

Bloomington Montessori School Board of Directors Meeting Minutes

December 8, 2020, 6:00 pm, Online via Zoom

Board Members Present

- Allison O'Boyle
- Leslie Thomas
- Amanda Cook
- Phuong Thang
- Janelle Terkhorn
- Russ Clark
- Christine Lovelace
- Todd Schnatzmeyer

Staff Members Present

- Quinn McAvoy
- Jess Davis
- Cyndi Williams
- Teresa Mandell
- April Waxler
- Matt Metzler

Preliminaries

Allison O'Boyle – President – **Time: 6:00 pm**

- Introductions and Welcome
- Statement of Ground Rules
 - Allison mentioned that there was a discussion at a Governance Committee meeting about leaving the reading of the ground rules for the first meeting of the year.
- Approval of Minutes from November's Board Meeting
 - **Russ Clark moved to approve the minutes from the November Board meeting. Janelle Terkhorn seconded the motion. The motion passed unanimously with no objections or abstentions.**
- Call for issues not on the agenda
 - There were no new issues added to the agenda.

Executive Committee Report

Allison O'Boyle – President – **Time: 6:02 pm**

- Allison said the Executive Committee had nothing new to report.
- The repayment of past tuition from a former parent was resolved.
- Allison has been keeping everyone on the Board aware of the changing situation with COVID-19 in the county with weekly updates.
- The committee plans on meeting again in January.

Budget Review/First Reading and Finance Committee Report

Phuong Thang – Treasurer – **Time: 6:03 pm**

- From a cashflow standpoint, we will have a difficult month in December, as we have three payroll periods and the unemployment balance is due. We might have to tap into the money market account to assist with cash flow.
- Balance Sheet

- There are no material changes on the balance sheet.
- FACTS tuition is listed both under Assets and Liabilities. It is amortized every month, so Assets and Liabilities decreased.
- The Paycheck Protection Program (PPP) loan is still on the Balance Sheet as a liability. Although the loan forgiveness came in officially on November 2, 2020, Cyndi and Phuong are still working through how to properly account for the forgiveness in the books.
- Income Statement
 - Our actual numbers in November are trending according to the budget. Tuition revenue is coming in a little bit under each month, but it is offset by the higher lunch program income in November due to receipt of a National School Lunch Program payment of almost \$5,000, which does not come on a monthly basis.
 - Our Building Operations were a little over for this month due to a large tree removal which cost \$3,200. Generally, our building operations expenses have been less this year because we have not had to do any significant repairs or maintenance so far.
 - We're doing a good job keeping our expenses as low as possible, which is reflected in a net ordinary income (operating) of \$10,693.57 prior to any fundraising income.
 - Our fundraising income was net \$7,751, which brings our net income for the month of November to \$18,445.
 - We just need to be aware that expenses can creep up now that we are heading into the winter months, which could mean the possibility of maintenance and repairs (HVAC, etc.).
- First Reading of the 2021 – 2022 Budget Proposal
 - In the past couple of years, we have been trying to be really conservative in our budgeting process with regards to the enrollment numbers we work with, etc. With the current pandemic situation, we will remain very conservative, but also wanted to present a more optimal case scenario to show how the budget can fluctuate based on changed circumstances.
 - Both scenarios (a best case and a worst case) are based on current staffing numbers, which means in the best case scenario, we are using maximum enrollment numbers based on current staffing and not maximum classroom capacity, which might require hiring more staff/teachers. If we increase our enrollment numbers, we can consider hiring more teachers/staff based on a cost/benefit analysis.
 - Assumptions used in the budgeting process included:
 - 3% tuition increase, which is consistent with the 2.5 to 3% increases we have seen in the past couple of years
 - 2.5% salary increase, which leaves some room for tuition to cover any other costs we're anticipating
 - Changes in enrollment capacity changes tuition revenue, lunch revenue and aftercare revenue:
 - Half Day enrollment: 40 in best case scenario vs 34 in worst case
 - All Day enrollment: 44 vs 44 in both cases (the All Day program is our most popular program, so usually trends to full capacity)
 - Lower Elementary enrollment: 52 in best case vs 47 in worst case
 - Upper Elementary enrollment: 48 in best case vs 36 in worst case
 - Currently, the proposed budget only includes the staff Holiday Bonus, and not the Eval Bonus, which is max 1.5% based on set staff goals and their evaluations. We introduced

the Eval Bonus last year, but cannot move forward with it this year due to the impact of the pandemic on our current year financial situation. We did do a separate calculation with the Eval Bonus added in. Depending on how next school year goes, we might determine we can still do it, but we just cannot include it in our budgeting process right now.

- Expenses were reviewed based on our current situation plus any anticipated changes for next year.
- Our proposed budgets show a net loss of \$175,912 in the worst case scenario vs a net loss of \$24,222 in the best case scenario.
- Other notes:
 - Our Simple IRA is forecasting a difference of \$3,000, which is closer to our actual spend this year.
 - Building expenses: we received a grant that will cover janitorial expenses this year, but we won't have the grant next year.
 - Increase in computer software/maintenance expenses: it was lower this year because of a grant. It will be higher next year because we won't have the grant and will need to replace some computers.
 - Our mortgage interest will change because we got a better rate from the bank.
- The net loss numbers in both scenarios do not include any fundraising income.
- Even in the best case scenario, we might not meet our 1.2% debt ratio covenant, but we're in contact with the bank, and they know our situation.
 - Jess: "What would our fundraising goal need to be to meet that 1.2%?"
 - Someone calculated that the fundraising goal in the best case scenario should be \$37,000 to meet the 1.2%. Cyndi said the best case scenario is already at a 1% ratio.
 - Leslie: "We're not going to be alone in being out of our covenant next year, so I'm not going to worry about that. We have a good relationship with the bank. I love the two scenarios proposed, because they speak to all of us regardless of where we fall on the concern spectrum."

Governance Committee Report

Leslie Thomas – Vice President – **Time: 6:21 pm**

- The Governance Committee met on Thursday, December 3, and had a productive meeting.
- They reviewed and approved the committee charter Leslie drafted.
- They reviewed and approved the BMS Board Competency and Recruitment Matrix Amanda drafted for nominating and Board assessment purposes.
- They spent a fair amount of time discussing Board composition and outreach to members of the community.
- Quinn is also on the committee to help in its first year.
- The members of the Nominating Committee this year will be:
 - Leslie Thomas
 - Christine Lovelace
 - Janelle Terkhorn
 - Quinn McAvoy
 - Leslie sent out an invitation to a staff member to also be on the committee.
- The committee worked on the new Board manual Allison created. They got a fair amount done with the overview of the manual.
- Russ is working on a scorecard to evaluate the Board's progress with their annual strategic goals.

- Quinn created an application for people who are interested in Board membership to fill out for the Nominating Committee. She also put a callout in the latest school newsletter for anyone who is interested in joining the Board next year.

Operation’s Report

Administration Team – **Time: 6:23 pm**

Enrollment Update 2020-2021

Quinn McAvoy, Head of School

Table of Classroom Enrollment Numbers as of November 2020?

Group	Actual 2020-2021 as of 10/9/20	Classroom Capacities 2020-2021	Difference
Half Day – OC AM ONLY	20	24	-4
Half-Day HSP	9		
All Day - OC	40	44	-4
All Day - HSP	3		
Lower EL -OC	26	26	0
Lower EL - DL	21		
Upper EL - OC	26	33	-7
Upper EL - DL	13		

- In the above table, “OC” means “on campus”, “HSP” means home school partnership, and “DL” means distance learning.

Enrollment

Quinn McAvoy, Head of School

- The Distance Learning survey results showed that nine students wish to return to our on-campus program in January.
- Two new students enrolled in November, one half-day and one all-day.
- Three new students will be attending the school starting in January as well.

Student Services

Jess Davis, Assistant Head of School

- Direct support services for students who will not be getting their typical in-person services from MCCSC.
- Team meetings with families and service providers
- Prep for CTBS administration (standardized testing) for 3rd – 6th grade in January

Parent Education

Jess Davis, Assistant Head of School

- Positive Parenting forum: 33 attended (BMS and public) hosted by the library

Staffing

Quinn McAvoy, Head of School

- To accommodate the shifting students, Jacob Bailey will move back to Walnut for the second semester and Evan will assist Alice part-time.

Professional Development

Quinn McAvoy, Head of School

- Quinn continues with course work on Educational Leadership
- Jess:
 - Completed Orton Gillingham Intermediate (grades 4th – 8th) training through the Institute of Multi-Sensory Education (IMSE)

- Enrolled in a Fundraising Management Certification program (Course 1 of 4) for next semester.

Administrative

Jess Davis, Assistant Head of School

- EOP (Emergency Operations Plan)
 - Continued to attend Department of Education and Indiana State Department of Health briefings weekly, as well as connect with local health department
 - Tracking and documenting all illness absences per EOP protocol.
 - Weekly data entry in the ISDH gateway for school dashboard for public
 - We are beginning to stabilize in terms of guidelines and safety for the coronavirus within a school setting/within the community.
 - New recommendations from the Centers for Disease Control are coming from a place of low compliance, which is why they are recommending a shorter quarantine length.
 - The consensus from all the webinars related to COVID-19 Jess attends is that fourteen days of quarantine is the safest. However, not everyone is quarantining that long because of the hardships it creates for them, which is why the CDC has shortened the quarantine length.
 - We won't change our EOP to match, just because shortcuts are being created to increase compliance.
 - Leslie: "Can we do a parent education piece about why we're not changing our EOP to match the current guidelines? That would neutralize questions from our more concerned parents."
 - Quinn plans on putting out a statement tomorrow (December 9) about the Board's decision regarding the current COVID-19 situation, so she can pair that with the statement.

Advocacy

Jess Davis, Assistant Head of School

- UMSI (United Montessori Schools of Indiana) Validation, Governance, and Advocacy work
- FSSA (Family and Social Services Administration) state representative toured school

AMS (American Montessori Society)

Jess Davis, Assistant Head of School

- Possibly able to complete our accreditation loose ends virtually. New coordinator with AMS will be helping us move forward. Ideally, we can complete accreditation before May.
 - AMS cancelled their conference on day two of the conference last year. In the meantime, they have had staff shortages and have been moving staff around. They have not been as responsive this year to questions regarding accreditation.
 - Jess received a response that they have a limited scope in which to finish loose ends by May. They have hired a new coordinator to move everything forward. It could look different and be as simple as them needing a picture of the new Willow class setup and some other paperwork.
 - The worst case scenario: we would be asked to set up Willow as a separate classroom, do a virtual tour of it and put it all back. That may be how they want us to confirm we have a new classroom.
 - The only thing that might affect people: they might want to interview Board members regarding the new Board manual.

- Todd: “With regard to Willow and Sycamore, it would be getting the room captured as how it would be used in a regular school setting and not how it’s being used now, correct?”
- Jess said that Matt is the teacher they would need to observe, and he’s on campus, but they may want all the materials in place in Willow.

Curriculum

Jess Davis, Assistant Head of School

- Created and organized materials for distance learning families’ weekly pick-ups
- Supporting Lead Teachers
- Classrooms completed MCUM (Monroe County United Ministries) Family Food Basket drive: seven baskets and approximately 1,500 pounds of food!
- New writing curriculum materials for Kindergarten – 8th grade. Brief overview of resources at a teacher meeting. Jess will lead a more in-depth hands-on workshop (in January?). The curriculum includes creating a growth mindset in writers and being more intentional.
- Received two new reading assessment kits with MCCSC grant, at \$3,000 apiece

Facilities

Quinn McAvoy, Head of School

- MAINTENANCE
 - COMPLETED:
 - Sweetgum/Hickory playground landscaping: thanks to Mason Davis, who helped dig out impacted chips that turned to dirt
 - Sweetgum ceiling repair
 - Tree Removal
 - Gutters cleaned
 - PENDING:
 - Installation of the bike rack: Need to set-up and coordinate installation
 - Quinn said she will talk to Todd about hiring people to pore the cement pad for the rack. Todd thought it was already there.
 - Jess: “This pad would be for two 9 bike racks, which are on the grass near Highland Avenue.” The original space where the bike racks were going to be installed is no longer suitable. There needs to be a specific clearance for the new racks that would not be available in the original location.
 - Leslie: “We’re going to have to use money to put in the base, even though we got the grant for the bike racks.”
 - Jess: “We wrote a grant for a \$500 max match, based on the quotes Todd and Karen gave me last time.”
 - Todd said the code he reviewed before was for 4 bike racks. If we’re doing bigger racks, we need more space. We would need to make sure we’re in compliance with our impervious groundcover. Leslie said we only have so much impervious coverage allowed on our land, and we’re really close to our max.
 - Magnolia Playground gate repair: Estimated completion December 9

Technology

Teresa Mandell, IT Manager

- Front office support

- Updated all laptops
- Provided lunch charges for 1st – 6th grades to Cyndi
- Printed checks for Cyndi
- Programmed lunch menu, linked/uploaded Lunch Menu to Family Portal, and announced lunch selection openings on Family Portal and sent an email reminder
- Added new students to rosters and transferred students moving from distance learning to onsite (adding/removing from listservs, FB Groups, and MailChimp, etc.)
- Created FACTS Giving buttons and programmed links to Annual Fund Appeal for GivingTuesday (HTML and CSS)
- Uploaded videos to Vimeo for the Parent Forums to share in newsletter
- Uploaded all videos for GivingTuesday to our OneStream Live dashboard
- Helped with scheduling videos during GivingTuesday
- Helped with marketing GivingTuesday event
- Updates to posts and pages on .ORG site

Development

Quinn McAvoy, Head of School

- Giving Tuesday annual campaign kick-off event raised \$11,325
 - Jess shared a snapshot of fundraising efforts to date, which included catalog sales, Eat and Earns, Internet fundraising (Amazon Smile and Shop with Scrip), and the Annual Campaign.
 - For the Annual Campaign, this year's goal was \$25,000. We've already received \$21,375, or 86% of our goal.
 - The breakdown: \$6,600 from unsolicited donations, \$2,700 from Board members, \$800 from staff, \$4,000 from GivingTuesday sponsorship matches, and \$11,325 from GivingTuesday donations.
 - Total fundraising efforts have raised \$28,553.78 to date. Our total fundraising goal for the year is to reach \$35,088.
 - Last year's fundraising efforts brought in \$24,511.13. That included \$4,076 raised by parents in July for Personal Protective Equipment for the school.
 - This year's Annual Appeal letter just went out to the community. Most of our past fundraising dollars came from that letter.
 - We still have two more Eat and Earns and one more fundraising event to be announced/determined for the year.
 - There were several positive comments about this year's fundraising efforts. Quinn and Jess had a great time running a FaceBook live event on GivingTuesday, which made a huge impact.
- Annual campaign letter went out
- Community Minute on WFIU to be recorded December 14
- BMS School Spotlight (8 minute) interview by UMSI played throughout their recent event and is on their FB and YouTube pages

Communications

Quinn McAvoy, Head of School

- Community Minute on WFIU to be recorded December 14
- Facebook and Instagram weekly posting
- Bi-monthly Newsletters, emails to community
- Go Montessori: We are in the process of submitting new content

Parent Action Committee

Christine Lovelace, Member at Large

- The Book Club will launch during the winter/early Spring. Each session will include short readings, books, and children's selections on a theme so that parents can choose what works best for their schedules. It will be a casual and fun format for the virtual meeting each session - geared toward the social aspect of gathering. Tracey Warren and Alexandra Baer are heading up the Book Club this year.
- Katie Kennard is working with Middleway House for our PAC service project. Their preschool needs gently used books, nap pillows and blankets. Katie will roll the project out to the BMS community with options to donate items or sponsor a pillow/blanket pack.
- A Winter Virtual Craft will take place either January 15 or 22nd. PAC is reaching out to Bloomington's art community to create a take-home craft that participants can purchase and then join other BMS families on Zoom to create and chat.
- A Virtual Tasting and Auction is being planned for the Friday before Valentine's Day. There will most likely be a digital platform for an auction. PAC is looking for donations of experiences or other items from BMS community members. Let us know if you have any ideas.
- PAC is developing an idea for a school-year calendar with student artwork to be sold as a fundraiser in the Spring.

Finances as of 11/30/20

Quinn McAvoy, Head of School and Cyndi Williams, Accountant

- Main checking: \$71,644.37
- Money market: \$86,168.99
- Certificate of Deposit: \$492,443.99
- Fundraising: \$20,109.99
- Café Account: \$3,884.90
- PayPal: \$1,261.76
- Re: filing Paycheck Protection Program Loan forgiveness from Melinda Childers: there is legislation pending on this matter and the rule making these expenses non-deductible could be reversed. If the legislation does not pass, that will mean either amending the July 31, 2019 return or taking the forgiveness amount into income for the fiscal year ending July 31, 2021.
 - Phuong had a question about the dates Melinda relayed for amending the school's returns. Cyndi said for the federal government, they would be considered for the 2019 tax return. There is currently a lot of discussion in the government about how the loans will be reflected in tax returns. For the federal government, the 2019 tax return would cover the school year dates of August 1, 2019 to July 31, 2020(?). BMS would consider it FY 2020.
- 2019 tax return completed, filed, and sent to IU Credit Union for review
- 2019 compilation review started
 - Cyndi believes it will be a quick process based on feedback from our auditor, Melinda.
- FY22 Worse/Best Case scenarios drafted for review

Strategic Planning

Quinn McAvoy, Head of School

- One-page summary for review, which highlights our mission, vision, and values and our overarching objectives for the school.
- Per the Governance Committee, Quinn will put together an annual one page with the strategic goals for this year. It will go in an annual report along with the compilation.

- Regarding the year one objectives breakdown Quinn listed, Jess said that for at least half of those areas, Quinn has already started or completed them. She feels good about where we're at in our strategic planning considering we're currently in the middle of a pandemic. Quinn said she couldn't have done it without all of us.

Closing

Allison O'Boyle – President – **Time: 6:55 pm**

- There were no other questions or concerns.

Meeting Adjourned: 6:56 pm

Respectfully submitted by Amanda Cook, Board Secretary