school year. The decision to limit enrollment to 20 students at any given time will result in reduced wages/benefits, which I will discuss in the expense section.

Child Care Tuition (\$46,500, 2% of total) – I am projecting this category to increase by 5% compared to 2012-13 due to an increase in tuition rates. This is the first rate increase in at least two years.

Contributions (Fundraising) (\$89,000, 4% of total) – For 2013-14, we are projecting an increase of 14% over the current year. This plan includes having a part-time Development Director on staff for the entire year and continuing to transition our fundraising efforts to the Benevon approach.

Restricted Contributions (\$18,000, <1% of total) – This budget line represents our fundraising expectations for the Arts Program and the Playground Renovation Project.

Portland Arts Tax Income (\$12,500, <1% of total) – This is a new funding source starting in 2013-14. We are taking a conservative approach to budgeting funds to be allocated to us through the Portland Arts Tax as it is unknown as to how much we will actually receive in 2013-14.

Food Service Revenue (\$12,350, <1% of total) – I'm projecting a slight increase over the current year due primarily to better tracking of lunch payments and a projected increase in lunch price of \$0.25 (from \$3.00 to \$3.25)

Rental Income (\$2,000, <1% of total) – we are projecting a small amount of rental income for next year.

Total Revenue Budget = \$2,049,210, approximately \$23,000 (1%) higher than the

current year

Expense Budget

Wages/Benefits (\$1,439,900, 71% of total) – Includes the following:

- Reduction of one full-time Preschool Teaching position to one .50 FTE position as a result of lower class size
- Continuation of the part-time Development Director position
- Addition of 4 hours per week of Physical Education Instruction at the Middle/High School level
- Increase Art/Music by 8 hours per week in total
- Currently not projecting any cost-of-living pay increases

Additionally, I am projecting similar enrollment in the medical plan and a 10% increase at renewal for the medical plan. Employment taxes have been projected using historical data.

Regarding PERS, I am projecting Trillium's contribution to be 22% of wages for those enrolled in the system, which represents an increase over 2012-13 by more than 20%. This is based on the PERS reform bill that was signed by the Governor in early May. We will continue to make additional payments to reduce our outstanding obligation, which I will discuss at the end of this narrative.

Instructional Purchased Services & Supplies (\$53,000, 3% of total) – Instructional Expenses are budgeted as follows:

- \$13,000 budgeted for Americorps position
- Professional Development for Instructional Staff budgeted to increase by 25% to \$10,000
- Supplies and Materials are projected to decrease for the Preschool due to reduced enrollment.
- Supplies and Materials for all other levels is budgeted at a flat rate per-student. This represents an increase for most teams over 2012-13.
- We are including \$8,600 for Art Supplies which is a place-holder at this point. Those funds will be used for a combination of supplies and visiting artists.
- \$500 for the Garden. We haven't spent anything on the Garden since 2011-12
- \$750 for Graduation
- \$500 for Special Programs, which represents Language Program Supplies

Support Services, Purchased Services & Supplies (\$113,000, 6% of total) – Support Services is budgeted as follows:

- Audit and Accounting Services has been increased by \$1,000 over 2012-13 as a result of a projected increase in the cost of the annual audit and including paying the accounting consultant (me) for the entire year (at 50 hours a month, which should be pretty conservative). This assumes Trillium will employ my services in the same way as 2012-13.
- Liability Insurance is projected to increase by 5%.
- Aftercare supplies are budgeted flat compared to the current year.
- Office supplies are budgeted to increase slightly
- Computer Software/Hardware has been increased to include a \$1,000 emergency

budget for equipment replacement/repair

Food Service Program, not counting wages/benefits (\$19,550, 1% of total) – We are projecting a slight increase in the operation of the lunch program, approximately 5%, due to inflationary pressures.

Occupancy (\$67,200, 3% of total) – Occupancy is budgeted as follows:

- Utilities are budgeted to increase by 3-5%, except for the case of Natural Gas. We received a large credit in 2012-13 that I do not anticipate receiving again in 2013-14.
- Telephone and Internet is increasing by 9% due to the addition of another phone line mid-way through the 2012-13 year.
- Building & Other Maintenance Services is increasing significantly due to the projected repair of a leak near our rooftop air conditioning system, which requires us to remove the system from the roof.
- Security Systems is decreasing significantly due to the fact we had a lot of one-time spending in 2012-13 that will not continue into next year.

Other Activities (\$84,000, 4% of total) – Budgeted as follows:

- Fundraising Expense is budgeted to decrease by \$5,000 as a result of the new fundraising plan.
- Depreciation and Amortization are budgeted flat compared to the current year. These are non-cash expenses, which I will discuss more at the end of this narrative.
- Bad Debt has been reduced from \$15,000 to \$6,000. We spent most of the current year cleaning up prior years outstanding balances and have been doing very well in collecting on our customer accounts.

Capital Outlay (\$18,600, 1% of total) – Includes \$10,000 for Playground Renovation Project (funded by restricted donations) and funds for bulletin boards and technology purchases.

Debt Service – Interest (\$220,400, 11% of total) – Amount budgeted per bond retirement schedule. Represents our interest obligation on our bond debt for the fiscal year.

Total Expenses = \$2,015,500, approximately \$117,000 (6%) higher than the current year

Net Income = \$33,700

Cash requirements not reflected on the Profit & Loss Statement – Cash we will spend that is not reflected on the P&L statement is as follows:

- Principal payments on Bond – Debt Retirement - \$50,000 per bond schedule
- Additional payments to PERS on outstanding obligation (\$6,000/month) - \$72,000

Profit & Loss non-cash requirements – Depreciation of \$68,500 – while we recognize this expense, the expense of fixed assets allocated across the life of the assets, it does not have an impact on cash so we can add this back in. Amortization Expense of \$6,800 – Represents loan fees paid in the past that are expensed over the life of the loan.

Remaining Cash from Operations and additional cash requirements = -\$13,000 (a

deficit)

This deficit represents the cost of adding an Americorps position. It is uncertain if we will receive a position or not, but if we do receive the position and don't make other expense reductions, I project we will end the year with a \$13,000 deficit.

Our current cash balance is approximately \$300,000, and I wouldn't generally advise budgeting a deficit budget as this would eat into our cash reserves. That being said, \$13,000 represents 4% of our reserve and if Trillium decides to use some of that to fund this position, it could be a reasonable short-term solution. I wouldn't advise it as a long-term, or multi-year strategy.

I. Progress

A. Runaissance

The biggest source of revenue this spring has been the Runaissance, which has just surpassed its \$5,000 target (\$260 is allocated for the playground, with the rest line-itemed for Trillium's arts program.) The stretch goal for the event was \$7,000 (\$1,000 playground, \$6,000 arts) but, although we will exceed the projection, the "excess" is likely closer to \$500-1,000.

B. Database

Neon, our Constituent Database, continues to impress as a tool for tracking ongoing, one-time, and event donations. There were three families who had been double-billed (with Ticket Turtle and Neon) in April; all of their TT donations were promptly refunded. One family had been charged by 99 Flowers in April; I refunded that contribution and deleted the donor's information from the billing system.

II. Planning

A. Trillium in Bloom

The top fundraising priority for the remainder of the year is the Trillium in Bloom breakfast on June 7th at the Overlook House. The deliverable for the event itself is \$35,000; the goal is \$60,000. To achieve the \$60,000 goal, we anticipate having 120 donors (of 150 attendees) at the event, and their giving an average of \$500 each. This is based on last year's appeal-based giving, with an adjustment for families who are donating monthly through Sustaining Trillium. Based on the number of Table Captains, each of whom are filling a 10-person table, and the number of "solo" commitments to participate, we have 100 people attending. By May 20, I would like to have 200 commitments (with the idea that some people will not be able to attend at the last minute.)

Obviously, Board participation is an important piece of the event's success. Board members have an important role to play in promoting Trillium's public image within the school community and among their own social groups. While tours (see below) will become an increasingly important strategy for introducing friends and colleagues to Trillium, this is a tremendous opportunity to recruit Trillium's emotional or social supporters to become financial supporters as well. With the Board's participation as Table Captains, we can bring 30-60 more people to Trillium in Bloom, generating an additional \$15,000-\$30,000. A strong benefit of the Benevon fundraising model is that individual members are no longer responsible for soliciting funds directly, but Board participation is still a strong contributor to the school's financial health.

Projected expenses for the event are relatively low compared to past fundraisers. The Overlook House is hosting the event for a \$100 nonprofit fee, and because invitations are a confirmation rather than an invitation, the expense is roughly \$100. Most of the food will be donated; I am still in the process of confirming those donations. At most, our total expense will be \$500.

B. Tours

Along with the Breakfast, point of entry tours are an central piece of our Development

model. Beginning in the fall, these will be twice-monthly opportunities for people in Trillium's inner circle of support (volunteers, staff, committed parents, Board) to invite friends, family, and colleagues to see the school. We will begin the tours for "friendly critics" in May, and continue them through the early summer (with a brief respite to prepare for Trillium in Bloom.) As the school year ends, I hope to meet with Board members, individually or in small groups, to create a "treasure map" of people within your social networks who would be likely candidates for a tour. The Board will also have the opportunity to participate in a tour at the May meeting!

Report to the Board of Directors of Trillium Charter School
Executive Director Kieran Connolly
5.13.13

Financial Report

- **Budget:** We have completed the budget for the upcoming school year (please see separate document). Specific items to be considered are the monies invested in a Development Director to further our fundraising efforts, as well as additional funding for PE in the high school in order to both serve the need of PE itself and to free up current teachers to teach additional subjects. We anticipate filling this small allotment internally with aftercare teacher Marc Molenkamp (who is a licensed PE teacher). We have budgeted \$13,000 in matching funds for an AmeriCorps member to run a garden program at the school. Additionally, we have budgeted an increase in money for art and music due to anticipated revenue from the Arts Tax, though we likely won't know for sure how much we will receive until late fall/ early winter. However, our budgeting process here follows the process of PPS. Conversely we have realized that we cannot, this year, afford a school counselor, service learning coordinator or salary increases. I intend to make salary increases for our staff my top priority next year. We have budgeted for a \$13,000 deficit; if we do not get an AmeriCorps member then the budget will be flat.
- **PERS** – We continue to pay down our PERS balance, which is now down to \$201,000. Additionally, we continue to be in a holding pattern as regards any additional obligation this year (we anticipated an additional \$50,000 expense) as the state Senate considers the most recent legislation.
- As far as this year is concerned we continue to project as slightly below budget, our quarterly report outlines this in far more detail, but our current projection is for approximately \$80,000 under budget.

Staffing Operations update

- **AmeriCorps Garden Coordinator** – We are awaiting word on our grant, we should know by the end of the month.
- **Staff Evaluations** – Peer feedback forms have been distributed and are beginning to be returned to me. The next step is to compile feedback and to sit down with each staff member. While I anticipate gaining some valuable information as part of this process, I hope to move do a different process next year that more intentionally incorporates classroom observation, but does so in a constructive, collaborative and authentic way. I hope to research alternative methods of evaluation over the summer.
- **Bookkeeper** – Our attempts at hiring a bookkeeper have been stunted due to a lack of qualified candidates interested in the position, we continue to interview and remain optimistic that we will find the right candidate, in the meantime Dave Coffman has

been performing most bookkeeping duties.

Program Operations.

- **Lower School Strategic Planning** – We began the process two weeks ago with a conversation around constructivism and democratic education, then broadened to consider many of the things that have existed in the past at Trillium and where they fit into our current climate. We will resume the process this Friday focusing on how Constructivism and Democratic Education show up in our program at large and in our classrooms specifically; from here we will begin to break into smaller teams (K-1; 2-3; 4-5) to continue the conversation.
- **Discipline (including Suspension/Expulsion) policy** – We continue to gather input on the Discipline Policy from parents and students and try to work out kinks. We view this policy as an exciting starting place, but as a dynamic part of our program that can and should be changed as we learn how best to serve our students and families.
- **Constitution** – The formation of the discipline policy has, not surprisingly, led to a reinvigoration of the state of the constitution. The following is a breakdown of where I believe we stand. Firstly, the constitution as I understand it can be broken down to three parts;
 1. **The Rights and Responsibilities**, these remain intact and are the bedrock of our discipline policy. I am working with teachers on incorporating discussion of the rights and responsibilities at all grade levels to gain a greater understanding and ownership of them.
 2. **The Constitution**, this largely involves specific processes to be followed in order to support the rights and responsibilities including, among other things, mediation and the judicial committee. I would like to dive into this more deeply next year, ideally with the help of a few high school interns. I would like to work in conjunction with those students to review policies and handbooks at other schools, consider Trillium's past, gather input from students, teachers, parents and the school district and to reconfigure this document.
 3. **The Law Book**, this outlines every rule that has ever been made at the school. I view this as a largely historical document that can serve us as an historical account of the organization, but is otherwise antiquated and outdated.
- **Continued role clarification (ED?AD)** – All year long I have been working on indentifying the best possible relationship between the Executive Director and the Assistant Director, fortunately Sarah Cramer has been extremely patient in this process, I feel we have finally come to a relationship that makes sense for the organization. Sarah will be the primary contact for student issues, she is continually more available than I am for the pressing day to day concerns that arise and need immediate attention. She will work with students, communicate with families and support teachers in this process. She has shown a unique ability thus far to do strong, collaborative work with students, teachers and families. This will allow me to focus more on the big picture of where the school is going, to do strategic planning, staff oversight, board work, fundraising and work with outside organizations and PPS to best support our school moving forward.
- **Arts** – As mentioned above, we have budgeted for an increase of about \$20,000 in arts for next year due to a combination of anticipated income from the arts tax and from the Runassaince. We need to think about how to distribute this money

throughout our program, both so that each program in our school is getting as much as possible from the arts as well as how we want to invest in traditional art, music and theater respectively.

- **IDEA Tour** – Last week I attended the Oregon Innovation tour for the Institute for Democratic Education in America along with Cami Touloukian and Lauren Kristensen (3-4-5 teachers). We visited a preschool, elementary school, middle school and high school in the Eugene area and talked with other educators about the successes and struggles. Principal take-aways include some potential logistic advantages;
 - The high school program, **The Academy of Arts and Academics** in Springfield, is running a program that is very similar to what I hope to do with our high school. I think they can offer us some help on outlining our program particularly with regards to proficiency and internships. One thing to consider is that they have an application for the school: they too are a charter and do not, nor cannot, deny students based on the application, but it helps further outline their program and what it is about and gathers information and commitment from the student. The pros: making sure that students entering in our high school know what they are getting into and commit to it, the cons, this may scare away families of color, and particularly Latino families that may see it as a barrier to entry. Another takeaway from the high school program is the tremendous support they receive from the Springfield School District. Their superintendent, Nancy Golden, helped get the school started, and they receive 100% funding and the use of many district buildings and facilities. I hope to speak with Mrs. Golden soon about this relationship and see if we can use it to influence our own relationship with PPS.
 - Additionally, we toured a **preschool** and gleaned a number of ideas from the way they use their space to document the children's learning and share it with the community, I think that we can borrow a lot from those ideas.
 - We also went to a **Edison Elementary School** that used thematic learning to study large concepts throughout the school (i.e. the ocean) to study sustainability and social justice, these concepts underpin everything they do.
 - Finally we visited **Kelly Middle School** that had a Latino student organization called **Ganas** that worked with local college students through the Mecha program to provide student support around academics and cultural awareness, empowerment and discussion. I think we could do something similar at Trillium through working with students from PCC, PSU, Lewis and Clark and others.

Portland Public Schools reporting update

- **Site visit** – Jenny Braden and Kristen Miles attended the school for a site visit on April 8th and all went well. We'll continue with the site visit process by having both Kristen and Jenny attend our May 8th staff meeting, we are also working on having Kristen attend a coffee klatch to talk with parents.
- **Enrollment** – Enrollment at this point is

Parent Communication

- **Coffee Klatches** – We recently held another coffee klatch to discuss the discipline policy and it went well. I anticipate holding one final one before the school year is out, hopefully it will be attended by Kristen Miles.
- **TFT Visioning Committee** – TFT is working on clarifying their role and relationship

with the organization through a visioning process and several additional committees of parents and staff.

- **Parent Union** – When I was on the IDEA tour I spoke extensively with Sheila Warren who works to form parent unions as parent advocacy organizations, specifically focusing on advocacy for parents of color. I hope to speak with Mrs. Warren soon about how we might be able to bring this to Trillium to help give all parents stronger advocacy skills, but in particular to help families of color feel more comfortable in the school and to be able to advocate for their needs.

Physical Plant/ Facility Needs

- We have prioritized our greatest needs and budgeted accordingly next year, please see the separate budget document for more information.

Fundraising projects, partnership development

- **Point of Entry Event** – We are nearing the beginning of our formal point of entry events, i.e. our tours. We did our first dry run last week, we will debut it for the board at the next meeting. We hope to begin our formal tours shortly thereafter.
- **Ask Event** – Our first Ask Event will take place on Friday, June 7th at 8:30 AM.
- **Runassaince** – The Runassaince fundraiser went well, we are still tabulating our income from it, we currently anticipate meeting our goal of \$7,000.
- **Service Learning Grant** – Emily recently completed a grant for \$13,000 to (?) for help with our high school program. We are hoping to use the grant for a combination of planning time for our high school staff to research, design and roll out proficiency credits, internships, service learning and graduation portfolios. Additionally, we would like to use some of the money to explore bringing in temporary help to get our internship program up and running.
- **AmeriCorps Grant** - We applied for a grant for an AmeriCorps member to run our garden program, we are awaiting response on the grant.

Volunteer engagement

- **Recess/ Lunch** – Parent volunteers proved to be unreliable up to this point, we have been relying on a foster grandparent along with Sarah, myself and Emily.

Lunch Program

- There is nothing new to report at this time

Information Technology .

- **Information Storage** We continue to anticipate streamlining our technology and information storage over the next year and have begun to do so at an administrative level. We will talk with teachers more about this at a staff meeting this month and plan training around it at our staff retreat in August.
- **Telephones** Still working out a lot of kinks in our phone system, but we are making improvements.

Other

- **Board Transition** – We have two potential board members, John Lockhart and Meghan Ferns, joining us for this month's board meeting. Provided they work out I will continue to work to recruit additional members and to assess where our biggest needs lie.

