

# DISCOVERY CHARTER SCHOOL BOARD OF TRUSTEES

## MEETING AGENDA

August 26, 2022 8:00 a.m.-10:00 a.m.

**Physical Location for Public Meeting: 133 Hoover Drive, Rochester NY 14615 (School Director's Office)**

**Remote Attendance for Public Meeting Option: Zoom Link**

**The meeting information was included in Public Notice as well as on the school's website:**

**Topic: Discovery Charter School- Board of Trustees Meeting**  
**8.26.2022**

**8:00 AM Eastern Time (US and Canada)**

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

1. Call to Order
2. Proof of Public Notice of Meeting
3. Conflict of Interest Reminder
4. Public Comment
5. Consent Agenda: Approve Minutes for July Meeting (7.15..22); Approval of Check over \$5000 (**Resolution #466**)
6. Committee Reports
  - a. Audit & Finance Committee Report:
  - b. Governance Committee Report: Resignation of Amy Slakes 8.4.22; Election of Secretary of the Board of Trustees (*Action Required*) **Resolution #473**
  - c. Executive Committee Report: Minutes of 8.4.2022 Meeting Attached
  - d. Academic Excellence Committee:
  - e. Personnel Committee Report
  - f. Committee on Diversity, Equity, and Inclusion Report
  - g. Parent Representative Report
7. Reorganization of Operations : Ratification of 8.4.22 Action of the Executive Committee: Organizational Change (*Action Required*) **Resolution # 467**; Ratification of 8.4.22 Action of the Executive Committee: Hiring of Finance and HR Manager (*Action Required*) **Resolution #468**;
8. 2022-2023 Organizational Chart (*Action Required*) **Resolution #469**
9. Succession Plan (*Action Required*) **Resolution #470**
10. Schedule of Board of Trustees Meetings, 2022-2023. (*Action Required*) **Resolution #471**
11. Board of Trustee Membership. (*Action Required*) **Resolution #472**
12. Strategic Planning: (*Action Required*) **Resolution #474: 2022-2023 Action Plan**
13. School Director Report
14. Motion to Adjourn (*Action Required*)

Next Regular Meetings: Friday, Sept. 16, 2022

**DISCOVERY CHARTER SCHOOL BOARD OF TRUSTEES  
MEETING MINUTES**

**July 15, 2022; 8:30-9:30 A.M.**

**133 Hoover Drive, Rochester, New York 14615**

**Physical Location for Public Meeting: 133 Hoover Drive, Rochester NY 14615 (School Director's Office)**

**Remote Attendance for Public Meeting Option: Zoom Link**

**The meeting information was included in Public Notice as well as on the school's website:**

**Topic: Discovery Charter School- Board of Trustees Meeting 6.17.22**

**Time: June 17, 2022 08:00 AM Eastern Time (US and Canada)**

Join Zoom Meeting

<https://us04web.zoom.us/j/78312045078?pwd=flaQwJrEtT1aW3mGG3QJEQwEowPURP.1>

Meeting ID: 783 1204 5078

Passcode: Discovery

**Trustees Present:** S. Varhus (Board Chair), L. Lewis (Vice Chair) S. Adair (Treasurer), D. Braveman, R. Stiles, S. Fazili, E. Stubbs, T. Jackson

**Trustees Excused:** A. Slakes (Secretary), C. Wilkens

**Also Present:** S. Castner (School Director), K. Snyder (Assistant School Director), A. Hagen (Operations), S. Polowitz (Legal Counsel)

**1. Call to Order**

- a. The Chair called the meeting to order at 8:00 a.m., and it was determined that a lawful quorum of eight was present.

**2. Proof of Public Notice of Meeting**

- a. Public Notice was provided in the *Democrat and Chronicle* and posted at the school.

**3. Conflict of Interest Reminder**

- a. The Chairperson read the following statement: "The Chair reminds everyone that, if a potential conflict of interest exists concerning a subject under discussion by the Board, you have an obligation to disclose the potential conflict and, if deemed a conflict, recuse yourself and leave the room during any discussion and vote on the subject."

**4. Opportunity for Public Comment:** no public comment

5. **Consent Agenda:** Approve Minutes for June Meeting (6.17.22); Affirmation of 6.28.22 Action of the Executive Committee: Approval of Bylaw Revisions (**Resolution 457**); Affirmation of 6.28.22 Action of the Executive Committee: New COVID Policy (**Resolution 458**); Affirmation of 6.28.22 Action of the Executive Committee: Data Security Policy (**Resolution 459**); Affirmation of 6.28.22 Action of the

Executive Committee: Updated Family Handbook (**Resolution 460**); Affirmation of 6.28.22 Action of the Executive Committee: Updated Staff Handbook (**Resolution 461**); Affirmation of \_\_\_\_ Action of the Executive Committee: Updated District Wide School Safety Plan (**Resolution 462**); Approval of Board of Trustees Committees, 2022-2023 (**Resolution 463**); Approval of Checks over \$5000 (**Resolution 465**). Moved by D. Braveman; seconded by S. Fazili; approved unanimously.

## 6. Committee Reports

- a. Executive Committee: Minutes of 6.17.22 and 7.11.22 Meetings provided.
- b. Academic Excellence Committee: *(no report)*
- c. Governance Committee Report: *(no report)*
- d. Personnel Committee Report: *(no report)*
- e. Audit & Finance Committee Report: *(Included in planning discussion.)*
- f. Ad Hoc Committee on Diversity, Equity & Inclusion: *(no report)*
- g. Parent Representative Report: *(no report)*

## 7. Succession Plan: Deferred to July Meeting

8. **School Director Report:** S. Castner presented end-of-year IReady data. These data show significant progress in the # of students at or near grade level in ELAS and Math. We do not yet know how these data will correlate to NYS assessments. We are waiting for the early release of NYS data.

RE: the lottery, we are fully enrolled for 22-23, with between 295 and 300 students. WE expect attrition, esp. at the kindergarten level, so that we will hit the target of 280- students. WE have more than 300 students on the wait list.

RE: staffing, the school is fully staffed with 34% nonwhite and 26% male staff. Recommendation of new hires, **Resolution 464**, was moved by R. Stiles, seconded by L. Lewis, and approved unanimously.

9. **Planning:** S. Varhus gave an overview of the planning process since 2019. S. Castner walked the board through the proposed Action Plan for 22-23. A copy of the Action Plan will be shared with the Board.

S. Adair reported that the state audit has been completed. The primary finding of the audit will relate to IT security.

It appears that we will end FY 22 with a deficit of around \$400,000, which is due to the timing of the posting of stimulus funds. This is also large than the projected deficit due to an enrollment shortfall and lower than projected high cost support. Expenses are largely on track but with additional expense for the extended day program necessitated by the last-minute change in the transportation schedule.

Budget will be tighter in FY 23 and FY 24. We will need to make some choices to balance the budget in FY 24. Some things to consider in the future might be increasing enrollment, merging with another school, and staff reductions. Everything needs to be evaluated. It will also be helpful to better understand the enhances in instruction that have occurred with support from stimulus funding.

S. Castner is working on some cost saving measures. Also, the board may consider systematic grant writing/fundraising in the coming years.

By the beginning of November the board will finalize a strategy for addressing the budget in the out years. The efficiency work that the leadership team have been doing will be a critical piece of this plan.

We will receive an update at the September meeting.

**10. Old Business:** *none*

**11. New Business:** *none*

**12. Adjournment:** The meeting was adjourned at 10:20

Minutes submitted by S. Varhus

# DISCOVERY CHARTER SCHOOL

## RESOLUTION #466

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>th</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**RESOLVED:** To authorize the following *non-routine* payments of \$5000 or more for March 2022:

**Amazon.com-\$7,266.13 (Supplies)**

**Curriculum Associates-\$14,320 (Student Testing)**

Date: August 26, 2022

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Sareer Fazili, Secretary

# Discovery Charter School Check Detail

July 2022

Type	Num	Date	Name	Item
Check		07/10/2022		
TOTAL				
Check		07/26/2022	Tech Checks	
TOTAL				
Check		07/31/2022	M&T Credit Card	
TOTAL				
Check	2	07/15/2022	ADP, LLC	
TOTAL				
Bill Pmt -Check	5206	07/19/2022	Amazon.com	
Bill		06/24/2022		
TOTAL				
Bill Pmt -Check	5207	07/19/2022	Austin & Co., Inc.	
Bill	110197	07/01/2022		
Bill	110198	07/01/2022		
Bill	110199	07/01/2022		
Bill	110200	07/01/2022		
Bill	110201	07/01/2022		
Bill	110203	07/01/2022		
Bill	110202	07/01/2022		
TOTAL				
Bill Pmt -Check	5208	07/19/2022	Copier Fax Business Technologies	

# Discovery Charter School

## Check Detail

July 2022

	Type	Num	Date	Name	Item
TOTAL	Bill	761981	06/30/2022		
	Bill Pmt -Check	5209	07/19/2022	Culligan	
TOTAL	Bill		07/01/2022		
	Bill Pmt -Check	5210	07/19/2022	De Lage Landen Financial Services, Inc.	
TOTAL	Bill	76898159	07/09/2022		
	Bill Pmt -Check	5211	07/19/2022	Education Success Network	
TOTAL	Bill	2022-701	07/01/2022		
	Bill Pmt -Check	5212	07/19/2022	EnCompass	
TOTAL	Bill	T2022-500	06/28/2022		
	Bill Pmt -Check	5213	07/19/2022	JFM Distribution, Inc.	
TOTAL	Bill	32497	06/24/2022		
	Bill Pmt -Check	5214	07/19/2022	Julia K Caters	
TOTAL	Bill	1695	06/30/2022		
	Bill Pmt -Check	5215	07/19/2022	New York Charter Schools Association	
TOTAL	Bill	8725703481	07/01/2022		
	Bill Pmt -Check	5216	07/19/2022	ODP Business Solutions LLC	
	Bill	254465957001	07/13/2022		
TOTAL	Bill	254466219001	07/13/2022		



# Discovery Charter School

## Check Detail

July 2022

	Type	Num	Date	Name	Item
	Bill Pmt -Check	5217	07/19/2022	Premier Accounting	
	Bill	859	06/30/2022		
TOTAL					
	Bill Pmt -Check	5218	07/19/2022	Staples	
	Bill	1642753596	07/01/2022		
TOTAL					
	Bill Pmt -Check	5219	07/19/2022	The Coppola Firm	
	Bill	5650	06/30/2022		
TOTAL					
	Bill Pmt -Check	5220	07/19/2022	The Hartford Insurance Company DBL & PFL	
	Bill	523413971223	06/30/2022		
TOTAL					
	Bill Pmt -Check	5221	07/19/2022	Verizon Wireless	
	Bill	9910043825	07/01/2022		
TOTAL					
	Bill Pmt -Check	5222	07/19/2022	Wegmans	
	Bill		06/30/2022		
TOTAL					
	Bill Pmt -Check	5223	07/19/2022	Windstream	
	Bill	74917162	07/01/2022		
TOTAL					
	Bill Pmt -Check	5224	07/22/2022	Amazon.com	
	Bill		07/08/2022		
TOTAL					
	Bill Pmt -Check	5225	07/22/2022	Curriculum Associates	
	Bill	90183446	07/15/2022		
TOTAL					

# Discovery Charter School

## Check Detail

July 2022

	Type	Num	Date	Name	Item
	Bill Pmt -Check	5226	07/22/2022	Dept. of Labor Unemployment Insurance	
	Bill	86-02996 3	07/15/2022		
TOTAL					
	Bill Pmt -Check	5227	07/22/2022	Education Success Foundation	
	Bill	2022-Aug 005	07/08/2022		
TOTAL					
	Bill Pmt -Check	5228	07/22/2022	Excellus Blue Cross Blue Shield	
	Bill	32320527	07/16/2022		
TOTAL					
	Bill Pmt -Check	5229	07/22/2022	The Business Council of NYS, Inc.	
	Bill	1000079499	07/13/2022		
TOTAL					
	Bill Pmt -Check	5230	07/22/2022	The Hartford Insurance Company	
	Bill		07/08/2022		
TOTAL					

## Discovery Charter School Check Detail

	Account	July 2022 Paid Amount	Original Amount
	<b>110-005 · M &amp; T Bank - OLD</b>		<b>-41.31</b>
	530-105 · Miscellaneous Expense	-41.31	41.31
TOTAL		-41.31	41.31
	<b>110-001 · M&amp;T Bank</b>		<b>-85.90</b>
	530-005 · Office supplies	-85.90	85.90
TOTAL		-85.90	85.90
	<b>110-001 · M&amp;T Bank</b>		<b>-45.30</b>
	530-105 · Miscellaneous Expense	-45.30	45.30
TOTAL		-45.30	45.30
	<b>110-001 · M&amp;T Bank</b>		<b>-258.09</b>
	540-030 · Payroll Processing	-258.09	258.09
TOTAL		-258.09	258.09
	<b>110-001 · M&amp;T Bank</b>		<b>-2,453.72</b>
	110-120 · Amazon Corporate Credit Line	-2,453.72	2,453.72
TOTAL		-2,453.72	2,453.72
	<b>110-001 · M&amp;T Bank</b>		<b>-18,597.50</b>
	120-015 · Prepaid Expenses	-30.50	30.50
	550-005 · Insurance	-15.25	15.25
	120-015 · Prepaid Expenses	-3,501.83	3,501.83
	550-005 · Insurance	-1,750.92	1,750.92
	120-015 · Prepaid Expenses	-1,092.00	1,092.00
	550-005 · Insurance	-546.00	546.00
	120-015 · Prepaid Expenses	-8,776.17	8,776.17
	550-005 · Insurance	-797.83	797.83
	120-015 · Prepaid Expenses	-787.42	787.42
	550-005 · Insurance	-71.58	71.58
	120-015 · Prepaid Expenses	-366.67	366.67
	550-005 · Insurance	-33.33	33.33
	120-015 · Prepaid Expenses	-552.00	552.00
	550-005 · Insurance	-276.00	276.00
TOTAL		-18,597.50	18,597.50
	<b>110-001 · M&amp;T Bank</b>		<b>-761.83</b>

22-23 1st installment

## Discovery Charter School Check Detail

	Account	July 2022 Paid Amount	Original Amount
	530-035 · Printing & Copying	-761.83	761.83
TOTAL		-761.83	761.83
	<b>110-001 · M&amp;T Bank</b>		<b>-313.20</b>
	530-025 · Food Service Supplies	-313.20	313.20
TOTAL		-313.20	313.20
	<b>110-001 · M&amp;T Bank</b>		<b>-792.07</b>
	550-030 · Equipment Lease	-792.07	792.07
TOTAL		-792.07	792.07
	<b>110-001 · M&amp;T Bank</b>		<b>-11,382.25</b>
	540-011 · Landlord - Admin. Services	-11,382.25	11,382.25
TOTAL		-11,382.25	11,382.25
	<b>110-001 · M&amp;T Bank</b>		<b>-338.34</b>
	530-053 · Transportation	-338.34	338.34
TOTAL		-338.34	338.34
	<b>110-001 · M&amp;T Bank</b>		<b>-511.95</b>
	550-010 · Janitorial	-511.95	511.95
TOTAL		-511.95	511.95
	<b>110-001 · M&amp;T Bank</b>		<b>-27,020.11</b>
	540-025 · Food Service Fees	-27,020.11	27,020.11
TOTAL		-27,020.11	27,020.11
	<b>110-001 · M&amp;T Bank</b>		<b>-3,990.00</b>
	530-050 · Dues & Subscriptions	-3,990.00	3,990.00
TOTAL		-3,990.00	3,990.00
	<b>110-001 · M&amp;T Bank</b>		<b>-289.58</b>
	530-005 · Office supplies	-220.98	220.98
	530-005 · Office supplies	-68.60	68.60
TOTAL		-289.58	289.58

## Discovery Charter School Check Detail

	Account	July 2022 Paid Amount	Original Amount	
	<b>110-001 · M&amp;T Bank</b>		<b>-930.00</b>	
	540-006 · Accounting Services	-930.00	930.00	
TOTAL		-930.00	930.00	
	<b>110-001 · M&amp;T Bank</b>		<b>-609.85</b>	
	530-005 · Office supplies	-609.85	609.85	
TOTAL		-609.85	609.85	
	<b>110-001 · M&amp;T Bank</b>		<b>-1,275.00</b>	
	540-010 · Legal Fees	-1,275.00	1,275.00	
TOTAL		-1,275.00	1,275.00	
	<b>110-001 · M&amp;T Bank</b>		<b>-6,125.92</b>	
	525-020 · NYS Disability	-1,782.66	1,782.66	
	230-041 · NYS Paid Family Leave	-4,343.26	4,343.26	
TOTAL		-6,125.92	6,125.92	Quarterly Disability ar
	<b>110-001 · M&amp;T Bank</b>		<b>-448.18</b>	
	530-040 · Telephone	-448.18	448.18	
TOTAL		-448.18	448.18	
	<b>110-001 · M&amp;T Bank</b>		<b>-4,815.00</b>	
	540-025 · Food Service Fees	-4,815.00	4,815.00	
TOTAL		-4,815.00	4,815.00	
	<b>110-001 · M&amp;T Bank</b>		<b>-2,868.79</b>	
	530-040 · Telephone	-2,868.79	2,868.79	
TOTAL		-2,868.79	2,868.79	
	<b>110-001 · M&amp;T Bank</b>		<b>-7,266.13</b>	
	110-120 · Amazon Corporate Credit Line	-7,266.13	7,266.13	
TOTAL		-7,266.13	7,266.13	Various school supplie
	<b>110-001 · M&amp;T Bank</b>		<b>-14,320.00</b>	
	530-095 · Student Testing	-14,320.00	14,320.00	
TOTAL		-14,320.00	14,320.00	iReady assessment pr

## Discovery Charter School Check Detail

	July 2022	
Account	Paid Amount	Original Amount
<b>110-001 · M&amp;T Bank</b>		<b>-1,160.70</b>
525-040 · Unemployment Insurance Expense	-1,160.70	1,160.70
<b>TOTAL</b>	<b>-1,160.70</b>	<b>1,160.70</b>
<b>110-001 · M&amp;T Bank</b>		<b>-30,106.00</b>
120-015 · Prepaid Expenses	-30,106.00	30,106.00
<b>TOTAL</b>	<b>-30,106.00</b>	<b>30,106.00</b>
<b>110-001 · M&amp;T Bank</b>		<b>-35,732.60</b>
525-015 · Health Insurance	-35,732.60	35,732.60
<b>TOTAL</b>	<b>-35,732.60</b>	<b>35,732.60</b>
<b>110-001 · M&amp;T Bank</b>		<b>-872.78</b>
235-020 · Life Insurance	-250.84	250.84
525-021 · Disability - Supplemental	-350.11	350.11
525-016 · Vision Insurance	-271.83	271.83
<b>TOTAL</b>	<b>-872.78</b>	<b>872.78</b>
<b>110-001 · M&amp;T Bank</b>		<b>-3,190.91</b>
525-035 · Workers Compensation Insurance	-3,190.91	3,190.91
<b>TOTAL</b>	<b>-3,190.91</b>	<b>3,190.91</b>

Discovery Charter School  
Check Detail  
July 2022

TOTAL

TOTAL

TOTAL

TOTAL

TOTAL

TOTAL for insurance

Discovery Charter School  
Check Detail  
July 2022

TOTAL

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Discovery Charter School  
Check Detail  
July 2022

TOTAL

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TOTAL id Paid Family Leave remittance

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Discovery Charter School  
Check Detail  
July 2022

TOTAL

TOTAL

TOTAL

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TOTAL

# DISCOVERY CHARTER SCHOOL

## RESOLUTION #472

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>th</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** the Bylaws of the Board of Trustees specifies that there be a Secretary of the Board; and

**WHEREAS:** The current Secretary, Amy Slakes, has resigned from the Board; and

**WHEREAS:** Sareer Fazili has agreed to be nominated Secretary of the Board; now it is therefore

**RESOLVED:** That the Board of Trustees elect Sareer Fazili to serve as Secretary of the Board for a term beginning immediately and ending on June 30, 2023..

Date: August 26, 2022

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Sareer Fazili, Secretary

**Executive Committee Meeting Minutes**  
**Meeting Date / Time: August 4, 2022**  
**Minutes Recorded By: Sara Varhus**

<b>Committee Chair:</b>		<b>Sara Varhus</b>			
<b>Committee Members</b>	<b>Name</b>		<b>Present</b>	<b>Excused</b>	
	Sara Varhus		X		
	Christian Wilkens		X		
	Scott Adair		X		
	Lisa Lewis		X		
	Amy Slakes			X	
<b>MEETING AGENDA, MINUTES AND ACTION ITEMS</b>					
<b>Agenda Item</b>	<b>Discussion</b>	<b>Action Item</b>	<b>Responsible Party</b>	<b>Due Date</b>	
<b>Reorganization of operations area</b>	Replacing the positions of Operations Manager and Operations Assistant with a Finance and HR Manager will reduce costs and strengthen budget and operations oversight. Motion to make this organizational change was approved unanimously.	Refer decision to Board of Trustees for affirmation at August meeting.	Sara Varhus	August 19, 2022	
<b>Recommendation to hire Anne Culver for the position of Finance/HR Manager.</b>	Motion to hire Anne Culver was approved unanimously.	Refer decision to Board of Trustees for affirmation at August meeting.	Sara Varhus	August 19, 2022	

# DISCOVERY CHARTER SCHOOL

## RESOLUTION #467

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26th day of August 2022 at **133 Hoover Drive, Rochester NY 14615 (School Director’s Office)** with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** At its July 15, 2022 meeting the Board of Trustees directed the School Director to identify savings in the current and future DCS budget; and

**WHEREAS:** Replacing the positions of Operations Manager and Operations Assistant with a Finance and HR Manager will reduce costs and strengthen budget and operations oversight; and

**WHEREAS:** The School Director has outlined the responsibilities of the new position of Finance and HR Manager; now it is therefore

**RESOLVED:** That the Board of Trustees affirm and ratify the 8.4.22 action of the Executive Committee to eliminate the positions of Operations Manager and Operations Assistant and replace those positions with the position of Finance and HR Manager

Date: August 26, 2022

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Sareer Fazili, Secretary

## **Finance & Human Resources Job Description**

### **Discovery Charter School**

**Job Title:** Finance & HR Manager

**Reports to:** School Director, Discovery Charter School (DCS)

**Salary & Benefits:** Competitive salary based on experience and qualifications with comprehensive benefits

**Summary:** The Financial Manager is primarily responsible for managing daily financial operations and various human resource duties. They are responsible for payables/receivables, payroll processing, preparation of monthly financial reports, creating and maintaining budgets, grant administration, and managing financial documents and policies. The Finance Manager provides human resource support by maintaining school benefits, supporting administration with the hiring process, and maintaining personnel files. Additionally, they ensure compliance with applicable laws, regulations, and grant funding requirements.

#### Job Duties:

1. Payroll Administration
  - a. Set up, track and submit payroll input
  - b. Enter bi-weekly payroll information
2. Human Resources Administration
  - a. Maintain benefits that meet needs of employees and the school
  - b. Retirement system tracking and reporting
  - c. Maintain Personnel files
  - d. New and departing staff administration (e.g. supporting hiring process- advertising jobs, managing applicants, preparing new hire packets)
3. Students & Families
  - a. School district invoicing and reconciliation
4. Finance and Administration
  - a. Maintain book of accounts
  - b. Oversee bank and other reconciliations
  - c. Billing and payments (outgoing and incoming)
  - d. Purchasing and contracts (including lease agreement)
  - e. Primary contact for vendors, contractors, and auditors
  - f. Maintain school policies
  - g. Insurance
  - h. Properly tag all grant revenue expenditures
  - i. Assist with annual audit process
  - j. Prepare appropriate month and year end journal entries
  - k. Support the development of and monitoring of annual and long term budget

#### Knowledge, Skills and Abilities:

1. Unyielding commitment to students and the DCS Mission
2. Excellent judgment and student-centered mindset
3. Effective communication skills
4. Ability to collaborate with others from diverse backgrounds effectively
5. Recognize and maintain confidentiality in job-related matters

#### Minimum Qualifications:

1. Bachelor's degree in any business and or finance related field
2. CPA license preferred, but not required
3. Three years experience in a similar role or setting

August 1, 2022

**Nondiscrimination Policy Statement**

The Discovery Charter School values equality of opportunity, human dignity, and racial/ethnic and cultural diversity. Accordingly, The Discovery Charter School prohibits and will not engage in discrimination or harassment on the basis of race, color, religion, national origin, ancestry, sex, age, marital status, familial status, sexual orientation, disability or status as a disabled veteran. This policy applies to service delivery, employment and access to The Discovery Charter School programs and activities. This is a commitment made by The Discovery Charter School and is in accordance with federal, state, and/or local laws and regulations.

# DISCOVERY CHARTER SCHOOL

## RESOLUTION #468

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>th</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** The Board of Trustees have approved the creation of a new position of Finance and HR Manager; and

**WHEREAS:** Anne Culver has the necessary credentials and experience to fulfill this position; and

**WHEREAS:** As a contract employee Anne Culver has provided excellent service to DCS ; now it is therefore

**RESOLVED:** That the Board of Trustees affirm and ratify the 8.4.22 action of the Executive Committee to appoint Anne Culver as Finance and HR Manager.

Date: August 26, 2022

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Sareer Fazili, Secretary



# **DISCOVERY CHARTER SCHOOL**

## **RESOLUTION #469**

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>th</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** It is the responsibility of the Board of Trustees to review and approve the 2022-2023 Organizational Chart; and

**WHEREAS:** The School Director has presented a revised 2022-2023 Organizational Chart; now it is therefore

**RESOLVED:** That the Board of Trustees approve the 2022-2023 Organizational Chart.

Date: August 26, 2022

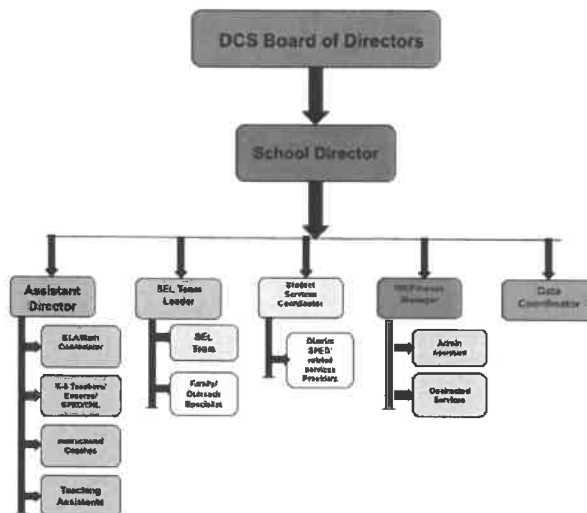
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Sareer Fazili, Secretary

# DISCOVERY

CHARTER SCHOOL

## 2022-2024 Organizational Chart



\*Subject to change based on data and need

# DISCOVERY CHARTER SCHOOL

## RESOLUTION #470

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>th</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** The 2022-23 Action Plan requires the creation of a Succession Plan, in order to sustain stability and continuity in the event of a change or changes in school leadership team; and

**WHEREAS:** The School Director and Chair of the Board of Trustees have proposed a DCS Succession Plan; and

**WHEREAS:** This plan identifies interim leadership and reflects best practices in hiring and supporting new school leaders; now it is therefore

**RESOLVED:** That the Board of Trustees approve the DCS Succession Plan as proposed by the School Director and Chair of the Board of Trustees.

Date: August 26, 2022

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Sareer Fazili, Secretary



## **DCS Succession Plan**

Succession planning proactively sets the stage for a smooth transition and ensures Discovery will have strong leadership. It strategically prepares the school for success before an unforeseen leadership departure. Succession planning is an ongoing process that is aligned with the organization's vision, needs and strategic plan.

**The succession plan is in three stages:**

### **Stage 1: Preparation (On-going succession planning)**

- 1) Identifying key roles of School Director and other key roles
- 2) Develop a leadership transition plan to use in an emergent situation
- 3) Define expectations for the school leader and an evaluation process
- 4) Determine support systems for school leadership

### **Stage 2: Search Process (board)**

- 1) Establish search committee, search timeline, job announcements and school information package.
- 2) Prepare resume screening process, screen initial inquiries
- 3) Arrange for first interviews, candidates to visit the school
- 4) Arrange second interview/task
- 5) Select the top candidate and offer position

### **Stage 3: Transition (After the board selects a new school leader)**

- 1) Announce the appointment
- 2) Prepare a leadership transition team and principal mentor
- 3) Provide a formal orientation program for the principal
- 4) Define the role of outgoing principal for smooth transition.

## **Stage 1: Preparation**

- 1) **Identifying the roles of the School Director and other key roles:**

**The competencies of school director include the following:**

**Driving for results:**

- Relentless focus on data
- Ability to identify and implement a few high priorities
- Ability to develop and implement and action and strategic planning to include goals and major steps

**Influencing for results:**

- Communicates Discovery's vision and a clear, positive picture of success
- Requires and inspires all staff to be accountable for student success

#### **Problem solving and systems thinking:**

- Analyzes and break things down using logical thinking and recognizes cause and effect
- See patterns and linkages between unrelated things
- Sets up system to measure and report progress frequently
- Requires staff as decision-makers to share data and solve problems

#### **Showing Confidence to Lead:**

- Demonstrates self-confidence and command over expertise and to do what works
- Continuously raises the bar for performance for self and staff

### **2) Develop a leadership transition plan to use in an emergent situation**

Without a prepared leadership transition plan, a sudden leadership change is cause for alarm to school stakeholders. An effective emergency leadership transition plan provides clarity on who will lead the school community if he/she cannot perform essential duties.

Before any such event takes place, interim management and a communication plan will be in place while the board conducts a search for a new principal.

- **Interim Leadership appointment:** In the event of the School director becoming unable to fulfill necessary duties, the Assistant School Director will manage the day to day administrative needs of the school community. Other interim positions are outlined below.

**For the 22-23 School Year, the following interim appointments are below:**

<b>Position</b>	<b>Interim Appointment</b>
<b>School Director (S. Castner)</b>	<b>Kara Snyder</b>
<b>Assistant School Director (K. Snyder)</b>	<b>Ciomarda Diaz</b>
<b>Operations Manager (L. Corbett)</b>	<b>Anita Hagen</b>
<b>Data Coordinator (M. Bradstreet)</b>	<b>Kaleigh Jacobson</b>
<b>ELA Coordinator (C. Diaz)</b>	<b>Brittni Cortina</b>
<b>Math Coordinator (J. Schultz)</b>	<b>John McCarty</b>
<b>Student Services Coordinator (K. Jacobson)</b>	<b>Alison Deacon</b>

- **Communication Plan:** In the event the school director is unable to fulfill the position, he/she will contact the board of directors. The board of directors will then notify the Assistant School Director of an interim appointment until a search for a new principal is completed. The newly appointed interim director will then notify families, staff and other stakeholders. If another position listed above is suddenly vacated, the school director will appoint an interim until a job search is conducted.

### **3) Define expectations for the school leader and an evaluation process**

Upon an interim leadership appointment, The interim school director will meet with the board president to outline roles and expectations during the interim appointment. During this meeting, the board president will inquire as to whether or not the interim would like to be considered for the permanent director position. The board president will then outline the timeline of the director search and plan for a formal introductory meeting with the other board of trustees.

Should the interim placement be longer than 6 months, the board president will share the evaluation protocol and strategic plan with the interim director, highlighting the school's mission, vision and goals.

**School Director Evaluation:** School Director Evaluation Template

**Strategic Plan/Action Plan:** Strategic/Action Plan with evidence

### **4) Determine support systems for school leadership**

In the event of an interim director appointment, the board of directors will outline supports available to the interim director. Such supports may include:

- Weekly check-ins with the board of directors
- Access and participation in board committee meetings (Academic Excellence Committee, Finance Meetings etc.)

The board of directors will also inquire as to what supports the interim director needs to maintain the integrity of the school community.

## **Stage 2: Search Process (board)**

### **1) Establish search committee, search timeline, job announcements and school information package.**

Upon learning of the principal's departure, the board must establish a search committee for a new school director. The committee can be made up of trustees, school leadership, parents and community members. The search committee will develop an ideal search timeline, prepare a job announcement and interview questions, and school information package to present to potential candidates. Items to include in a package can be developed in collaboration with school leadership, but may include: school profile with enrollment, mission, vision, strategic plan, the director's job description, school history overview and benefits package. Discovery At a Glance

### **2) Prepare resume screening process, screen initial inquiries**

The search committee will plan how it functions, with a designated person to collect and screen initial interviews and references, and any other items the search committee would like to review from potential candidates. An initial phone screening may be conducted. If an interim appointment wishes to be considered for a permanent position, alternate arrangements with the board president may be made in which an interview is conducted with members of the board.

### **3) Arrange for first interviews, candidates to visit the school**

The search committee will conduct interviews with the top candidates, and with collaboration with interim leadership, request that they tour the school.

### **4) Arrange second interview/task**

?

### **5) Select the top candidate and offer position**

After the search committee meets to determine their top choice, they will make the final recommendation to the board. The board will discuss the search committee's recommendations and make the final decision/offer. After the decision is made, plans are made to introduce the new director to the school community.

### **Stage 3: Transition (after new school leader is selected)**

#### **1) Announce the appointment**

Upon selecting an appointment, the board of directors will notify school constituents of the selection, and plan for an introduction to the school community. The board will identify key constituencies, and craft communication to meet the needs of staff, families and other stakeholders. A biography of the new school principal may also be included.

#### **2) Prepare a leadership transition/orientation team and principal mentor**

The search committee will meet with the new director and orient them to the school community. This team will create conditions for a successful leadership transition and provide regular meetings to ensure that all stakeholders' needs are met.

The board may also provide the new director with a coach or mentor through the first year of service. This mentor ensures that the director has the support necessary to run a healthy school community.

#### **3) Define the role of outgoing principal for smooth transition.**

Upon selecting a new director, plans must be made for a smooth transition from the previous director or interim director (if applicable). Efforts must be made to build organizational capacity that will leave the organization stronger and better for his/her successor. The outgoing director will help with a smooth transition by doing the following:

Be available at the board's request to share insights about the school's present condition, strategic planning, systems in place and future needs.

Be willing to respond to final candidates who wish to speak with the last person in the position.

Be supportive of the new director.

# DISCOVERY CHARTER SCHOOL

## RESOLUTION #471

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>h</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** It is the responsibility of the Board of Trustees to review and approve the 2022-2023 Schedule of Meetings for the Board of Trustees; and

**WHEREAS:** The proposed schedule of 2022-2023 Board of Trustee Meetings is as follows:

2022:

July 15: 8:30-10:00

August 19: 8:30-10:00

September 16: 8:30-10:00

October 21: 8:30-10:00

November 18: 8:30-10:00

December 16: 8:30-10:00

2023:

January 20: 8:30-10:00

February 17: 8:30-10:00

March 17: 8:30-10:00

April 21: 8:30-10:00

May 19: 8:30-10:00

June 16: 8:30-10:00 (Regular meeting and Annual Meeting)

**RESOLVED:** That the Board of Trustees approve the 2022-2023 Schedule of Meetings.

Date: August 26, 2022

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Sareer Fazili, Secretary



# DISCOVERY CHARTER SCHOOL

## RESOLUTION #472

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>th</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** It is the responsibility of the Board of Trustees to establish the number of voting members of the Board of Trustees; and

**WHEREAS:** The Bylaws of the Board of Trustees allow for up to 15 trustees; now it is therefore

**RESOLVED:** That the Board of Trustees established that as of 8.19.22 there are nine voting members of the Board of Trustees.

Date: August 26, 2022

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Sareer Fazili, Secretary

# DISCOVERY CHARTER SCHOOL

## RESOLUTION #474

At a Regular Meeting of the Board of Trustees of Discovery Charter School (the “School”) held on the 26<sup>th</sup> day of August 2022 at 133 Hoover Drive, Rochester NY 14615 (School Director’s Office) with the option for attendance via Zoom link:

Zoom link:

<https://us06web.zoom.us/j/86450663136?pwd=RkdPU3dTRGJmNkFzKy9CUlc2Nys0QT09>

Meeting ID:

864 5066 3136

Passcode:

Discovery

the following Resolution was adopted by the Board of Trustees:

**WHEREAS:** It is the responsibility of the Board of Trustees to establish plans for Discovery Charter School; and

**WHEREAS:** A plan for 2022-23 has been drafted by DCs staff with input from the Board of Trustees; now it is therefore

**RESOLVED:** That the Board of Trustees approve the 2022-23 Action Plan.

Date: August 26, 2022

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Sareer Fazili, Secretary

## 22-23 Action/Strategic plan with evidence

**Benchmark 1: Student Performance:** The school has met or exceeded achievement indicators for academic proficiency, trends toward proficiency, similar schools, college and career readiness, and high school graduation, if applicable. Proficiency at the elementary/middle school level shall be defined as achieving a performance level of 3 or higher on Grade 3-8 state assessments in ELA, math, and science. At the high school level, passing shall be defined as obtaining a Regents exam score of 65 or higher.

**What rating did you receive on your fall 2020 renewal report?** *Falls Far Below*

**What rating did you receive on your midterm 2021 renewal report?** TBD

22-23 Annual Academic Targets:

- 75% of all K-2 students will end the school year on grade level for ELA and Math. This will be based on the Rigby Reading Assessment and Grade Math Benchmark.
- DCS will increase iReady proficiency for both ELA and Math school wide by \_\_\_\_% (TBD based on BOY assessments 10-22)
- DCS Grade 3-6 Academic Targets for both ELA and Math will be based off of Internal Benchmark assessments and this 21-22 NYS Assessment scores TBD by 10-22 per grade level.

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Continuation of Implementation of i-Ready K-6  Champions: Justin and CeCe	Implementation of i-Ready diagnostic at the beginning of the year, growth monitoring data reports throughout the school year, and diagnostic at the end of the year	Meet our academic targets for both ELA and Math grades K-6	Measures are clear- reporting from diagnostics in ELA/Math  Growth measures in Fall, Winter & Spring, 2021-2024- Align with Quarterly assessment or mid quarter
2	Continuation of practices learned from The Rensselaerville School Turnaround Institute (TRI)  Champions: Kara and Sara	NYS ELA and Math Assessment Scores  DCS Interim Assessment Data	Desired Outcome meet our academic targets for both ELA and Math grades 3-6	Minutes & agendas of meetings- report out of director's report  2021-2024- Four reports quarterly
3	Continue data review cycles implemented school wide  Champion: Sara	Implementation of data cycle protocols weekly, quarterly, annually	Consistent targeted instruction based on student data resulting in student growth	Minutes & agendas of meetings- report out of director's report  2021-2024- Four reports mid quarter

**Benchmark 2: Teaching and Learning:** School leaders have systems in place designed to cultivate shared accountability and high expectations and that lead to students' well being, improved academic outcomes, and educational success. The school implements research- based practices and has rigorous and coherent curriculum and assessments that are aligned to New York State Learning Standards for all students. Teachers engage in strategic practices and decision- making in order to address the gap between what students know and need to learn so that all students experience consistent high levels of engagement, thinking and achievement.

**What rating did you receive on your fall 2020 renewal report?** *Meets*

**What rating did you receive on your midterm 2021 renewal report?** TBD

22-23 Annual Target:

- Updated Instructional Consistencies (September, 2022)
- Evidence of implementation of consistencies through Leadership team walkthroughs and feedback cycles (5 per quarter, 20 per year)
- Increased targeted professional development based on classroom observations (at least 2 sessions per quarter)

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Instructional Consistencies K-6 aligned with both ELA & Math Curriculum Champions: Justin and CeCe	Leadership Team Walkthroughs utilizing an implementation rubric  Daily walkthrough actionable feedback (tracked and monitored)	Effective Instructional practices evidence reflected in student outcome data.	Thinking about frequency directors' reports summarizing how many teachers were visited, schoolwide trends
2	Needs based coaching cycles Champions: Justin and CeCe	Bi-weekly instructional leadership team reflection and action planning meetings  Instructional action plans	Effective, rigorous instructional practices evidence reflected in student outcome data.	RTI model for teacher need Tiered teacher ratings based on Danielsson's rubric quarterly
3	Teacher professional development- vertical alignment of curriculum and standards Champions: Justin and CeCe	Student growth assessed on internal benchmarks and i-Ready	Effective instructional practices evidence reflected in student outcome data	Report out in directors report quarterly
4	Continuation of programming and services designed to support ELL and SWD	2 ELL full time staff SWD teachers on staff number based on need	ELL and SWD populations meet Academic targets  Enrollment retention of ELL and SWD	ENL numbers and services reported to board quarterly

	Champions: Sara, Kara, Kaleigh		population	
Priority	Expanded English Learner Supports			Report to the board on support to ENL. Instructional practices for non-ENL teachers Fall 2021, 2022, 2023  Kara to obtain TESOL certification to support DCS ENL community/supervision (begin 2023)

**Benchmark 3: Culture, Climate, and Student and Family Engagement:** The school has systems in place to support students' social and emotional health and to provide for a positive, safe, and respectful learning environment that prepares all students for college and career. Families, community members and school staff work together to share in the responsibility for student academic progress and social-emotional growth and well-being. Families and students are satisfied with the school's academics and the overall leadership and management of the school.

**What rating did you receive on your fall 2020 renewal report?** *Meets*

**What rating did you receive on your midterm 2021 renewal report?**

22-23 Annual Target:

- Consistent family and staff satisfaction surveys (2x per year) Reported results to board. Created/adopted in August. Implemented 2x a year. 90% of staff and families report overall satisfaction with Discovery.
- Every family will be communicated with directly regarding the need for community resources minimally 2x per year annually implemented, tracked and monitored by Family and Community Outreach Coordinators.
- Development of Community Resource tool for families and metric to gauge impact on the school community (Community Outreach Coordinator) To be completed September 2022 and updated quarterly

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Continuation Implementation of staff and students wellness coordinator  Champions: Kara and Samantha	Evidence of regulatory strategies utilized during instructional times.  Teacher satisfaction/wellness surveys	Decrease in student discipline referrals Increase in student attendance  Evidence of students and staff utilizing mindfulness and wellness strategies  Positive results on staff satisfaction/wellness survey  Increased teacher retention.	Staff, student wellness coordinator Job description Clear list of resources and strategies that role will employ Formal implementation plan with evaluation plan (2022-2023 academic year) <a href="#">Wellness Coordinator 3 year implementation outline</a>  Survey questions tied to specific

				outcomes
2	Designating Family/Community Outreach specialists  Champions: Sara, Kara, Rickey, Adrienne	Increased attendance at school events and parent teacher conferences.  Family satisfaction survey  Minimally quarterly family and community school events held	Strong family and community relationships.  Family satisfaction survey- positive outcomes.  Increased community partnerships to benefit students and families	Same as above- twice year
3	Implementation of Diversity Equity and Inclusion Coordinator  Champions: Sara and Adrienne	Monthly staff professional development experience  Monitored culturally responsive curriculum and school events.	Increase in ENL and SWD population  Positive outcomes on staff and family satisfaction surveys.	Same as above- Twice year
4	DCS developed SEL Curriculum based on the 20-21 SEL in action award grant.  Champions: Kara, Samantha, Fred	Embedded throughout the school day  Social Emotional language used by adults and students  Habits of Scholarship	Observation of Increased student engagement  Observation of increased mindfulness, social emotional learning strategies. Decreased discipline referrals	Reporting discipline data quarterly  Grant obtained for revision process for 22-23 school year

**Benchmark 4: Financial Condition:** *The school is in sound and stable financial condition as evidenced by performance on key financial indicators.*

**What rating did you receive on your fall 2020 renewal report?** *Approaches*

**What rating did you receive on your midterm 2021 renewal report?**

22-23 Annual Target:

- DCS will create a sustainable multi- year budget...including the regular implementation of summer programming (TBD)
- DCS will apply for a material change to add Summer programming to the regular Charter by December 2022 (TBD)
- DCS will apply for a material change to increase student enrollment from 280-320 by December 2022

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Manage PPP and other COVID funding.	Debt to Asset Ratio 2021	Less than 1.0	Quarterly reporting on financial positions.
2	Cash Reserve Policy	Cash Position 2021	At least 60 days	Quarterly reporting on financial position

	Champions: Laurie, Finance Committee			
3	Budget Plan 2021-2024 Champions: Laurie, Finance Committee	Financial Composite Score 2021	1.00 or above	Quarterly reporting on financial position

**Benchmark 5: Financial Management:** *The school operates in a fiscally sound manner with realistic budgets pursuant to a long-range financial plan, appropriate internal controls and procedures, and in accordance with state law and generally accepted accounting practices.*

**What rating did you receive on your fall 202 renewal report?**

22-23 Annual Target:

- DCS will document all fiscal and business procedures and assign responsibilities so that continuity is ensured.

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Internal controls and procedures Champions: Laurie, Finance Committee	Annual Audit Statements	No material weaknesses	
2	Annual review of fiscal policies Champions: Laurie, Finance Committee	Policies reviewed, if necessary revised	Legal compliance	December 2021, 2022, 2023
3	Monthly budget oversight Champions: Laurie, Finance	Fiscal rations, benchmarks and findings	Fiscal composite score of 1.0 or above	Monthly, 2021-2024

	Committee			
Priority	Spending of federal monies (wisely)			Budget planning, monthly budget review by Finance Committee and Board.

**Benchmark 6: Board Oversight and Governance:** The board of trustees provides competent stewardship and oversight of the school while maintaining policies, establishing performance goals, and implementing systems to ensure academic success, organizational viability, board effectiveness and faithfulness to the terms of its charter.

**What rating did you receive on your fall 2020 renewal report?** *Meets*

**What rating did you receive on your midterm 2021 renewal report?** TBD

22-23 Annual Target:

- The Board will dedicate minimally 20 mins per regularly scheduled meeting learning about and understanding the progress toward BM 1 student performance.
- The Board will determine its potential role in fundraising in the next charter period.

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Articulate criteria for board performance. Board self evaluation addresses benchmark 6 indicators. Champion: Sara Varhus	Board self evaluation addresses benchmark 6 indicators	Board derives actionable goals from the Annual Board Self Evaluation	Continue annual use of Board Self Evaluation to identify annual action items for the board.
2	Continue annual updates to the 2021-2024 Strategic Plan Champion: Sara Varhus	2022-2023 Action Plan approved by Sept. 16, 2022 by June 30th, 2021	Goals aligned with the DCS Charter and framework	Quarterly review
3	In preparation for Charter Renewal Application, the Board will lead a review of DCS identity or "brand."	Clarity of focus and direction for all aspects of DCS.	Identity statement drafted for Charter Renewal Application.	Community involvement, board approval.
4	Develop Board Membership	Additional Trustees seated, 2021-2024	Board of Trustees reflects Community	Governance committee presents plan and updates on plan



	Champion: Sara Varhus, Bob Stiles		Increase diversity of board to reflect the student body and include key skills needed.	Spring 2022, 2023, 2024
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**Benchmark 7: Organizational Capacity:** The school has established a well-functioning organizational structure and has clearly delineated roles for staff, management, and board members. The school has systems and protocols that allow for the successful implementation, evaluation, and improvement of its academic program and operations.

**What rating did you receive on your fall 2020 renewal report?** *Meets*

**What rating did you receive on your midterm 2021 renewal report?** TBD

22-23 Annual Target:

- The school directors will have regularly formalized scheduled meetings aligned with the DCS organizational chart with key staff to ensure successful implementation, evaluation and improvement of its academic program and operations. Updates to be shared in the director's report of the monthly board meeting.
- School directors will complete an efficiency/impact audit for all non-instructional positions to ensure resources are allocated to leverage resources to enhance the integrity of the instructional program. (August, 2022)
- Creation/Development of succession resources outlining key processes for personnel, financial and operational processes. (completed by August, 2022, updated annually)

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Clear roles and Champions for all staff  Champion: Sara Castner, Kara Snyder	Monthly and Quarterly check ins  Job performance evaluations  Organized management of initiatives	Staff and families feel supported as reported by satisfaction surveys.  Increased positive staff job performance evaluations	Outcomes of family & staff surveys (administered 2x year)  Weekly meetings (oval office) with key school leaders.

2	Continuation of Instructional Leadership Team (ILT) Champions: Sara and Kara	Monthly priorities and reflections Weekly ILT walkthroughs Responsive coaching approach	Staff and families feel supported as reported by satisfaction surveys.  Increase in student outcomes and effective instructional practices based on APPR observations	Academic outcomes data  Survey data (staff & families)- may need to be revised and include final priorities.
3	Continuation of rigorous, intentional professional meeting calendar Champions: Sara, Kara, Justin, Cece	Planning and implementation of meeting schedule and professional developments	Increase in student outcomes and effective instructional practices based on APPR observations. Staff feel supported as reported by staff satisfaction surveys.	Director to share calendar with board and Academic excellence committee Fall <del>2024</del> , 2022, 2023  Staff evaluation- report to board Quarterly or 2x a year
Priority	Formalize leadership succession planning Champion: Sara, Kara	Implementation of succession plan	Written plan for school leader	Board approves Succession Plan by Sept. 16, 2022. ☑ Succession Plan 22-23
Priority	Plan for diversity in the leadership of the school Champion: Sara			Plan developed for internal growth of staff and diverse pools of candidates  Spring 2023

**Benchmark 8: Mission and key Design Elements:** The school is faithful to its mission and has implemented the key design elements included in its charter.

**What rating did you receive on your fall 2020 renewal report?** *Meets*

**What rating did you receive on your midterm 2021 renewal report?** TBD

22-23 Annual Target:

- School leadership team will ensure implementation of key design elements with integrity.(Ongoing)
- School leadership will review design elements for revision for the next charter term. (August, 2023)
- Seek ways, perhaps through the Community School Model, to strengthen "services designed to mitigate the major negative impacts of poverty."

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Continuation and enhancement of a rigorous and highly enriched curriculum: In addition to the Engage NY and Harcourt Reading program provided using multiple instructional methods., DCS students engage in regular classes in the visual and performing arts as well as physical education.  Champions: Sara, Kara, Justin, Cece	Instructional coaching model to ensure and support curriculum implementation and pacing  Evidence of Arts, Social students and Science integration in grade level ELA and Math Curriculum.	Daily Instructional schedule with identified academic priorities  Vertical and cross curricular alignment	Academic excellence committee- indicators for benchmark 2 should suffice
2	Continuation and enhancement of Services provided designed to mitigate the major negative impacts of poverty.  Champions: Adrienne, Rita, Sara	Implementation of Community Outreach and Family Outreach specialists  Evaluation of services provided at DCS. (SEL initiatives, Intervention Services)	Evident if family satisfaction and wellness surveys  Increased student attendance  Decrease in disciplinary referrals  Increased participation in parent teacher/ student led conferencing and school events.	SEL support - especially post pandemic  Community school model  Big picture summary of support services and compare to community school model -  Reporting to continue
3	Culture of inquiry and enthusiasm: DCS will continue to utilize EL education instructional practices and continue to implement inquiry-based exploration opportunities.  Champion: Sara	Implementation of the Foss Science Program for grades 5 and 6  Creative CREW component to foster excitement and exploratory activities.  DCS will continue the implementation of student Leadership and Equity Crews  Student satisfaction surveys  Weekly exploratory experiences (virtual field trips, experiments, student choice driven research) built into the school day.	Evidence of student led initiatives  Positive student satisfaction survey results  All 6th graders to attain top choice for 7th grade school.  Decrease in discipline referrals  Increase in daily student attendance  Increase in vocabulary and content knowledge evidenced by the Improved scores on the NYS Grade 5 Science Assessment  Observable increase in student engagement and content vocabulary use	

**Benchmark 9: Enrollment, Recruitment and Retention:** The school is meeting or making annual progress toward meeting the enrollment plan outlined in its charter and its enrollment and retention targets for students with disabilities, English language learners, and students who are eligible applicants for the free and reduced priced lunch program; or has demonstrated that it has made extensive good faith efforts to attract, recruit, and retain such students. High schools are meeting persistence rates commensurate with the NYSED target.

**What rating did you receive on your fall 2020 renewal report?** *Approaches*  
**What rating did you receive on your midterm 2021 renewal report?**

22-23 Annual Target:

- DCS will continue to utilize a BM 9 Committee with a formalized recruitment plan for special populations.
- DCS will attain 18% SWD, 15% ENL and 95% economically disadvantaged populations. (Quarterly enrollment reports and committee updates)

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Weighted lottery for Special Populations Champions: Anita, Kaleigh	Number of SWD's and/or ENL students applying	Increased numbers for ENL in 22-23 lottery	Enrollment numbers reported quarterly (including special populations)
2	Continuation of BM 9 committee Champions: Kaleigh, Adrienne, Sara	DCS branding (social media ads, GSR, brochures for Special Pops.) Community outreach	Increased numbers for SWD ENL in 22-23 lottery	Enrollment numbers reported quarterly (including special populations)
3	Continuation of innovative service offerings for ELL, SWD and general population Champions: Sara, Kara, Adrienne, Kaleigh	<del>Blended classrooms, ELA and Math RtI programming (i-Ready, HMH Levelled Literacy Instruction, Read to the Code, Kathy Richardson Math)</del> SEL programming (restorative practices, mindfulness, mentoring program)  Strong partnerships and communication with student home district Committees on Special Education  Preference for highly effective bilingual	Daily instructional schedule that prioritizes instructional needs as well as enrichment.  Decrease in student discipline referrals  Increased enrollment and retention of ELL and SWD  Increase in bilingual staff  Increased number of community partnerships	

		staff		
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**Benchmark 10: Legal Compliance:** The school complies with applicable laws, regulations and the provisions of its charter.

**What rating did you receive on your fall 202 renewal report?** *Approaches*

22-23 Annual Target:

- DCS will continue to comply with applicable laws, regulations and the provisions of its charter.

Strategy	Strategy Name	Measures to Gauge Strategy Effectiveness	Outcome	Evidence/Indicators Reported to Board
1	Scheduled Policy Review and Revision  Champion: Sara Castner and Sara Varhus	Policy Review Annual schedule	All policies reviewed, updated, and approved annually	Policy review completed by 12/31 Suggestion: Calendar of review
2	DCS will request approval for any and all revisions that may result in non-material and or material changes to the charter.  Champion: Sara Castner	School Director will provide minimal monthly updates of items specific to the CSO benchmarks evidence of success.  School Director and or Board Chair will consult with CSO liaison for any policy and charter revisions.	All necessary corrections made to policies and by-laws prior to 2021-2022 school year.  Evidence of open communication between school leadership and CSO liaison  DCS will be in compliance with the requirements of the law, regulations, and its charter.	Maintain a log of changes - Sara C. email archive

### Report Priorities

	Board Director's Report Priorities	Board/Other Committee Priorities
<b>July</b> 7/15/22	Strategic Planning Staffing update Enrollment update	Strategic Planning
<b>August</b> 8/19/22	Enrollment update Staffing update	Current Policy PD
<b>September</b> 9/16/21	Beginning of year updates- general observations	
<b>October</b> 10/21/21	(BOY) Iready Diagnostic Data (Math and ELA) (BOY) 1-6 Rigby Data (ELA) <b>Proposed Academic Targets?</b>	Financial
<b>November</b> 11/18/21	(Q1) Internal Benchmark Data (Math and ELA) (Q1) K-6 Rigby Data (ELA)	
<b>December</b> 12/16/21		
<b>January</b> 1/20/22	Wellness Survey Report, Family/Community Outreach/DE&I update/ SEL data update Family and staff survey results	Financial
<b>February</b> 2/17/22	(Q2) Iready Diagnostic Data (Math and ELA) (Q2) K-6 Rigby Data (ELA)	
<b>March</b> 3/17/22	Internal Benchmark Data (Math and ELA)	

<b>April</b> 4/21/22	(Q3) K-6 Rigby Data (ELA)	<b>Financial</b>
<b>May</b> 5/19/22		
<b>June</b> 6/16/22	Iready Diagnostic Data (Math and ELA) K-6 Rigby Data (ELA) Wellness Survey Report, Family/Community Outreach/DE&I update, SEL data update Family and staff survey results	