

New Beginnings Family Academy  
 Board of Directors' Agenda  
 December 15, 2015  
 4:15 – 5:30 p.m.

Action Item #1: Motion to adopt consent agenda format

---

<b>Topic</b>	<b>Time/Mins.</b>	<b>Facilitator</b>
<b>Welcome/Opening Comments</b> 4:15 p.m.	5	David Schlakman, President
<b>Public Comments</b>	5	
<b>Action Items</b> 1. Motion to adopt the consent agenda format 2. Motion to approve board meeting minutes 3. Motion to proceed with library subdivision project, not to exceed \$18,000. 4. Motion to proceed with feasibility study, not to exceed \$30,000.	15	David S.
<b>Discussion Item(s)</b> 1. Transforming NBFA: What's it going to take to become a high performing SEL (social emotional learning) school?	45	Ronelle Swagerty, CEO  Jumi Nathan, CAO  James Page, COO  Quentin Ball, CSO
<b>Closing Comments/Adjournment</b> 5:30 p.m.	5	David S.

New Beginnings Family Academy  
Board of Directors' DRAFT Meeting Minutes  
December 15, 2015  
Action Item #2: Motion to approve 10/20/15 meeting minutes

---

Attendance

Board: Lisa Callahan, Claire Foerster, David Hunter, Sabita Kanhai, Christine King, Paul Myerson, David Schlakman (Board President) and Wismine Joseph (Recording Secretary)

Staff: Ronelle P. Swagerty (CEO), Jumi Nathan (CAO), Valore Turner (Academic Dean), Aggie Compare (Dean of Student and Family Services), Tom Lupinski (COO), and Lauren Seymour (Data Analyst).

Call to Order

The meeting was called to order at 4:15 p.m. by David Schlakman, President of the Board. There was no public comment.

CEO Report: Ronelle P. Swagerty

1. 2015-2016 Overview/ Review

Mrs. Swagerty informed the group that 22 people left from the 2014-2015 school year. The Leadership team gained Aggie Compare as Dean of Student and Family Services, Valor Turner as Academic Dean, and Lauren Seymour as Data Analyst. Discussion ensued about staff turnover and tenured vs. non-tenured teachers. Mrs. Swagerty discussed performance goals for the school year. A major goal is closing the achievement gap. The school currently has 499 students. Mrs. Nathan explained I-Ready test results and how they may not accurately show a child's ability. She said that I-Ready helps keep teachers accountable. Mrs. Kanhai discussed Social Emotional Training and wrap-around services that can help support students and their parents. Mrs. Swagerty talked about goals to educate parents on healthy eating and wellness. There is a Family Alliance Committee. Discussion ensued.

2. Data Dashboard

Mrs. Swagerty stated that there will be weekly data meetings to address absenteeism. There were concerns about Pre-K students and their tardiness. Pre-K parents seem to not to be as focused on children staying in school for the whole day. There will be weekly data meetings to address absenteeism. Discussion ensued on a new policy that considers students with nine consecutive days of unexcused absences as having forfeited their seat for another student on the waitlist. Ms. Compare talked about a data toolkit that helps parents plan appointments around holidays or when school is closed so children miss less days of school. Mr. Hunter suggested presenting data information in both bar graph and table forms for easier understanding. Mr. Schlakman suggested separate data meetings.

Finance Operation Report: Tom Lupinski, Operations Manager

1. Results: Mr. Lupinski reported \$699,000 in current cash flow. There was \$600,000 in construction costs. NBFA spends roughly \$14,040 on each student.
2. Facilities Update: Preferred Meals is the new food services provider. It is a healthier food option.

Development Report: Quentin Ball, Development Director (Mrs. Swagerty spoke in her absence)

1. NBFA has achieved 40% of its annual fundraising goal
2. Mr. Schlakman urged board members to make a small donation in the next months.

Governance: David Schlakman, Board President, presented the following slate:

2015-16 Slate of Officers:

- a. Claire Foerster; Vice President
- b. Christine King; Secretary
- c. Paul Myerson; Treasurer
- d. David Schlakman; President

Mr. Hunter suggested a board self-assessment through the the New Hampshire Center of Nonprofits. The cost will be \$50 for the entire board of directors.

Action Items:

1. 2015-2016 Performance Goals:  
Approved. David H. 1st, Mary H. 2nd, Unanimous
2. Attendance Policy Update:  
Approved. David H. 1st, Christine K. 2nd, Unanimous
3. Revised FY2016 Budget:  
Approved. David H. 1st, Claire F. 2nd, Unanimous
4. Authorized Signers of Ed-009:  
Approved. David H. 1st, Mary H. 2nd, Unanimous
5. June 16, 2015 Meeting Minutes:  
Approved. Paul M. 1st, Christine K. 2nd, Unanimous

Meeting was adjourned at 5:31 p.m. by David Schlakman.

Separate executive meeting with no action began at 5:30 p.m. and adjourned at 5:50 p.m.

Respectfully Submitted,

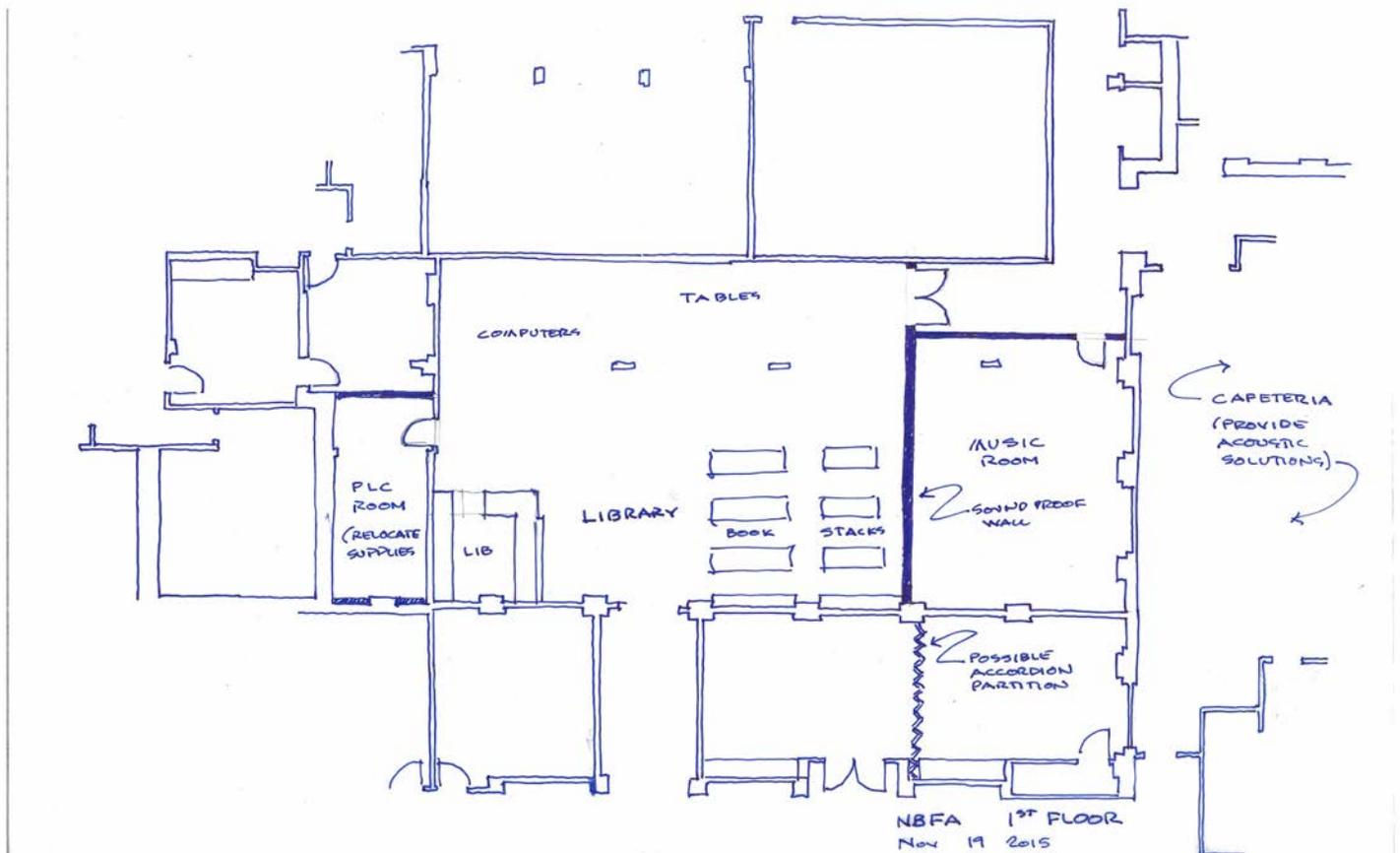
Wismine Joseph

New Beginnings Family Academy  
Board of Directors' Meeting  
December 15, 2015

Action Item #3: Motion to proceed with a library subdivision project

NBFA is completely out of space. A class of 20 first grade students, their teacher and an instructional assistant now occupy the space that once served as a modest music room. Instruments were moved to an oddly shaped office off the break out space. The instructor was relegated to a cart, traveling classroom-to-classroom to deliver music lessons to students throughout the building. This model, while successful in some environments, proved unworkable at NBFA largely due to noise and difficult transitions (also a result of limited space). Music instruction now takes place in a corner of the first floor library media center, a temporary arrangement made possible by the absence of a full-time librarian.

In a November 18 meeting, Harrison Gill of Gill and Gill Architects met with the CEO and COO to discuss a subdivision of the current Library and Media Center into two separate spaces - a new smaller Library/Media Center and a Music Room. This will require erection of two walls, replacement or relocation of the library doors and sound attenuation treatment of the new wall between these rooms. The related layout of book shelving, work tables, computer terminals and the librarian's station in the smaller library will also be addressed. The following is a rough sketch of this project, estimated to cost approximately \$18,000. The costs will be covered by additional capacity funds from the Tauck Family Foundation.



To date, we have gotten sign-offs from the Zoning Dept., Engineering Dept. and the Fire Marshall of the City of Bridgeport. Architectural drawings have been delivered to the Building Department and there is a real possibility that we can have a building permit before the upcoming holiday break.

The next step is to agree upon a contractor selection procedure. For a project of such small scope, the recommendation is to simply invite three or more pre-qualified bidders and select one. It is conceivable that, with the Board's approval, this project can be completed during the short break in mid-February (Feb 12-16) or, at the very latest, the longer break for Spring Recess in April (April 9-17).

New Beginnings Family Academy  
Board of Directors' Meeting  
December 15, 2015

Action Item #4: Motion to proceed with feasibility study

---

There is not one inch of un- or under-utilized space at NBFA. In fact, many spaces serve multiple purposes, impeding efforts to achieve our mission to provide students with a rigorous education that ensures academic success and builds character in partnership with their families. For example:

- The library/media center – library, music room, after school enrichment, assemblies, mentoring, dismissal
- Cafeteria – five lunch waves, Spanish class, drama class, after school enrichment, parent meetings, dismissal
- Gym Annex – PE classes, parent meetings, assemblies, school events (e.g. high school expo, holiday parties)
- Break out space – assemblies, intervention, testing (SPED, reading), mentoring, art show, science fair, dismissal

Other spaces, such as the nurse's office, are inadequate for their intended purpose. Additionally, there is no dedicated space in the building for lactating mothers to express milk for their infants. There are currently five women in the building at this stage in their lives. Four are forced to use bathroom stalls or have a colleague stand outside their classroom doors during common prep time for this purpose. This is unsanitary and demoralizing.

NBFA must do better by its employees, students and families. With the board's approval, we will identify and hire a feasibility consultant to test community support for expansion. This first step, which will occur between January-June 2016, is estimated to cost approximately \$30,000.

Please review NBFA's long-term capacity plan for more information.



Long-term Capacity Planning

NBFA • (D) 203.610.6267 • (F) 203.610.6269 • 184 Garden Street • Bridgeport, CT 06605 • www.nbfacademy.org



# Long-term Capacity Planning

# NBFA: MISSION

New Beginnings Family Academy provides its students a rigorous education that ensures academic success and builds character in partnership with their families



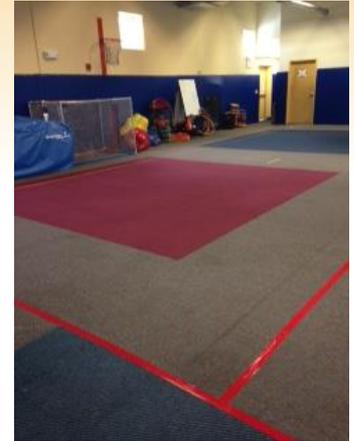


# Strategic Problem

- Currently there is not enough teaching, extracurricular, athletic or improvisable space for New Beginnings to meet its mission
- Connecticut has the largest achievement gap in the country, and our space hobbles our ability to narrow this gap

# Current Capacity

- 500 students
- 65,000 square feet
- 24 classrooms
- Detached shed for physical education
- Two playgrounds: K-4; Pre-K
- Blacktop (used for 5-8 recess) with two storage sheds (one structurally unsound and uninsurable)
- Parking lot with 41 spaces (for 89 staff)



Gym

# Capacity Limitations

- All classrooms currently occupied with 23 students/classroom (goal is 18 students; need at least 5 new classrooms with current enrollment)
- Middle school and elementary school students share the same cramped space (eg, 7 years olds in bathroom and halls with 13 year olds)
- Inadequate for targeted small-group intervention
- Unable to offer electives such as performance arts, which would enhance education
- Lack of breakout space cripples project-based work and precludes school-wide assemblies
- No parent gathering location/resource center



Intervention Room



# Other Capacity Limitations

- Inadequate mentoring space
- Lack of physical activity area both inside and outside, especially with a population that needs increased physical activity at school
- No music classroom; plans underway to divide library
- No space for STEM activities
- Limited Spanish instruction
- Not enough parking for employees or parents



# Why Is This An Issue

- We can't perform optimally with our current space
  - Academic goals of moving students up levels on SBAC hindered by class size and intervention space (especially those on level 1 of SBAC)
  - Behavioral goals challenged by cramped space
  - Parent engagement goals limited by space resources
- Shared space with older/younger students a safety issue, resulting in citable incidents (300 YTD in halls and bathrooms)
  - Therefore, staff is often focusing on behaviors instead of academics
- Grades 5-8 are a critical bridge to success and a critical development age. Our space limits our ability to create this success through STEM, projects, electives, etc.
- Limited electives, athletic space and project work threatens goal of 90% 8<sup>th</sup> graders entering competitive high schools



# What We Need

- More classrooms – at least 5 at current enrollment; 8 for projected enrollment (see table)
- Larger intervention rooms
- Breakout spaces for project work, collaboration, mentoring, teacher meetings
- STEM facilities
- Proper art and music rooms
- Athletic field
- Proper gym
- Parent resource center
- Lactation room

School Year	Growth Projection
2015-16	497
2016-17	510
2017-18	527
2018-19	538
2019-20	547

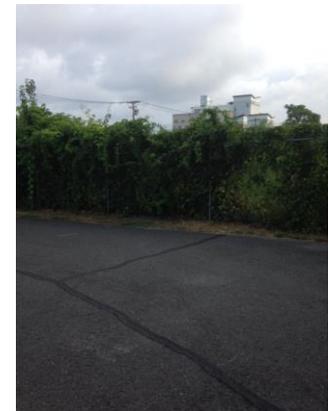
# Capacity Solutions

The leadership team at NBFA envisions building a middle school on the Couse St Blacktop (owned by NBFA):

- 184 Garden St would become an elementary school only
- Middle school would offer 8-10 classrooms, breakout space, auditorium and upgraded gym
- Option: land adjacent to parking lot is available to lease from the city for a possible athletic field



NBFA Blacktop



HUD owned land



# How Would We Get There

- Hire an external consultant to do a feasibility study: test the community support for expansion:
  - Financially
  - Politically
  - Operationally
- If supported, engage an architect and conduct a capital campaign
- Anticipated project timeline:
  - January 2016-June 2016: conduct feasibility study
  - June 2016-June 2017: planning phase and capital campaign
  - June 2017-June 2019: building phase