



**PULLMAN PUBLIC
COMMUNITY FREE
MONTESSORI K-9**

Pullman Community Montessori

PCM Regular Board Meeting

Date and Time

Thu Mar 21, 2024 at 5:30 PM PDT

Location

PCM Board of Trustees regular board meetings are held in the Gladish Community and Cultural Center room 309. To increase accessibility we offer a virtual option for attendance. If you have difficulty accessing the remote meeting link please call 509-336-5909. Regularly scheduled board meetings are recorded. The recording can be found at this link within 5 business days following the regular board meeting: <https://www.youtube.com/playlist?list=PLvDWzfFwzxEutv7ZnwexPXpZZO71ALWEZ>

All board meetings are open to the public. Regular board meetings begin at 5:15 PM PST and are normally the third (3rd) Thursday of each month. Working meetings, if they are conducted, are the second (2nd) Thursday of each month also at 5:15 PM. No action is taken in working meetings.

Public comment is a standing agenda item at each regular monthly meeting. Items will be addressed by the board according to the Meeting Agenda posted 48 hours prior to each meeting. If you would like to make public comment you will be called on in the order you arrived. We generally allow 5 minutes for presentation of personal comments/questions/concerns/grievances. You may view our PCM Grievance and Conflict Resolution Policy and Procedures [here](#).

Public comment should be shared with the board in writing in advance of the board meeting for us to better address your consideration. Please email to board@mypcm.org or submit in paper form to the PCM office in Gladish Community and Cultural Center STE 212. You should receive confirmation of receipt of your written statement within 48 hours of submission. If you do not receive confirmation, please email DesireeP@myPCM.org

Public comment is reserved for regular board meetings which are held the 4th Tuesday of each month. If you would like to make public comment please attend one of the regularly scheduled board meetings.

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:30 PM
A. Record Attendance		Robin McDonald	1 m
B. Call the Meeting to Order		Robin McDonald	1 m
C. Approve Meeting Minutes: 2/9/24	Approve Minutes	Beverley Wolff	1 m
Please come with amendments ready to put in the chat.			
D. Approve Meeting Minutes: 2/26/24	Approve Minutes	Beverley Wolff	1 m
E. Approve Special Board Meeting Minutes: 3/5/24	Approve Minutes	Beverley Wolff	1 m
F. Approve Working Board Meeting Minutes: 3/14/24	Approve Minutes	Beverley Wolff	1 m
G. Board Position Updates	Vote	Robin McDonald	5 m
Trustees will accept the resignation of Aubree Guyton, Board Treasurer, and will appoint a new Treasurer.			
II. Public Comment			5:41 PM
A. Making Public Comments	FYI	Beverley Wolff	15 m
Welcome! If you would like to make public comment you will be called on in the order you logged in/arrived.			
<ul style="list-style-type: none"> • We generally allow 5 minutes for presentation of personal comments/questions/concerns/grievances. • You may view our PCM Grievance and Conflict Resolution Policy and Procedures here. • Public comment should be shared with the board in writing in advance of the 			

	Purpose	Presenter	Time
board meeting for us to better address your consideration.			
• Please email to board@mypcm.org or submit in paper form to the PCM office in Gladish Community and Cultural Center.			
• You should receive confirmation of receipt of your written statement within 48 hours of submission.			

III. LEADERS Team Update & Compliance Check-in 5:56 PM

Per [PCM's Charter School Contract](#) with the Commission, PCM Trustees should regularly review the [Statement of Assurances](#) to ensure we are fulfilling our obligation to the contract.

For public transparency this is a copy of the [Commission's Oversight Guidance Manual](#)

What rubrics does the Commission use for evaluation?

[Financial Performance Framework](#)

[Academic Performance Framework](#)

[Organizational Performance Framework \(expanded criterion\)](#)

[School Specific Goals \(2022-23\)](#) (1 Academic, 1 Operational)

A. HOS Update	FYI	Robin McDonald	10 m
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Please ensure you review the Board Dashboard.

The HOS will not be available at this board meeting to provide a report. Any reports will be provided by Trustee Robin

IV. Board Goals, Committee & Council Updates 6:06 PM

A. Individual Board Member Reports (Postponed)	FYI	All Trustees	
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Individual board member updates will be postponed until the April meeting.

Each trustee will briefly present on their progress towards individual goals and tasks. Additionally, trustees may report observations, feedback, or questions gathered since last meeting.

B. LSEC (Leadership Support & Evaluation Committee) Report	FYI	Bev Wolff	
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Currently inactive.

C. DC (Development Committee) Report	FYI	NA	
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	Purpose	Presenter	Time
Currently inactive			
D. GC (Governance Committee) Report	FYI	NA	
Currently inactive			
E. EEC (Educational Excellence Committee) Report	FYI	Beverley Wolff	1 m
Under Formation.			
F. SCC (Support & Coordination Council) Report	FYI	Amber Panwitz and/or Kimberley Casper	10 m

Specialized Purpose of the SCC: To create a community support network to ensure a two-way flow of information around needs and information between the school and families. The SCC will play a pivotal role in coordinating resources, sharing information, and streamlining advocacy for PCM.

Rationale: PCM is committed to a continuous family and community engagement process that spans the life of the school.

SCC Participants: Current PCM Families and Staff.

G. FC (Finance Committee) Report	Discuss	Matt Paolini	10 m
Trustees will review the February financials as presented but will not vote until the April board meeting after the FC has approved and recommended the financials.			

To inform your questioning remember your resources:

[50+ Smart Questions to Ask About Your Schools Finances](#)

[Board<>Staff Financial Contract](#)

H. 5-Yr Budget Scenario 1	Discuss	Matt Paolini	15 m
A draft scenario of a financially feasible 5-year budget for K-9 with staffing adjustments will be reviewed by the Trustees. The trustees will carefully examine the enrollment assumptions and vote on the number of seats for the Open Public Lottery on March 28.			
I. Board Update on Response to Commission	Discuss	Robin McDonald	20 m
The Trustees will review responses to the Commission and delegates will provide updates on where we are in the process.			

Attached are the responses from PCM to the Commission.

	Purpose	Presenter	Time
<p>As part of this process and to align with the requirements of a third party investigation process, Trustees will secure an interim Head of School to ensure appropriate coverage during the investigation process. The trustees will review and vote on the contract with defined scope of work with the interim candidate, Jeneille Brannen.</p>			
J.	Review of 2022-23 Annual Performance Report	Vote	Robin McDonald
	Trustees will review the draft 2022-23 Annual Performance Report.		5 m

V. Other Business

VI. Closing Items

7:07 PM

A.	Adjourn Meeting	Vote	Robin McDonald	1 m
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Grounding Docs: [Board Norms-We are LEADERS too-Structure and Responsibilities Overview](#), [PCM Logic Model](#), [EEMPS Rubric](#), [School-Wide Reflective Practice Inventory](#), [Bylaws](#)

Resources: Key Resources BOX Folder, [OPMA Resources](#), [App Board Commitments & Background](#), [Committee Descriptions](#), [Org Charts](#), [Board Member Application Full Packet](#), [Prospective Board Member Questionnaire](#)

Coversheet

Approve Meeting Minutes: 2/9/24

Section: I. Opening Items
Item: C. Approve Meeting Minutes: 2/9/24
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board Meeting--Working Session on February 9, 2024

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PULLMAN **PUBLIC**
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Pullman Community Montessori

Minutes

Board Meeting--Working Session

Board Work Session

Date and Time

Fri Feb 9, 2024 at 5:15 PM

Location

PCM Board of Trustees regular and working board meetings are held in the Gladish Community and Cultural Center room 309. To increase accessibility we offer a virtual option for attendance. If you have difficulty accessing the remote meeting link please call 509-336-5909.

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Trustees Present

A. Burton (remote), B. Wolff, D. Main

Trustees Absent

A. Guyton

Guests Present

Christopher Albano, D. Porter, Grant (remote), I'm just an observer (remote), Italiana Hughs (CSC) (remote), Keepingthemhonest (remote), Shannon Rusca (remote), Tim Sullivan (remote), amber panwitz (remote), nathan porter (remote), robin McDonald

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

B. Wolff called a meeting to order on Friday Feb 9, 2024 at 5:17 PM.

II. Prospective Trustee Interviews

A. Interview: Robin McDonald

The Board of Trustees interviewed prospective Trustee candidate Robin McDonald. The Board used the standard Board Candidate Evaluation Tools & Questions document to evaluate the applicant.

Amber Panwitz joined the meeting virtually at 5:23pm

Tim Sullivan joined the meeting virtually at 5:24pm

Shannon Rusca joined the meeting virtually at 5:27pm

Nathan Porter left the meeting at 5:28pm then rejoined virtually at 5:29pm

Nathan Porter left the meeting at 5:47pm then rejoined virtually at 5:47pm

Nathan Porter left the meeting at 6:01pm then rejoined virtually at 6:01pm

Robin McDonald left the meeting at 6:01pm

A. Burton made a motion to to extend the invitation to Robin McDonald to join the PCM Board of Trustees.

D. Main seconded the motion.

The team **VOTED** to approve the motion.

Roll Call

B. Wolff Aye

A. Guyton Absent

D. Main Aye

A. Burton Aye

III. Other Business

A.

Update and Plan for February Meetings

PCM Board Chair provided an update on the PCM Families Town Hall, including plan for how board will proceed in responding to petition and town hall meeting. The February meeting plan was also be reviewed.

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:37 PM.

Respectfully Submitted,
B. Wolff

Documents used during the meeting

- McDonald, Robin - Resume.pdf
- McDonald, Robin - Conflic of Interest Form (PCM).pdf
- McDonald, Robin - Questionnaire.pdf
- Notes from PCM town Hall.pdf

Coversheet

Approve Meeting Minutes: 2/26/24

Section: I. Opening Items
Item: D. Approve Meeting Minutes: 2/26/24
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for PCM Regular Board Meeting on February 26, 2024

APPROVED



PULLMAN **PUBLIC**
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MONTESSORI **K-9**

Pullman Community Montessori

Minutes

PCM Regular Board Meeting

Date and Time

Mon Feb 26, 2024 at 5:15 PM

Location

PCM Board of Trustees regular board meetings are held in the Gladish Community and Cultural Center View Room. To increase accessibility we offer a virtual option for attendance. If you have difficulty accessing the remote meeting link please call 509-336-5909. Regularly scheduled board meetings are recorded. The recording can be found at this link within 5 business days following the regular board meeting: <https://www.youtube.com/playlist?list=PLvDWzfFwzxEutv7ZnwexPXpZZO71ALWEZ>

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Public comment should be shared with the board in writing in advance of the board meeting for us to better address your consideration. Please email to board@mypcm.org or submit in paper form to the PCM office in Gladish Community and Cultural Center STE 212. You should receive confirmation of receipt of your written statement within 48 hours of submission. If you do not receive confirmation, please email DesireeP@myPCM.org

Public comment is reserved for regular board meetings which are held the 4th Tuesday of each month. If you would like to make public comment please attend one of the regularly scheduled board meetings.

Trustees Present

A. Burton (remote), A. Guyton (remote), B. Wolff, D. Main (remote), R. McDonald

Trustees Absent

None

Ex Officio Members Present

L. Sullivan

Non Voting Members Present

L. Sullivan

Guests Present

Amber Panwitz, Barry Weber (remote), D. Porter

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

D. Main called a meeting of the board of trustees of Pullman Community Montessori to order on Monday Feb 26, 2024 at 5:20 PM.

C. Approve Meeting Minutes: 1-18/24

D. Main made a motion to approve the minutes from PCM Regular Board Meeting on 01-18-24.

A. Burton seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

R. McDonald Aye

A. Guyton Abstain

B. Wolff Aye

A. Burton Aye

D. Main Aye

D. Approve Meeting Minutes: Special Meeting

A. Guyton made a motion to approve the minutes from Board Meeting--Special on 02-14-24.

R. McDonald seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

A. Burton Abstain

B. Wolff Aye

R. McDonald Aye

A. Guyton Aye

D. Main Aye

II. Board Training

A. Roles and Responsibilities of the Charter Public School Board and Authorizer

Jessica de Barros, Executive Director of the Charter School Commission, delivered an annual PD to the Trustees of the board on the roles and responsibilities of the charter public school board and authorizer.

III. LEADERS Team Update & Compliance Check-in

A. HOS Update

The HOS briefly updated highlight high-level aspects of the Dashboard. The bulk of the conversation was reserved for the end of the meeting during the Current State and Budget Revision sessions.

[PCM Board Dashboard 02-01-2024.xlsx](#)

IV. Board Goals, Committee & Council Updates

A. Individual Board Member Reports (Postponed)

B. LSEC (Leadership Support & Evaluation Committee) Report

C. DC (Development Committee) Report

D. GC (Governance Committee) Report

E. EEC (Educational Excellence Committee) Report

F. SCC (Support & Coordination Council) Report

Amber Panwitz, the SCC chair, presented updates from the past two SCC Meetings.

[SCC 2_8 Meeting Summary & Follow up.pdf](#)

[SCC 2_22 Meeting Minutes & Follow up.pdf](#)

G. FC (Finance Committee) Report

Trustees will reviewed the January financials as presented and recommended by the finance committee.

H. Auditor Presentation

Barry Weber with Eide Bailly gave a presentation on PCM Financials.

I. Consider 2023-24 Revised Budget

B. Wolff made a motion to The Finance Committee has reviewed the revised 2023-24 budget and made recommendations for improvement. Recommendations were implemented by the HOS and CFO support, Joule Growth Partners. This revised budget with recommended changes was put forth to the board with the motion from the FC for the board to adopt the 2023-24 revised budget as presented.

A. Burton seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

A. Burton Aye

A. Guyton Aye

D. Main Aye

R. McDonald Aye

B. Wolff Aye

J. Review 5-year Budget Scenarios

The HOS and CFO support presented a variety of 5-year budget scenarios for the Board to consider.

These scenarios have not been fully vetted by the FC. The presentation presented information for consideration and fueled questions from the board.

The board was asked to consider voting on the 5-year budget scenario at the March 14th Working Board Meeting.

V. Executive Session

A. Executive Session 1

D. Main made a motion to Move the executive session up in the agenda.

R. McDonald seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

D. Main Aye
B. Wolff Aye
A. Burton Aye
A. Guyton Aye
R. McDonald Aye

There was no action taken in the Executive Session. The board is requesting more time to review data and the results from the WA State Charter School Commission's interviews with staff and parents.

Dorrie Main immediately resigned from the Board following exiting the executive session. A. Burton made a motion to to move the Progress update and Academic Update - Follow up to the March working Meeting and or the March Regular board meeting.

R. McDonald seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

B. Wolff Aye
R. McDonald Aye
A. Guyton Aye
D. Main Absent
A. Burton Aye

B. Progress Update

VI. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:17 PM.

Respectfully Submitted,
B. Wolff

Documents used during the meeting

- PCM Board Dashboard 02-01-2024.xlsx
- SCC 2_8 Meeting Summary & Follow up.pdf
- SCC 2_22 Meeting Minutes & Follow up.pdf
- 2. PCM Income Statement 01.2024.pdf
- 3. PCM Balance Sheet 01.2024.pdf
- 6c. PCM AP Register 01.2024.pdf

- 5. PCM Statement of Cash Flows 01.2024.pdf
- 6d. PCM Non-AP Register 01.2024.pdf
- 4. PCM BvA 01.2024.pdf
- 6b. PCM Payroll Report 01.2024.pdf
- 6a. PCM Auditing Officer Approval 01.2024.pdf
- 1. PCM Finance Dashboard 01.2024.pdf
- 6. PCM Payroll and AP Certification 01.2024.pdf
- PCM 23-24 Budget 20240220.xlsm
- 11824 Educational Excellence Update.pdf

Grounding Docs: [Board Norms-We are LEADERS too-Structure and Responsibilities Overview](#), [PCM Logic Model](#), [EEMPS Rubric](#), [School-Wide Reflective Practice Inventory](#), [Bylaws](#)

Resources: Key Resources BOX Folder, [OPMA Resources](#), [App Board Commitments & Background](#), [Committee Descriptions](#), [Org Charts](#), [Board Member Application Full Packet](#), [Prospective Board Member Questionnaire](#)

Coversheet

Approve Special Board Meeting Minutes: 3/5/24

Section: I. Opening Items
Item: E. Approve Special Board Meeting Minutes: 3/5/24
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board Meeting--Special on March 5, 2024

APPROVED



PULLMAN **PUBLIC**
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Pullman Community Montessori

Minutes

Board Meeting--Special

Board Meeting--Special

Date and Time

Tue Mar 5, 2024 at 5:15 PM

Location

PCM Board of Trustees regular and working board meetings are held in the Gladish Community and Cultural Center in the Gold Room, room 115 on the 1st floor. To increase accessibility we offer a virtual option for attendance. If you have difficulty accessing the remote meeting link please call 509-336-5909.

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Trustees Present

A. Burton (remote), A. Guyton (remote), B. Wolff, R. McDonald

Trustees Absent

None

Ex Officio Members Present

L. Sullivan (remote)

Non Voting Members Present

L. Sullivan (remote)

Guests Present

D. Porter

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

B. Wolff called a meeting of the board of trustees of Pullman Community Montessori to order on Tuesday Mar 5, 2024 at 5:18 PM.

II. Executive Session

A. Executive Session 1

The PCM Board of Trustees entered Executive Session for 40 minutes at 5:20pm and returned at 6:00pm.

The PCM Board of Trustees requested 40 more minutes time and entered in to Executive Session at 6:00pm and returned at 6:40pm

A. Guyton made a motion to accept the head of school's resignation for the end of the 2023-24 sy.

A. Burton seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

R. McDonald Aye

A. Burton Aye

B. Wolff Aye

A. Guyton Aye

B. Discuss NPP (Notice of Perceived Problem)

The board discussed the next steps they will take in response to the Notice of Perceived Problem.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:03 PM.

Respectfully Submitted,
B. Wolff

Documents used during the meeting

None

Grounding Docs: [Board Norms-We are LEADERS too-Structure and Responsibilities Overview](#), [PCM Logic Model](#), [EEMPS Rubric](#), [School-Wide Reflective Practice Inventory](#), [Bylaws](#)

Resources: Key Resources BOX Folder, [OPMA Resources](#), [App Board Commitments & Background](#), [Committee Descriptions](#), [Org Charts](#), [Board Member Application Full Packet](#), [Prospective Board Member Questionnaire](#)

Coversheet

Approve Working Board Meeting Minutes: 3/14/24

Section: I. Opening Items
Item: F. Approve Working Board Meeting Minutes: 3/14/24
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board Meeting--Working Session on March 14, 2024

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Pullman Community Montessori

Minutes

Board Meeting--Working Session

Board Work Session

Date and Time

Thu Mar 14, 2024 at 5:15 PM

Location

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Trustees Present

A. Burton, A. Guyton (remote), B. Wolff, R. McDonald

Trustees Absent

None

Ex Officio Members Present

L. Sullivan

Non Voting Members Present

L. Sullivan

Guests Present

Robin

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

B. Wolff called a meeting to order on Thursday Mar 14, 2024 at 5:25 PM.

C. Motion to change the order of the agenda

R. McDonald made a motion to change the order of the agenda per the updated proposed agenda read by Trustee McDonald.

A. Burton seconded the motion.

The team **VOTED** unanimously to approve the motion.

D. Board Officer Change

A. Guyton made a motion to Accept Trustee Wolff's resignation as board Chair and request to assume the Board Secretary role.

A. Burton seconded the motion.

The team **VOTED** unanimously to approve the motion.

E. Board Officer Change 2

A. Burton made a motion to Accept the nomination of Trustee Robinson as Board Chair.

A. Guyton seconded the motion.

The team **VOTED** unanimously to approve the motion.

F. Change in OE 'Teacher of Record'

A. Burton made a motion to approve Jordan Bovee as the long-term sub teachers of record of the Older Elementary community for the remainder for the 2023-24 SY.

B. Wolff seconded the motion.

The team **VOTED** to approve the motion.

Roll Call

B. Wolff Aye

A. Burton Aye

R. McDonald Aye

A. Guyton No

II. Prospective Trustee Interviews

A. Interview: Christopher Albano

Trustees used the standard process for conducting the trustee interview.

B. Wolff made a motion to invite Chris Albano to join the PCM Board of Trustees.

A. Burton seconded the motion.

The team **VOTED** unanimously to approve the motion.

B. Interview: Alan MacPhee

A. Guyton made a motion to invite Alan MacPhee to join the PCM Board of Trustees.

R. McDonald seconded the motion.

The team **VOTED** unanimously to approve the motion.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:44 PM.

Respectfully Submitted,

B. Wolff

Coversheet

HOS Update

Section: III. LEADERS Team Update & Compliance Check-in
Item: A. HOS Update
Purpose: FYI
Submitted by:
Related Material: PCM Board Dashboard 03-01-2024.xlsx

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

PCM Board Dashboard 03-01-2024.xlsx

Coversheet

FC (Finance Committee) Report

Section:	IV. Board Goals, Committee & Council Updates
Item:	G. FC (Finance Committee) Report
Purpose:	Discuss
Submitted by:	
Related Material:	5. PCM Statement of Cash Flows 24 02.pdf 3. PCM Balance Sheet 24 02.pdf 2. PCM Income Statement 24 02.pdf 6c. PCM AP Register 24 02.pdf 1. PCM Finance Dashboard 24 02.pdf 4. PCM BvA 24 02.pdf 4a. PCM Detailed BvA 24 02.pdf 6. PCM Payroll and AP Certification 24 02.pdf 6d. PCM Non-AP Register 24 02.pdf 6a. PCM Auditing Officer Approval 24 02.pdf 6b. PCM Payroll Report 24 02.pdf

Pullman Community Montessori

Statement of Cash Flows

December 2023 - February 2024

	DEC 2023	JAN 2024	FEB 2024	TOTAL
OPERATING ACTIVITIES				
Net Revenue	2,784.99	-50,106.44	-64,408.79	\$ -
				111,730.24
Adjustments to reconcile Net Revenue to Net Cash provided by operations:				\$0.00
1100 Accounts Receivable (A/R)	4,305.19	30,978.51	1,184.56	\$36,468.26
1150 Prepays & Other Assets	1,058.12	-4,629.39	1,599.78	\$ -1,971.49
1550 Accumulated Depreciation			19,012.91	\$19,012.91
2100 Accounts Payable	-40,280.37	-10,191.93	35,514.17	\$ -14,958.13
2102 Banner Bank Mastercard	0.00	0.00	0.00	\$0.00
2101 Accrued Accounts & Payroll Payable	-7,372.35	19,092.48	-18,660.07	\$ -6,939.94
2155 Retirement Payable - DRS	-1,723.03	-1,887.54	2,673.24	\$ -937.33
2156 Health Insurance Payable - SEBB	-897.00	2,679.50	3,413.00	\$5,195.50
2158 LTD Payable	-66.82	-27.04	17.37	\$ -76.49
2171 Use Tax Payable		0.00		\$0.00
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	-44,976.26	36,014.59	44,754.96	\$35,793.29
Net cash provided by operating activities	\$ -	\$ -	\$ -	\$ -75,936.95
	42,191.27	14,091.85	19,653.83	
INVESTING ACTIVITIES				
1510 Facilities - In Progress		-67,952.32	-1,200.00	\$ -69,152.32
Net cash provided by investing activities	\$0.00	\$ -	\$ -1,200.00	\$ -69,152.32
		67,952.32		
FINANCING ACTIVITIES				
2502 Loan Payable - long-term	-1,438.09	-1,445.28	-1,452.51	\$ -4,335.88
2510 Deferred Rent Liability	5,718.97	5,718.97	5,718.97	\$17,156.91
2998 Unrestricted Net Assets		3,228.37		\$3,228.37
2999 Restricted Net Assets		-3,228.37		\$ -3,228.37
Net cash provided by financing activities	\$4,280.88	\$4,273.69	\$4,266.46	\$12,821.03
NET CASH INCREASE FOR PERIOD	\$ -	\$ -	\$ -	\$ -
	37,910.39	77,770.48	16,587.37	132,268.24

Pullman Community Montessori

Balance Sheet

As of February 29, 2024

	TOTAL		
	AS OF FEB 29, 2024	AS OF JAN 31, 2024 (PP)	CHANGE
ASSETS			
Current Assets			
Bank Accounts			
1000 Banner Bank x4353 - PUBLIC Checking	149,719.63	166,304.01	-16,584.38
1001 Banner Bank x4695 - PRIVATE Checking	1,766.20	1,769.20	-3.00
1005 Banner Bank x3234 - PUBLIC Savings	1,095.85	1,095.84	0.01
Total Bank Accounts	\$152,581.68	\$169,169.05	\$ -16,587.37
Accounts Receivable			
1100 Accounts Receivable (A/R)	28,150.36	29,334.92	-1,184.56
Total Accounts Receivable	\$28,150.36	\$29,334.92	\$ -1,184.56
Other Current Assets			
1150 Prepays & Other Assets	28,493.35	30,093.13	-1,599.78
Total Other Current Assets	\$28,493.35	\$30,093.13	\$ -1,599.78
Total Current Assets	\$209,225.39	\$228,597.10	\$ -19,371.71
Fixed Assets			
1501 Fixed Assets-Capitalized Equipment	52,450.78	52,450.78	0.00
1503 Fixed Assets-Leasehold Improvements	540,149.69	540,149.69	0.00
1504 Fixed Assets-Furniture, Fixtures & Other	98,069.49	98,069.49	0.00
1510 Facilities - In Progress	98,744.40	97,544.40	1,200.00
1550 Accumulated Depreciation	-175,694.30	-156,681.39	-19,012.91
Total Fixed Assets	\$613,720.06	\$631,532.97	\$ -17,812.91
TOTAL ASSETS	\$822,945.45	\$860,130.07	\$ -37,184.62
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2100 Accounts Payable	93,499.19	57,985.02	35,514.17
Total Accounts Payable	\$93,499.19	\$57,985.02	\$35,514.17
Other Current Liabilities			
2101 Accrued Accounts & Payroll Payable	61,576.72	80,236.79	-18,660.07
2155 Retirement Payable - DRS	17,779.62	15,106.38	2,673.24
2156 Health Insurance Payable - SEBB	-34,926.50	-38,339.50	3,413.00
2158 LTD Payable	306.19	288.82	17.37
Total Other Current Liabilities	\$44,736.03	\$57,292.49	\$ -12,556.46
Total Current Liabilities	\$138,235.22	\$115,277.51	\$22,957.71

Pullman Community Montessori

Balance Sheet

As of February 29, 2024

	TOTAL		
	AS OF FEB 29, 2024	AS OF JAN 31, 2024 (PP)	CHANGE
Long-Term Liabilities			
2502 Loan Payable - long-term	782,898.36	784,350.87	-1,452.51
2510 Deferred Rent Liability	96,237.78	90,518.81	5,718.97
Total Long-Term Liabilities	\$879,136.14	\$874,869.68	\$4,266.46
Total Liabilities	\$1,017,371.36	\$990,147.19	\$27,224.17
Equity			
2998 Unrestricted Net Assets	-254,827.66	-254,827.66	0.00
2999 Restricted Net Assets	76,146.18	76,146.18	0.00
Net Revenue	-15,744.43	48,664.36	-64,408.79
Total Equity	\$ -194,425.91	\$ -130,017.12	\$ -64,408.79
TOTAL LIABILITIES AND EQUITY	\$822,945.45	\$860,130.07	\$ -37,184.62

Pullman Community Montessori

Profit and Loss

February 2024

	TOTAL			
	FEB 2024	JAN 2024 (PP)	CHANGE	SEP 2023 - FEB 2024 (YTD)
Revenue				
3100 Local Donations	346.63	25.00	321.63	471.63
3198 Sales - School Meals	975.00	1,117.10	-142.10	6,241.40
3199 Local Income - misc				2,587.31
3201 Interest Income (Public)	0.01	0.02	-0.01	0.11
3520 Private Foundations / Grants		72,952.32	-72,952.32	416,952.32
4000 General Apportionment	104,997.50	11,767.95	93,229.55	598,492.94
4021 Special Education - General Apportionment	1,693.82	3,381.98	-1,688.16	10,136.43
4121 Special Education - State	17,026.64	4,731.88	12,294.76	96,763.32
4155 Learning Assistance	1,215.55	1,148.02	67.53	6,550.48
4198 State - School Food Service		55.80	-55.80	261.85
4199 Transportation	16,976.57	3,243.99	13,732.58	32,051.57
5101 Title 1	2,473.00	11,113.74	-8,640.74	13,586.74
5124 Federal SPED - IDEA	10,279.51		10,279.51	10,279.51
5198 Federal - School Food Services (NSLP)		10,468.74	-10,468.74	22,776.68
5199 Federal - Misc Grants	6,146.19	26,823.88	-20,677.69	34,048.07
5200 Federal - CSP	22,757.02	23,941.58	-1,184.56	156,083.22
Total Revenue	\$184,887.44	\$170,772.00	\$14,115.44	\$1,407,283.58
GROSS PROFIT	\$184,887.44	\$170,772.00	\$14,115.44	\$1,407,283.58
Expenditures				
6005 Certificated - Executive Management	7,725.00	7,725.00	0.00	46,350.03
6106 Classified - Operations Staff	8,961.54	9,034.16	-72.62	50,277.90
6110 Classified - Instructional Management	6,866.68	6,472.44	394.24	40,805.84
6196 Nurses	3,397.35	3,677.23	-279.88	23,878.60
6198 Classified - Lunch Staff	5,442.55	5,791.25	-348.70	37,027.97
6199 Classified - Transportation Staff	4,294.71	4,238.88	55.83	28,677.72
6270 Certificated - Teachers - Regular	16,558.04	28,705.95	-12,147.91	136,099.33
6272 Certificated - Counselors	4,675.58	4,675.58	0.00	30,391.27
6275 Certificated - Teachers - SPED	4,927.96	4,927.96	0.00	29,567.65
6278 Certificated - Stipends	1,833.32	1,833.32	0.00	10,791.59
6371 Classified - Teachers - Substitutes	2,748.37	2,318.02	430.35	10,295.65
6373 Classified - Aides - Regular	17,679.87	17,081.76	598.11	113,940.81
6376 Classified - Aides - SPED	8,646.77	9,543.76	-896.99	52,135.42
6378 Classified - Stipends	1,666.66	3,337.77	-1,671.11	17,296.09
7051 Social Security/Medicare/FUTA	3,934.13	5,014.56	-1,080.43	26,526.95
7052 Worker's Compensation Insurance	879.17	934.67	-55.50	5,426.34
7053 State Unemployment	887.46	1,017.09	-129.63	2,880.16
7055 Retirement Contribution - DRS	9,640.72	10,848.08	-1,207.36	63,921.16
7056 Health Insurance - SEBB	22,034.50	23,671.00	-1,636.50	146,422.50
8005 Audits	1,024.80		1,024.80	1,024.80
8010 Legal	11,952.50	1,489.10	10,463.40	23,759.60

Pullman Community Montessori

Profit and Loss

February 2024

	TOTAL			
	FEB 2024	JAN 2024 (PP)	CHANGE	SEP 2023 - FEB 2024 (YTD)
8015 Oversight Fee (3%)	4,257.30	728.22	3,529.08	22,213.79
8035 Payroll & Accounting Services	10,000.00	10,000.00	0.00	60,000.00
8040 Special Ed Services	2,555.00	6,565.61	-4,010.61	43,631.03
8050 Contracted Services - Tech	1,623.89	3,234.01	-1,610.12	12,788.55
8053 Contracted Services - Misc	8,900.00	1,407.00	7,493.00	15,465.20
8054 Contracted Services - Afterschool	2,849.08		2,849.08	13,595.54
8055 Printing	2,641.71		2,641.71	2,641.71
8060 Dues & Memberships				620.00
8505 Board Expenses	833.33	833.33	0.00	4,999.98
8510 Classroom / Teaching Supplies & Materials	14,642.61	844.07	13,798.54	31,936.34
8515 Special Ed Supplies & Materials				1,012.76
8530 Equipment / Furniture	1,038.13		1,038.13	2,176.39
8535 Telephone / Internet	648.47	648.47	0.00	3,873.65
8540 Technology - Hardware	437.85		437.85	4,827.93
8541 Technology - Software	1,762.25	7,468.59	-5,706.34	26,228.16
8565 Office Expense	581.31	2,946.67	-2,365.36	17,002.83
8570 Staff Development	2,425.00		2,425.00	9,923.31
8575 Staff Recruitment	158.72	29.05	129.67	895.88
8580 Student Recruitment / Marketing	405.00	285.00	120.00	5,892.72
8585 School Meals / Lunch	200.00	6,459.30	-6,259.30	37,710.68
8590 Travel (Staff)				2,254.16
8595 Fundraising				524.39
8599 Transportation (student)	3,800.61	1,131.43	2,669.18	12,128.27
9005 Insurance Expense		274.83	-274.83	7,734.73
9010 Janitorial	3,253.63	3,253.63	0.00	19,459.53
9015 Building and Land Rent / Lease	18,417.27	18,417.27	0.00	110,503.62
9020 Repairs & Maintenance Bld		57.67	-57.67	210.69
9045 Interest Expense	3,074.48	3,956.71	-882.23	17,252.97
Total Expenditures	\$230,283.32	\$220,878.44	\$9,404.88	\$1,385,002.19
NET OPERATING REVENUE	\$ -45,395.88	\$ -50,106.44	\$4,710.56	\$22,281.39
Other Expenditures				
9050 Depreciation	19,012.91		19,012.91	38,025.82
Total Other Expenditures	\$19,012.91	\$0.00	\$19,012.91	\$38,025.82
NET OTHER REVENUE	\$ -19,012.91	\$0.00	\$ -19,012.91	\$ -38,025.82
NET REVENUE	\$ -64,408.79	\$ -50,106.44	\$ -14,302.35	\$ -15,744.43

Pullman Community Montessori

Bill Payment List

February 2024

DATE	NUM	VENDOR	AMOUNT	MEMO/DESCRIPTION
1000 Banner Bank x4353 - PUBLIC Checking				
02/05/2024	EFT	Dakota Academic Consulting, Inc	-1,950.00	
02/05/2024	EFT	True Measure Collaborative	-2,175.00	
02/05/2024	EFT	Joule Growth Partners	-10,000.00	
02/05/2024	EFT	Banner Bank	-4,964.22	
02/06/2024		Terry's Dairy, Inc	-553.50	Multiple invoices (details on stub)
02/06/2024		Washington State Charter Schools Association	-1,186.19	Multiple invoices
02/06/2024		First Step Internet	-180.00	Inv 1740160
02/06/2024		Lexia Learning Systems LLC	-3,228.37	Inv 7441398
02/06/2024		The Standard Insurance Company	-288.82	Inv 756494 0314 1/1
02/08/2024		Letty Rising LLC	-8,900.00	Inv N/A
02/14/2024		ParentSquare, Inc	-2,100.00	Inv SI-006923
02/05/2024	1101	Friends of Gladish	-12,698.30	
02/29/2024	EFT	WA Dept of Retirement Systems	-16,040.24	
02/01/2024	EFT	Raza Development Fund, Inc (v)	-3,340.80	
02/13/2024	EFT	Great American Insurance Group	-274.83	
02/13/2024	EFT	URM Stores Inc	-5,905.80	
02/16/2024		Whitman County Health Department	-200.00	Inv 24-147
02/29/2024	1104	Cleaning Concepts Janitorial	-3,253.63	
02/29/2024	1103	Friends of Gladish	-12,698.30	
Total for 1000 Banner Bank x4353 - PUBLIC Checking			\$ -89,938.00	



Finance Dashboard
February 2024

	Metric <i>Description</i>	Result	Goal	Status	Notes
1.	Current Student Recruitment Count <i>Enrollment is the school's primary revenue driver</i>	84%	100%	●	<i>Current enrollment: 107 (AAFTE: 114.67) Budget: 136 SPED: 20.4 budget, 26 actual</i>
2.	Public Revenue Received as a % of overall budget <i>Measures rate of receipt of public funds to date</i>	40%	48%	●	<i>Enrollment revenue loss approx \$400k</i>
3.	Private Revenue Received as a % of overall budget <i>Measures progress against fundraising goals</i>	76%	79%	●	<i>All expected grant payments received. Local donations (\$471) goal (\$25k) – forecast reduced materially</i>
4.	Expenditures to date as a % of overall budget <i>Measures actual spending against planned spending</i>	51.6%	50%	●	<i>Cuts made will help ensure payroll can be made and operations continue but cash will be tight</i>
5.	Cash on Hand <i>Measures operational and financial stability</i>	Current: \$152k 21 Days	\$446k 60 Days	●	<i>Not projected to meet 30 days cash. Projection: \$196k (28 days)</i>

Additional notes for discussion:

- **March enrollment: 89**
- **Cash:** received final \$51k grant payment from WA Charters; cash conservation measures started
- **February is end of Q2:** new forecasts and detailed BvA included
- **Material Variances – actual & approaching (\$10k & 10%):** private foundations/grants (163%, \$161k, accrual rules and additional WA Charters grant); Legal costs (158%, \$8.7k); tech support (249%, \$7.6k); classroom supplies (135%, \$8.3k); office expense (166%, \$6.8k)
 - **Overall expenses are down \$220k, mostly in staffing cuts**
- **Current fiscal year count of missing documentation: \$30k**

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**Pullman Community Montessori
FY 23-24 Budget Status Report
Feb-24**

	Actual	Budget	Over/(Under) Budget	% Received / Spent	Forecast	% of Forecast	Notes
Revenue							
Local Support	9,300	46,456	-37,156	20.02%	11,223	82.87%	Reduction in anticipated local donations Drop due to reduced expected AAFTE to 104 Total loss due to enrollment: \$400k Addition of levy equalization: \$140k May not spend full CSP grant Added \$50k WA Charters Grant
State Revenue - General	598,493	1,542,557	-944,064	38.80%	1,197,644	49.97%	
State Revenue - Special Purpose	145,764	365,645	-219,881	39.86%	432,616	33.69%	
Federal Revenue	236,774	537,473	-300,699	44.05%	545,336	43.42%	
Grants & Other Sources	416,952	255,000	161,952	163.51%	420,000	99.27%	
Total Revenue	1,407,284	2,747,131	-1,339,847	51.23%	2,606,819	53.98%	
Gross Profit	1,407,284	2,747,131	-1,339,847	51.23%			
Expenditures							
Salaries	627,536	1,243,310	-615,774	50.47%	1,101,385	56.98%	Overall \$140k drop in salaries and \$70k drop in benefits
Personnel Taxes & Benefits	245,177	520,876	-275,699	47.07%	450,125	54.47%	
Contracted Services	192,479	366,920	-174,441	52.46%	381,968	50.39%	Various small increases (tech support, HOS support, SPED) Increases: classroom supplies, furniture, office expense, meals Decreases: transportation, testing, field trips
School Operations	193,880	228,499	-34,619	84.85%	265,513	73.02%	
Facility Operations & Maintenance	155,162	326,952	-171,791	47.46%	336,660	46.09%	
Contingency		71,034	0	0.00%	0	100.00%	
Total Expenditures	1,414,233	2,757,591	-1,272,324	51.29%	2,535,652	55.77%	Fiscal Year Elapsed: 50%
Net Operating Revenue	-6,950	-10,460	3,510	66.44%	71,167	-9.77%	School Year Elapsed: 61%
Net Revenue	-6,950	-10,460	3,510	66.44%	71,167	-9.77%	
Balance Sheet Expenses							
Bridge Loan Principal	60,679	59,385	1,294	102.18%	61,127	99.27%	Moved to 24-25 due to construction delays
Kitchen Renovations	0	39,000	-39,000	0.00%	0	0.00%	
Balance Sheet Expenditures	60,679	98,385	-37,706	61.68%	61,127	99.27%	
All Expenditures	1,474,912	2,855,976	-1,381,064	51.64%	2,596,779	56.80%	
Board Approved Expenditures	2,855,976						

Pullman Community Montessori Budget vs. Actuals: FY24 September 2023 - February 2024

	Total			
	Actual	Budget	over Budget	% of Budget
Revenue				
3100 Local Donations	471.63	25,000.00	-24,528.37	1.89%
3198 Sales - School Meals	6,241.40	21,456.00	-15,214.60	29.09%
3199 Local Income - misc	2,587.31		2,587.31	
3201 Interest Income (Public)	0.11		0.11	
3520 Private Foundations / Grants	416,952.32	255,000.00	161,952.32	163.51%
4000 General Apportionment	598,492.94	1,542,557.00	-944,064.06	38.80%
4021 Special Education - General Apportionment	10,136.43	16,325.00	-6,188.57	62.09%
4121 Special Education - State	96,763.32	241,950.00	-145,186.68	39.99%
4155 Learning Assistance	6,550.48	13,506.00	-6,955.52	48.50%
4165 Transitional Bilingual		7,043.00	-7,043.00	0.00%
4174 Highly Capable		4,052.00	-4,052.00	0.00%
4198 State - School Food Service	261.85		261.85	
4199 Transportation	32,051.57	82,769.00	-50,717.43	38.72%
4258 State Miscellaneous Revenue		0.00	0.00	
5101 Title 1	13,586.74	20,146.00	-6,559.26	67.44%
5102 Title 2		12,033.00	-12,033.00	0.00%
5124 Federal SPED - IDEA	10,279.51	18,628.00	-8,348.49	55.18%
5198 Federal - School Food Services (NSLP)	22,776.68	31,827.00	-9,050.32	71.56%
5199 Federal - Misc Grants	34,048.07	73,540.00	-39,491.93	46.30%
5200 Federal - CSP	156,083.22	381,299.00	-225,215.78	40.93%
Total Revenue	\$ 1,407,283.58	\$ 2,747,131.00	-\$ 1,339,847.42	51.23%
Gross Profit	\$ 1,407,283.58	\$ 2,747,131.00	-\$ 1,339,847.42	51.23%
Expenditures				
6005 Certificated - Executive Management	46,350.03	92,700.00	-46,349.97	50.00%
6106 Classified - Operations Staff	50,277.90	110,206.00	-59,928.10	45.62%
6110 Classified - Instructional Management	40,805.84	80,000.00	-39,194.16	51.01%
6196 Nurses	23,878.60	54,036.00	-30,157.40	44.19%
6198 Classified - Lunch Staff	37,027.97	71,167.00	-34,139.03	52.03%
6199 Classified - Transportation Staff	28,677.72	37,632.00	-8,954.28	76.21%
6270 Certificated - Teachers - Regular	136,099.33	355,917.00	-219,817.67	38.24%
6271 Certificated - Teachers - Substitutes		11,700.00	-11,700.00	0.00%
6272 Certificated - Counselors	30,391.27		30,391.27	
6275 Certificated - Teachers - SPED	29,567.65	59,135.00	-29,567.35	50.00%
6278 Certificated - Stipends	10,791.59	20,000.00	-9,208.41	53.96%
6370 Classified - Teachers - Regular	0.00		0.00	
6371 Classified - Teachers - Substitutes	10,295.65		10,295.65	
6372 Classified - Counselors		68,000.00	-68,000.00	0.00%
6373 Classified - Aides - Regular	113,940.81	202,280.00	-88,339.19	56.33%
6376 Classified - Aides - SPED	52,135.42	80,540.00	-28,404.58	64.73%
6378 Classified - Stipends	17,296.09		17,296.09	
7051 Social Security/Medicare/FUTA	26,526.95	58,311.00	-31,784.05	45.49%
7052 Worker's Compensation Insurance	5,426.34	10,071.00	-4,644.66	53.88%
7053 State Unemployment	2,880.16	8,927.00	-6,046.84	32.26%
7055 Retirement Contribution - DRS	63,921.16	126,767.00	-62,845.84	50.42%
7056 Health Insurance - SEBB	146,422.50	316,800.00	-170,377.50	46.22%
8005 Audits	1,024.80	37,611.00	-36,586.20	2.72%
8010 Legal	23,759.60	15,000.00	8,759.60	158.40%

8015 Oversight Fee (3%)	22,213.79	57,246.00	-35,032.21	38.80%
8035 Payroll & Accounting Services	60,000.00	123,000.00	-63,000.00	48.78%
8040 Special Ed Services	43,631.03	93,368.00	-49,736.97	46.73%
8050 Contracted Services - Tech	12,788.55	5,125.00	7,663.55	249.53%
8051 Contracted Services - Program Support / PD		4,000.00	-4,000.00	0.00%
8053 Contracted Services - Misc	15,465.20		15,465.20	
8054 Contracted Services - Afterschool	13,595.54	31,570.00	-17,974.46	43.06%
8055 Printing	2,641.71	3,570.00	-928.29	74.00%
8060 Dues & Memberships	620.00	2,180.00	-1,560.00	28.44%
8505 Board Expenses	4,999.98	1,500.00	3,499.98	333.33%
8510 Classroom / Teaching Supplies & Materials	31,936.34	23,500.00	8,436.34	135.90%
8515 Special Ed Supplies & Materials	1,012.76	5,100.00	-4,087.24	19.86%
8520 Textbooks / Workbooks		800.00	-800.00	0.00%
8530 Equipment / Furniture	2,176.39	3,750.00	-1,573.61	58.04%
8535 Telephone / Internet	3,873.65	7,834.00	-3,960.35	49.45%
8540 Technology - Hardware	4,827.93	4,175.00	652.93	115.64%
8541 Technology - Software	26,228.16	35,989.00	-9,760.84	72.88%
8545 Student Testing & Assessment		4,515.00	-4,515.00	0.00%
8550 Field Trips		10,200.00	-10,200.00	0.00%
8561 Student Activities		3,468.00	-3,468.00	0.00%
8565 Office Expense	17,002.83	10,200.00	6,802.83	166.69%
8570 Staff Development	9,923.31	11,878.00	-1,954.69	83.54%
8575 Staff Recruitment	895.88	3,570.00	-2,674.12	25.09%
8580 Student Recruitment / Marketing	5,892.72	8,160.00	-2,267.28	72.21%
8585 School Meals / Lunch	37,710.68	55,948.00	-18,237.32	67.40%
8590 Travel (Staff)	2,254.16	2,550.00	-295.84	88.40%
8595 Fundraising	524.39	612.00	-87.61	85.68%
8599 Transportation (student)	12,128.27	29,000.00	-16,871.73	41.82%
9005 Insurance Expense	7,734.73	25,092.00	-17,357.27	30.83%
9010 Janitorial	19,459.53	22,950.00	-3,490.47	84.79%
9015 Building and Land Rent / Lease	110,503.62	230,854.00	-120,350.38	47.87%
9020 Repairs & Maintenance Bld	210.69		210.69	
9045 Interest Expense	17,252.97	48,056.00	-30,803.03	35.90%
9999 Reserves / Contingency		71,034.00	-71,034.00	0.00%
Total Expenditures	\$ 1,385,002.19	\$ 2,757,594.00	-\$ 1,372,591.81	50.23%
Net Operating Revenue	\$ 22,281.39	-\$ 10,463.00	\$ 32,744.39	-212.95%
Other Expenditures				
9050 Depreciation	38,025.82	94,883.00	-56,857.18	40.08%
Total Other Expenditures	\$ 38,025.82	\$ 94,883.00	-\$ 56,857.18	40.08%
Net Other Revenue	-\$ 38,025.82	-\$ 94,883.00	\$ 56,857.18	40.08%
Net Revenue	-\$ 15,744.43	-\$ 105,346.00	\$ 89,601.57	14.95%

Monday, Mar 18, 2024 12:07:24 PM GMT-7 - Accrual Basis



Payroll Check Summary

Payroll Runs: 02/09/2024 and 02/23/2024

BOARD CERTIFICATION STATEMENT

Payments have been audited and certified by the Auditing Officer as required by RCW 42.24.080, and those expense reimbursement claims certified as required by RCW 42.24.090. Those payments have been recorded on a listing which has been made available to the board.

As of March 21,2024, the Board, by a _____ vote, approves payments totaling \$87,058.19. The payments are further identified in this document.

Total Payment by Type:

Payroll Direct Deposit (\$87,058.19)

Manual Checks (\$0)

Secretary	<u>Dorrie Main</u>	Board Member	_____
Board Member	<u>Anna Burton</u>	Board Member	_____
Board Member	<u>Aubree Guyton</u>	Board Member	_____
Board Member	<u>Beverley Wolff</u>		

Accounts Payable Register

February 2024

BOARD CERTIFICATION STATEMENT

Payments have been audited and certified by the Auditing Officer as required by RCW 42.24.080, and those expense reimbursement claims certified as required by RCW 42.24.090. Those payments have been recorded on a listing which has been made available to the board.

As of March 21,2024, the Board, by a _____ vote, approves payments totaling \$89,938.00. The payments are further identified in this document.

Total Payment by Type:

Electronic Funds Transfer (\$89,938.00)

Manual checks (\$0)

Secretary	<u>Dorrie Main</u>	Board Member	_____
Board Member	<u>Anna Burton</u>	Board Member	_____
Board Member	<u>Aubree Guyton</u>	Board Member	_____
Board Member	<u>Beverley Wolff</u>		



Non-AP Cash Disbursement Register

February 2024

BOARD CERTIFICATION STATEMENT

The following payments were paid during February 2024 but not captured in the AP register. This mostly includes debit card payments, certain EFT payments, manual checks, and private wires.

Payments have been audited and certified by the Auditing Officer as required by RCW 42.24.080, and those expense reimbursement claims certified as required by RCW 42.24.090. Those payments have been recorded on a listing which has been made available to the board.

As of March 21, 2024, the Board, by a _____ vote, approves payments totaling \$1,123.26. The payments are further identified in this document.

Total Payment by Type:

Debit Card / EFT (\$1,073.26) – comprised mostly of automatic charges (Gusto – payroll provider, Verizon, Microsoft) and
 Manual Checks (\$50) – OSPI

Secretary	<u>Dorrie Main</u>	Board Member	_____
Board Member	<u>Anna Burton</u>	Board Member	_____
Board Member	<u>Aubree Guyton</u>	Board Member	_____
Board Member	<u>Beverley Wolff</u>		



For the Board Minutes

The following payments as audited and certified by the auditing officer, as required by RCW 42.24.080, and those expense reimbursements claims certified, as required by RCW 42.24.090, are approved for payment. In addition, payroll payments in the amount of \$87,058.19 are also approved.

**General Fund
Accounts Payable**

Total electronic payments totaling \$89,938.00 and
Check numbers N/A and N/A totaling \$0

Non-AP Cash Disbursements

Total electronic payments totaling \$1,073.26 and
Manual check 1102 totaling \$50.00

Payroll

Total electronic payments totaling \$87,058.19 and
Payroll check numbers N/A totaling \$0

Pullman Community Montessori
Non-AP Cash Disbursements
 February 2024

	Date	Transaction Type	Num	Name	Memo/Description	Amount
1000 Banner Bank x4353 - PUBLIC Checking						
	02/05/2024	Expenditure		Transparent	ACH transparent clas transpar ACH transparent clas transparen CCD ST-Z6A9N3V7O4M2 18	-237.03
	02/12/2024	Expenditure		eFax	CCSI EFAX 6922 HOLLYWOOD BLVD 32 CCSI EFAX 6922 HOLLYWOOD BLVD 323-817-3205CA C# *8765	-18.99
	02/12/2024	Expenditure		Magic-Wrighter (e-Funds)	ACH MAGIC-WRIGHTER INVOICE ACH MAGIC-WRIGHTER INVOICE PPD XXXXXX4841	-34.95
	02/13/2024	Expenditure		Microsoft	MSFT * E0300R05H 1 Microsoft Way MSFT * E0300R05H 1 Microsoft Way MSBILL.INFOWA C# *876	-33.75
	02/22/2024	Expenditure		Verizon Wireless	ACH VERIZON WIRELESS PAYMENTS ACH VERIZON WIRELESS PAYMENTS CCD XXXXXXXX4300001 6223	-348.47
	02/26/2024	Check	1102	OSPI	Check 1102	-50.00
	02/29/2024	Expenditure		Gusto		-397.07
Total for 1000 Banner Bank x4353 - PUBLIC Checking						-\$ 1,120.26
1001 Banner Bank x4695 - PRIVATE Checking						
	02/01/2024	Expenditure		Banner Bank	Paper statement fee	-3.00
Total for 1001 Banner Bank x4695 - PRIVATE Checking						-\$ 3.00

Monday, Mar 18, 2024 12:10:13 PM GMT-7

\$(1,123.26)

AUDITING OFFICER CERTIFICATION AND APPROVAL
(CHAPTER 42.24 RCW)

I, the undersigned, do hereby certify under penalty of perjury for the following vouchers, that the materials have been furnished, the services rendered or the labor performed as described herein and that the claim is a just, due and unpaid obligation against Pullman Community Montessori, and that I am authorized to authenticate and certify so said claim.

Pullman Community Montessori General Fund

February AP register totaling: \$89,938.00

Pay dates within 02/01/24 – 02/29/24

Board Date 03/21/24

Signature of Auditing Officer

Date

**Pullman Community Montessori
Payroll Summary**

Feb-24



Pay Code Totals

Custodian / Bus Driver	4,763.71
Kitchen Staff	7,245.39
Office Administration	9,439.45
School Administration	15,008.34
Special Education Staff	6,594.62
Student Support Staff	41,251.53
Substitute Teacher	2,495.72
Teacher	23,796.67
Total	110,595.43

Deduction Totals

State Pension	7,676.66
State Employees Benefits Board	2,086.50
Supplemental LTD	306.19
Wage Garnishments	-
Federal Income Tax	7,082.68
Social Security	3,103.10
Medicare	1,573.35
WA CARES	641.45
WA Workers' Comp Insurance	482.71
WA Family and Medical Leave Insurance	584.60
Total	23,537.24

Benefits Totals

State Pension	11,036.82
State Employees Benefits Board	22,550.00
Social Security	3,103.10
Medicare	1,573.35
WA SUI	995.37
WA EAF	33.20
Health Savings Account	-
WA Workers' Comp Insurance	988.68
Total	40,280.52

Direct Deposit Total **87,058.19**

Manual Checks Total **-**

Coversheet

5-Yr Budget Scenario 1

Section: IV. Board Goals, Committee & Council Updates
Item: H. 5-Yr Budget Scenario 1
Purpose: Discuss
Submitted by:
Related Material: PCM 23-24 Budget Workbook 20240225 New Model - K-9 (fix) (1).xlsm

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

PCM 23-24 Budget Workbook 20240225 New Model - K-9 (fix) (1).xlsm

Coversheet

Board Update on Response to Commission

Section: IV. Board Goals, Committee & Council Updates

Item: I. Board Update on Response to Commission

Purpose: Discuss

Submitted by:

Related Material:

PCM NPP #1 Response.pdf

PCM NPP #2 Response.pdf

PCM Immediate Correction of Safety Deficiencies Response and Safety Plan (2).pdf

PCM 3.20.24 Response.pdf

Independent Contract_Draft_Redacted.pdf

SOW for Interim Administration.pdf



PCM Notice of Perceived Problem

March 4, 2024

Dear Washington State Charter Commission,

I am writing on behalf of the Pullman Community Montessori board of directors to provide an update on our ongoing efforts to ensure compliance with state regulations and standards. We believe deeply that maintaining compliance is crucial for our school's operations and, most importantly, for the well-being and education of our students.

Our team has been diligently working to address the areas of concern highlighted in the Notice of Perceived Problem #1 by the Commission. Some of them have already been addressed prior to the notice being rendered. I am pleased to report that significant progress on remaining areas of concern has been made, and we are confident in our ability to achieve full compliance. Please see the table below for a response, and some clarifications, to each of the areas highlighted by the Commission. Please let us know if any additional information is required by the Commission.

Thank you,

Robin McDonald, Board Member
Pullman Community Montessori



PCM Notice of Perceived Problem #1 Response

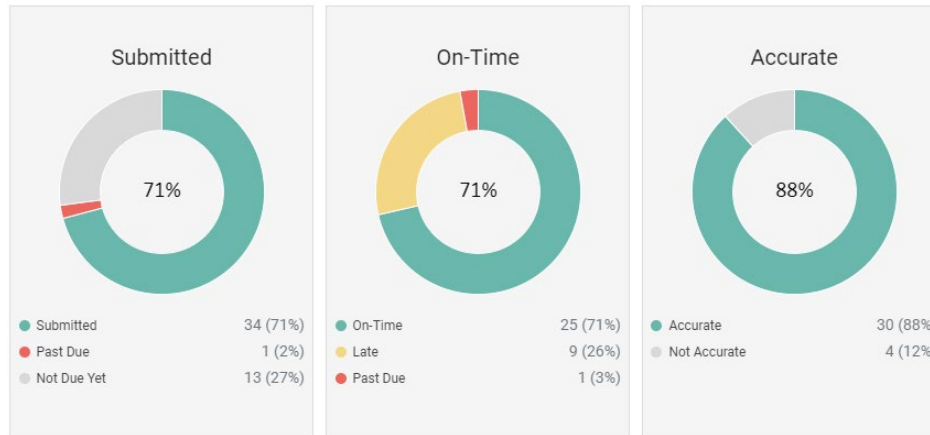
Area of Concern	Concerns	Updates, Information
<p>Lack of Effective Financial Oversight of the School: Student Enrollment</p>	<p>The school is currently at 69% of budgeted enrollment. As of February 12, 2024, the school reported 94 enrolled students compared to 136 budgeted.</p> <p>Insufficient cash flow to complete the school year without significant changes to operational and organizational structure.</p>	<p>The Board and the HOS understand that enrollment drives financial viability. They are working towards stabilizing enrollment and contingency planning for additional enrollment decreases.</p> <p>The budgeted enrollment was 136. As of September, we had 122. The recent enrollment drop has brought us to 85 as of 3/4/2024.</p> <p>PCM has responded to the enrollment drop by</p> <ul style="list-style-type: none"> ● Working with PCM families to address concerns to prevent further issues that lead to disenrollment (Parent committee, Town Halls). ● By implementing immediate budget cuts outlined below for the remainder of the 2023-24 budget period. The board voted to approve the budget with these changes at the February 26 board meeting. ● By reworking the growth plans for 2024-25 onward to ensure growth is achievable considering our current enrollment. <ul style="list-style-type: none"> ○ This has included working with Gladish to ensure they remain flexible with PCM's growth within the building. They said they would be. ● By considering what future model changes may need to be made to achieve a sustainable budget and avoid future issues. <ul style="list-style-type: none"> ○ The Head of School presented preliminary scenarios at the Feb 26 board meeting. ○ The board will choose a direction on this in early March and the Commission will be presented with a proposal to initiate considerations thereafter.



		<p>PCM has made the following adjustments to meet 30+ days of cash on hand by August 2024.</p> <ul style="list-style-type: none"> ● 3 staffing cuts (not re-hiring the Older Elementary Teacher and laying off an Instructional Assistant and Food Service Specialist). ● The OE students moved to 205a next to the AC students, opening room 102 up for subletting. Dave will remain the AC teacher and Jordan will be the long-term sub for the OE cohort. The teachers will collaborate. There are times when the cohorts will be separate and times when they will join as a community. ● Beginning March 1, PCM's contract with the YMCA for ½-day Wednesday enrichment has ended due to insufficient enrollment in the YMCA before and after care program, which was a requirement of PCM's agreement with the YMCA (a cost-savings of \$11K). ● PCM negotiated with Gladish to reduce rent between April and August. We also negotiated to have Gladish actively work to lease the room to others, which would help PCM recoup more rent costs (this is not guaranteed, so we did not factor this in). ● The remaining year's budget was scrubbed to see if there were other places we could tighten up the budget (ex., Field trips, office expenses, transportation costs). <p>These changes are providing 31 days of cash on hand by August 2024. This is the <u>budget file</u> that the Board approved for the remainder of the SY.</p> <p>PCM continues to implement recruiting efforts as originally outlined:</p> <ul style="list-style-type: none"> ● Contracted with Palladium for social media marketing ● Text bank pushes with WA Charters ● Direct marketing ● Refuse stuffers in Albion, Colfax, and Pullman ● Exhibitions of work in our community (mostly AC) - held event on February
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		<p>13, future events in March, April, and May.</p> <ul style="list-style-type: none"> ● Open houses on February 27 and March 20 ● City of Pullman Business of the Month in April (featured in community paper, posts on social media, attendance at the Pullman Chamber meeting). <p>The Board Treasurer and back-office provider Joule Growth Partners met with the Commission's Finance Committee on 2/28 and are working on the following updates:</p> <ul style="list-style-type: none"> ● A detailed plan of cash flow for the remainder of the school year ● A communication to families regarding the financial state of the school. ● A contingency plan for closure, for either mid-year or end-of-year closure.
<p>Lack of Effective Organizational and Educational Oversight of the School: Compliance</p>	<p>Continued pattern of late compliance submissions. Of the 38 Epicenter compliance submissions required by the charter contract, 12 (or 32%) have been submitted late this school year (August 1, 2023-February 16, 2023).</p>	<p>The Board recognizes the need for additional operational and compliance capacity. They have reached out to WA Charters and Schools Ops about additional remote and onsite support for compliance reporting.</p> <p>Based on the compliance calendar, PCM is tracking annually from September 1 to August 31; 71% of deliverables were submitted on time, 26% were late, and 1% were past due. The HOS met with the Commission on 3/4/24, and they agreed this dashboard reflects accurate data and that Epicenter data is not up to date. See the linked PCM Compliance tracker and snapshot below.</p> <p>PCM Compliance Tracker</p>



To ensure the on-time completion of compliance submissions improves, we will update our existing compliance tracker and improve on the following procedure.

Procedure for Completing Compliance Submissions on Time

Update the Tracker

- Tasks from the compliance tracker are added to the Compliance Google Calendar. This is viewable by all admin and office staff.
- Improvement: tasks will be assigned in Microsoft To Do to specific person with three reminders.
- Improvement: task will be checked off when completed.

Regular Check-In Meetings

1. Schedule Regular Meetings:



		<ul style="list-style-type: none">● Set up a recurring meeting in the calendar, inviting the Head of School, Operations Manager, and all team members involved in compliance tasks. Depending on the volume of tasks and proximity to deadlines, meetings can be weekly or bi-weekly. <p>2. Prepare for Meetings:</p> <ul style="list-style-type: none">● Prior to each meeting, the Operations Manager should review the Google Compliance Calendar and Microsoft To Do, noting any tasks that are at risk of being late.● Prepare an agenda that includes reviewing the status of each task, discussing any barriers to completion, and strategizing solutions to any issues. <p>3. Conduct Meetings:</p> <ul style="list-style-type: none">● Start with a brief overview of the current compliance submission status.● Review each task individually, focusing on those that are overdue or at risk.● Discuss any support the responsible person needs to complete their task on time.● Update the Microsoft To Do with an action plan for any tasks that are off track, including reassigning tasks if necessary. <p>4. Follow-Up Actions:</p> <ul style="list-style-type: none">● All members will check the running meeting organizer. Ensure action items are updated in Microsoft To Do.● Ensure that the PCM Google Compliance Calendar is updated based on the discussions and decisions made during the meeting.
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		<ul style="list-style-type: none">● If needed, the team will communicate with the Commission as far in advance as possible to request deadline extensions due to staff shortages, which may impact fidelity to this procedure. <p>Monitoring and Updates</p> <ol style="list-style-type: none">1. Continuous Monitoring:<ul style="list-style-type: none">● Encourage team members to update Microsoft To Do after any progress or completion of tasks.● The Operations Manager should monitor the system regularly to identify any tasks that may fall behind schedule.2. Ad Hoc Meetings:<ul style="list-style-type: none">● If a significant issue arises between scheduled meetings, arrange an ad hoc meeting with the relevant stakeholders to address the issue promptly.3. Adjustments and Improvements:<ul style="list-style-type: none">● Continuously look for ways to improve the process based on feedback from team members and observations from the check-in meetings.4. Documentation and Record-Keeping<ul style="list-style-type: none">● Ensure that all compliance documentation is properly filed in Box and accessible for audit purposes.● Keep a record of all meeting minutes and decisions made regarding compliance tasks (use standard meeting organizer format).5. Review and Feedback
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		<ul style="list-style-type: none"> Periodically review the effectiveness of the PCM Compliance tracking system and the check-in meeting process. Solicit feedback from the team on how the process could be improved and implement feasible suggestions. <p>By following this procedure, the school can enhance its ability to complete compliance submissions on time, leveraging the collaborative and organizational strengths of the PCM Compliance tracker and regular communication through check-in meetings.</p>
	<p>The School's 22-23 school year Annual Performance Report (due 10/1/23) is currently outstanding, after multiple extensions and missed deadlines.</p>	<p>The HOS is working to submit this no later than March 11. The school understands this is significantly past due and appreciates the grace. They are working diligently to provide the Commission with all the requested compliance documents.</p>
	<p>Did not immediately notify CSC of decreased enrollment when it fell below 80% on 1/30/24. Submitted on 2/2/24 after CSC staff reminder.</p>	<p>The school did notify the Commission of enrollment status falling below 80% on 1/30 but did not email the formal Decrease in Enrollment Form until 2-2-24.</p> <p>In the future, the school will make all efforts to ensure the use of the Commission's formal form with the first correspondence.</p> <p>Folder of Enrollment Emails Sent</p> <p>CSC was notified on the following days (in green):</p> <ul style="list-style-type: none"> Wk01 > 1/29, 1/30, 1/31, 2/01, 2/02, Wk02 > 2/05, 2/06, 2/07, 2/08, 2/09 Wk03 > 2/12, 2/13, 2/14, 2/15, 2/16



		<ul style="list-style-type: none"> • Wk04 > 2/19, 2/20, 2/21, 2/22, 2/23 • Wk05 > 2/26, 2/27, 2/28, 2/29, 3/01 • Wk06 > 3/04 <p>Notes:</p> <ul style="list-style-type: none"> ❖ 2/7 The Operations Manager sent the totals to HOS, but they weren't forwarded to the CSC. That email is included in a separate folder in the link above. ❖ 2/09 -2/20 The Operations Manager misunderstood that the notifications still needed to be sent to the CSC daily. She thought the reason was to track the direct impact that DJ had on student W/Ds. Since most of the class had withdrawn and that room was now stable, she did not send the reports. They were still being tracked internally as is standard. There were no withdrawals from 2/09 thru 2/20. ❖ 2/22 The Operations Manager's misunderstanding was corrected and she was delegated the task of sending the update directly to the CSC and copying Board Chair and HOS to streamline notifications.
	<p>OSPI notified CSC on 1/30/24 that PCM had not submitted the restraint and isolation data for the 22-23 school year. Written summary reports must be submitted by Jan 1st annually.</p>	<p>Restraint and Isolation data is submitted to OSPI directly from our Student Information System through CEDARS File S. We reviewed our 2022-23 submission because of this flag from OSPI. We re-submitted the data on 2/22/24. See screenshots of documentation here: Folder of Restraint & Isolation data.</p> <p>We have added this to our Google Compliance Calendar, created an SOP, and added it to Microsoft To Do (SOP linked) so that responsible staff understands how to submit it properly and who to check in with.</p> <p>Additionally, we have updated our Nautilus report form in Transparent Classroom</p>



		<p>to more quickly identify incidents where R&I was needed and required a report. This got backlogged previously, where information was in Transparent Classroom but not yet in our Student Information System, but the form improvement will eliminate this issue.</p>
	<p>A former employee submitted concerns on 1/26/24 about the limited number of individuals trained in restraint. On the CSC visit on 2/1/24, CSC observed the use of restraint in a lower elementary classroom. Individual incidents of restraint and isolation need to be reported.</p>	<p>PCM, at the projected size of 136 students, strives to maintain 4-5 restraint-trained staff members. Right after winter break, we dropped to 3 restraint-trained staff until the 2 new SPED IA's were trained at the end of January. PCM is currently at 4 restraint-trained staff. We will maintain this number for the remainder of the school year. This is more than sufficient for our population size and needs and ensures at least two staff members are available during staff outages.</p> <p>The incident of restraint on 2/1/24 was reported. The data was re-submitted on 2/22/2024. A copy of the report can be found here: <u>Folder of Restraint & Isolation data</u>.</p> <p>The use of restraint and isolation with any student is an absolute last resort and is used only if necessary to control spontaneous behavior that poses an imminent likelihood of serious harm to the student or others. The use of restraint by PCM staff is undertaken in accordance with state and federal law.</p> <p>We maintain a commitment to training the intentionally chosen staff members to respond to crisis situations to prevent the overuse of restraint. The full staff has received de-escalation training along with related follow-up workshops. They also receive 1:1 on-site coaching sessions from the True Measure Collaborative.</p>



<p>Administrative Team Capacity</p>	<p>The approved admin structure is not being implemented with fidelity. While there is a Montessori Coach (MC), many duties on page 387 of the charter app are being fulfilled by HOS. In the JD, the MC should have acted on behalf of HOS in their absence, but that didn't happen this Winter.</p> <p>On 1/30/24, the board is considering hiring an AP instead of MC. Compromising the requirement for the role in the approved charter is in danger of violating program terms. This lack of administrative support has impacted the school's compliance with the charter contract.</p>	<p>The Board recognizes the need for additional instructional leadership and staff leadership capacity to support the current administrative team. They are working to secure on-site coaching and support for the Head of School for the remainder of the school year.</p> <p>The MC was intended to fill their full role this year in a week on-site, week remote schedule. When we had difficulty getting the international candidate here, the best course of action was to have the MC sub in the classroom to avoid enrollment loss. The process took longer than expected (we had hoped initially to have them start after Fall break). We experienced issues with educational credit equivalency for the NWEEd program after it was determined experience and education credits would satisfy the H1B application. This resulted in the candidate not being eligible this year. We began looking for a sub to complete the year following winter break. This process got behind with the release of DJ and the following actions. A sub was hired and began on Feb 21. Unfortunately, Jill will have to take medical leave. None of these issues could have been foreseen.</p> <p>This winter, the school contracted with <u>Letty Rising</u>, an experienced Montessori school leader, to be the interim Head of School from January 9th - February 8th and therefore did not need the Montessori Coach to fill in on the Head of School's behalf. The HOS was not going to be off site for the full week each week and lived 10 minutes from the school and planned to be available for communication.</p> <p>Due to the unforeseen need to release DJ, the Head of School remained onsite to handle various urgent matters. Letty Rising supported the classrooms and teachers, filling more of the MC's role. The HOS continued to support the school during this time on a part-time basis and has provided administrative support during this period.</p> <p>The board is not pursuing an Assistant Principal role for this school year at this time.</p>
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	<p>Inadequate systems to facilitate staff transitions resulted in a series of allegations and complaints by former employees to the school community, CSC, a state legislator, and state agencies. Need a better system for facilitating staff transitions to reduce the negative impact on the community.</p>	<p>We maintain a <u>staff retention tracker</u> which outlines how positions have evolved and transitioned over the years. The majority of the staffing roles fall under the expected transition or low concern reason. They left PCM because they were moving or for health/family/other employment reasons.</p> <p>We have offered exit interviews to all departed/exited staff. The interviews are with the HOS and/or a board member. Almost all employees have participated in this activity. If a grievance was presented with their departure (3 employees, one just last week), we make all efforts to address their concerns per our grievance policy.</p> <p>PCM follows a strict protocol when employees leave, are terminated, or are laid off. Their email is immediately disconnected in addition to their access to any PCM system. Their badges and codes are also immediately cleared. Two former staff members opted to use their personal email addresses to email the parent community following their departure from PCM.</p> <p>Improvements can be made by developing an exit survey form in Transparent Classroom (similar to the exit survey for families) that the staff member can complete along with (or in lieu of) their exit survey.</p>
<p>Board Capacity and Governance</p>	<p>Since the Spring of 2023, the board has been operating below the required number of trustees. Minimum is five. The fifth member was voted on 2/9/24, but one member is exiting end of February.</p>	<p>As of February 2024, we had the required number of trustees as stated in our bylaws. As of 2/26/24, we dropped back down to 4 trustees with the sudden resignation of one of our board members. Dorrie Main verbally resigned from the board after the executive session on 2/26. The board is working to find her replacement and continue board recruitment efforts. We have several strong board candidates interested in joining the board and committees. At least one will be interviewed at the next working board meeting in March.</p> <p>The board recently recruited Robin McDonald and interviewed her at a working session of the board on Feb 9, 2024, and voted her in at the same meeting. Robin has been an active board member, attending all meetings. Robin has participated</p>



		<p>in a hiring interview, along with school leadership and a staff member. Robin is a parent of students in our school and a local businesswoman with experience in HR, budgeting, management, and marketing.</p> <p>Christopher Albano has completed his application packet and will be interviewed at our next working session on March 14. Christopher has attended recent board meetings to observe and learn. Christopher is a Communications & Electronic Systems expert with a proven record for the careful management of sensitive information and situations. He is passionate about public education, with an interest in Full Inclusion and Montessori methodologies. He is respectful of the unique challenges and legal constraints that come with operating inside the public sphere.</p> <p>Alan McPhee is in the process of learning more about serving on the finance committee/potential board service/potential job shadowing of the current treasurer. Alan is a retired CPA, and has a grandson attending the school. He has indicated his intent to complete his application packet for board service. The Board Chair and Treasurer will follow up with him. If he completes his application and decides to proceed, we will also interview Alan at our March 14 working session.</p> <p>We are working towards having seven board members and will continue our extensive outreach to our community to further round out the skill set of our board and committees.</p>
	<p>The approved charter includes three advisory bodies:</p> <p>Community Advisory Council (families and community members) Provides feedback about</p>	<p>At the February 14, 2024 Special Board Meeting, the board of trustees reviewed action steps gathered from the PCM Families Town Hall (January 31, 2024). The board of trustees is restarting/launching two committees, Academic Excellence and Leadership Support and Evaluation Committee (LSEC). The board has struggled to maintain committees due to a lack of participants and a small board size.</p> <p>A board member, head of school, and co-chairs of the recently re-activated</p>



	<p>how the school and leadership are performing.</p> <p>Specialized Support Council (families of children in need of elevated services) Serves as a sounding board and support group directing families to resources, services, and information.</p> <p>Student Advisory Council (students + Montessori Coach + 1 parent volunteer) Bridging the student-adult world, share ideas, and surveys the students.</p> <p>The Board has not ensured that the structures it put in place as part of the charter application, to ensure that communication and collaboration were consistent, have been implemented.</p>	<p>Support and Coordination Council (SCC) are meeting regularly - bi-weekly - to improve the flow of information and communication between the school, parents, and community. In our second year of operation, feedback led us to revise our council structure. Families desired one council with discrete opportunities to volunteer and participate when it fit their interests and schedules. The SCC replaces the Community Advisory and the Specialized Support Council. The SCC started last spring, co-chaired by Elise Albano and Dorrie Main, but unfortunately didn't continue through the end of the school year.</p> <p>The community was not as interested in the Student Advisory Council and Specialized Support Council and preferred to have one centralized council. We have solicited feedback from students directly and through classroom surveys (ex. what kind of activities the kids were interested in). This allows us to gather more feedback from more students.</p> <p>Board members have connected with the volunteer and fundraising committees from the SCC and scheduled a meeting to discuss opportunities this year to address immediate needs in the classroom that we can support as a community.</p> <p>The Board and School Leadership will hold additional Town Hall Meetings in collaboration with the SCC. Format and frequency were a topic for discussion at the board meeting on 2/26 during committee reporting time.</p>
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	<p>The Board is obligated to oversee the School so that the School complies with its legal and contractual obligations. The Board also has responsibility for the School's performance, even when some of the obligations are delegated to the Head of School. The Board has been made aware of the Perceived Problems, above, but has not exercised adequate governance in order to ensure compliance and/or remedy identified performance, legal, and/or contractual concerns.</p>	<p>The board provides oversight of the Head of School's leadership in several key domains:</p> <p>Compliance Oversight: The board has added working sessions and special meetings to address the concerns of families, staff, and the community. The board reviews the PCM compliance tracker (linked above) at monthly board meetings.</p> <p>Parent Community Oversight: Board members consistently attend the Support and Coordination Council to ensure the parents' and community's concerns are heard. There is a new standing item for the SCC to report out at the regular board meetings similar to what the SCC was encouraged to do last year. Board members have made available open office hours where parents, staff, or community members may schedule time to connect either in person or by phone. This was communicated to families through Parent Square as well as with flyers at the front office, one-on-one interactions with staff and parents in the halls, and a notification through the SCC to parent groups on Facebook.</p> <p>Staff Oversight: Board members have connected with 6 staff members and 1 parent to schedule meetings and have already met with 3 staff members and scheduled a meeting with 1 other staff member and the parent. The purpose of these meetings is to get insight into culture and climate at the school and staff experience.</p> <p>Direct HOS Oversight: The board chair meets with the Head of School on a semi-monthly to weekly basis to provide support and guidance.</p> <p>Continuous Board Oversight Improvement: The current board chair has received regular governance coaching and support from BoardonTrack (BOT) and WA Charters since the Fall of 2023 and will continue until the rest of the school year. This coaching has included the completion of an annual BOT board self-assessment to drive board improvements.</p>
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		<p>BoardOnTrack will provide deepened support from March 1 onward to the board in the following ways:</p> <ul style="list-style-type: none">- Review the Feb. 26 board meeting recording and provide feedback on ways to strengthen board meeting operations.- Review board agendas before board meetings.- Governance coaching calls with board members on topics like:<ul style="list-style-type: none">- Navigating challenging issues and dynamics- Generating ideas for board recruitment- Better utilizing the BoardonTrack portal- Supporting leadership transition and contingency planning
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	<p>There is not strong evidence to suggest that the Board is holding the Head of School accountable to resolving concerns brought up by members of the school community, which has contributed to students withdrawing from the school.</p>	<p>The Board is working diligently and around the clock to identify a viable plan for major changes at the school while considering operational, financial, and sustainability impacts.</p> <p>Board members have met with the HOS to ask questions and gain context. Board members have surveyed staff twice (once before winter break, and once after winter break) and met with staff members individually. Board members have responded to questions from families and the community and encouraged parties to reach out to the school and attend board meetings and SCC meetings. The board chair has worked with the HOS and SCC to get information to families that is considered most important to families.</p> <p>The board held an executive session at the February 26 Regular Board Meeting to evaluate the performance for the Head of School. No actions were taken during the executive session. Returning to the regular session following the executive session, the board asked for more time to take action and acknowledged change is necessary.</p> <p>The Board is holding a Special Meeting on March 5th, 2024, to follow up on the discussion at the February 26th Monthly Board Meeting about the Head of School's performance and discuss the resignation (effective end of the academic year) submitted by the Head of School to the Board on March 1, 2024. The Board will also discuss the possibility of engaging an independent, 3rd party-led investigation regarding the concerns shared in the Commission's three corrective action notices. The Board has notified the Commission of the special meeting and the resignation. The Board is also working to secure on-site coaching and support for the Head of School for the remainder of the school year and has preliminarily discussed this with Letty Rising, the former interim Head of School who filled in when the current HOS was on leave earlier this year. The Board is also working with WA Charters to have an employee, who is also a former charter elementary school principal, be on-site at scheduled intervals throughout the spring to support with leadership capacity-building and community communications.</p>
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Notice of Perceived Problem #2

Dear Washington State Charter School Commission,

I am writing on behalf of the Pullman Community Montessori (PCM) Board of Directors to provide an update on the Notice of Perceived Problem #2 (NPP). We believe deeply that maintaining a safe learning environment is our top priority as a school and paramount for the well-being of our students, staff, and families. The Board also understands its contractual obligations as parties to the approved charter contract.

Our team has been diligently working to address the areas of concern highlighted in the NPP by the Commission. In order for the school to address any concerns, stakeholders must follow the approved and publicly-shared [grievance process](#). PCM understands its obligation as a public school to ensure the safety and welfare of students and staff, and the Board believes it's critical to note that several of the concerns noted by the Commission did not come through the approved and appropriate notification channels so that the school and Board could deliver appropriate and timely resolution. We are working hard to address any gaps and challenges with our current processes.

I am pleased to report that significant progress on the remaining areas of concern has been made, and we are confident in our ability to achieve full compliance. Some of the issues identified have already been addressed prior to the notice being rendered. Please see the table below for a response, and some clarifications, to each of the areas highlighted by the Commission. Please let us know if any additional information is required.

Thank you,

Bev Wolff, Chair of the Board of the Directors
Pullman Community Montessori



Area of Concern	Context of Concern	Updates & Information
<p>Threats of retaliation from the Head of School</p>	<p>In the Commission’s meetings and correspondence with both current and former teachers, the threat of retaliation by the Head of School in the form of the Head of School indicating one’s job being at risk if negative information was made public by employees, was described multiple times.</p>	<p>The specific allegation named by the Commission here has to do with a staff meeting in which the HOS issued a reminder to staff that sharing confidential information outside of the school's outlined channels of communication was grounds for termination. This, along with adhering to professional expectations outlined in the staff handbook, has been an issue this year and the staff subsequently had a staff-wide discussion about it.</p> <p>The expectations were clearly outlined in the Staff Handbook, through meetings held before and during the school year, and through trainings staff have participated in related to: The Family Educational and Privacy Rights Act (FERPA), 20 USC 1232g and 34 CFR Part 99 (regarding student educational records); Washington State Student Education Records Law, RCW 28A.605.030; The Individuals with Disabilities Education Act (IDEA), 20 USC 1400 et. seq. and 34 CFR Part 300 (protecting the confidentiality of personally identifying information contained in students records of students with disabilities). Particularly relevant sections of the staff handbook include: Professional Expectation (pg 45), Employee Behavior/Personal Conduct (pg 46), Confidentiality (pg 49), External Information and Public Relations (pg 50), Staff use of social media and tech (pg 51), Corrective Action (pg 53).</p> <p>No staff member filed a grievance about this concern or brought it to the HOS or to the Board, which is the body that handles concerns regarding the HOS, per the school’s publicly posted grievance policy.</p>



		<p>The Board discussed the NPP at the March 5 Special Board Meeting. The following next steps came out of the meeting:</p> <ul style="list-style-type: none"> • Given that several of these allegations did not come through the school’s approved grievance process, the Board will initiate a third-party investigation into the claims of retaliation. The Board has met with Schwabe Law Firm and is in the process of starting the investigation. • The Board immediately put into practice the following process to address allegations of retaliation by the Commission: <ul style="list-style-type: none"> ○ A Board member will attend as a note taker for a meeting between HOS and another party who is bringing a concern. ○ Meeting notes and any action steps will be shared after the meeting with all parties, to ensure that the notes reflect what was shared at the meeting. ○ A date for a follow-up will be arranged. ○ The party bringing a concern to the HOS may also invite an additional person to attend for support. • The Board required that the HOS make no hiring or firing decisions without consulting with the Board first. • The Board required that all important communications about changes, etc. are done in partnership with a Board member, to ensure alignment with school policies and procedures. • Trustee McDonald will continue to offer Board office hours twice a week. The first office hours took place on 3/6, and two parents and 1 teacher attended. She has been vocal about making sure people know they can reach out to her, leaving flyers at the front office with her PCM email and office phone number. She had 4 1:1 conversations with staff members prior to the open office hours about how they feel about the current situation and what they feel the school needs to move forward. • Directors McDonald and Burton will be reaching out to HOS to collaborate on a HOS Transition Support and Accountability Plan, as the HOS’
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		<p>resignation was accepted by the Board through a vote at the 3/5 meeting. The Board is committed to supporting the HOS through this transition, and making it as successful as possible for everyone involved.</p> <ul style="list-style-type: none"> • The Board is available and responsive to stakeholder concerns and ideas. Directors Wolff and McDonald and WA Charters attended a meeting with teachers and, separately, with families in the SSC on 3/7. • Director Wolff will continue to meet weekly with HOS to offer support and be a thought partner. The Board has requested that a brief summary of their meetings, any action items, and progress toward goals are communicated after the meeting.
	<p>In the Commission’s meetings and correspondence with parents, the experience of and fear of retaliation by the Head of School in the form of targeting one’s student for reporting safety issues was described.</p> <p>Section 5.25 of the charter contract prohibits against any direct or indirect intimidation, interference, or coercion of the employee in disclosing alleged improper action by the School, and hinders safety improvements.</p>	<p>The Board and HOS are taking the steps listed above to address this allegation. In addition, it is critical that all stakeholders follow the school’s approved grievance process. The Board reminds the public about this process at each Board meeting. It is also posted on the school’s website.</p>



<p>Unilateral Change to Education Program Term #1</p>	<p>Developmentally appropriate age-grouped classrooms, including three-year blocking of ages by developmental appropriateness.</p>	<p>The HOS clarified in a communication sent via email to the Commission on February 9, 2024, and in the PCM Scenario Planning for Enrollment Loss shared with the Commission that the 3rd through 7th graders were not being joined into a single cohort, thus not violating our program term 1. Rather, the cohorts were being brought into similar proximity so the classroom team could address their needs.</p> <p>Per the suggestion of Commission staff, PCM opted to have Jordan Bovee (AC IA), who is emergency certificated, become the teacher of record as a long-term sub for the OE cohort. The OE cohort is housed in room 205a. The AC cohort remains in room 205. Dave Schneider will remain the teacher of record for the AC community and will mentor Jordan.</p> <p>The two classes combine at occasional points in the day to strengthen community, which can be seen in the daily schedule. Core academic courses (Math/STEM, SS, ELA) are held separately. 145 minutes of community-building time, including PE, are spent with the cohorts together. 205 minutes are spent with the cohorts apart in their respective developmental grade bands, working on core subjects.</p> <p>The ED of the Commission was on site for a visit on a day when five of the staff were out from 12:30 pm onward for a fellow colleague's funeral (2/26/24). Classroom configurations were atypical because of the significant coverage needs. All students were supervised by a certificated teacher.</p>
<p>The Board has failed to:</p>	<p>Ensure legal and contractual compliance</p>	<p>The Board received a training on its contractual responsibilities and obligations from Jessica de Barros, the Executive Director of the Charter School Commission at the Feb. 26th meeting. The Board is offering more time and support to HOS and plans to have more frequent check-ins with HOS to ensure the compliance requirements and deadlines are met on time. The Board is receiving regular coaching from WA Charters and BoardOnTrack on compliance, governance, and</p>



		<p>management of the HOS, and has regularly engaged their legal counsel to address concerns and questions, including at the last two Board meetings.</p>
	<p>Hold the Head of School accountable to resolve concerns raised by members of the school community.</p>	<p>The Board and HOS are taking the steps listed above related to enhanced monitoring and a 3rd party investigation to address this concern. The school must receive concerns to resolve them. We will look forward to engaging in this process as concerns are brought to the HOS and Board.</p>



Immediate Correction of Safety Deficiencies

March 7, 2024

Dear Washington State Charter Commission,

I am writing on behalf of the Pullman Community Montessori (PCM) Board of Directors to provide an update on our ongoing work to ensure student safety and well being and in accordance with state regulations and standards. We believe deeply that maintaining a safe learning environment is our top priority as a school and paramount for the well-being and education of our students.

Our team has been diligently working to address the areas of concern highlighted in the Immediate Correction on Safety Deficiencies by the Commission. In order for the school to address any concerns, stakeholders must follow the approved and publicly-shared [grievance processes](#). PCM understands its obligation as a public school to ensure the health, safety, and welfare of its students, and the Board believes it's critical to note that several of the concerns noted by the Commission did not come through the approved and appropriate notification channels so that the school and Board could deliver appropriate and timely resolution.

Some of the issues identified have already been addressed prior to the notice being rendered. We plan to review the safety procedures and address any lingering concerns at the 3/15 staff meeting. I am pleased to report that significant progress on the remaining areas of concern has been made, and we are confident in our ability to achieve full compliance. Please see the table below for a response, and some clarifications, to each of the areas highlighted by the Commission. Please let us know if any additional information is required by the Commission.

Thank you,

Laylah Sullivan, Head of School, sent on behalf of the Board of the Directors
Pullman Community Montessori



Overview of Immediate Next Steps

Safety Issue Identified by Commission	Immediate Next Steps to Address Issue and Initial Step Taken
<p>Student elopement on multiple different days.</p>	<p>How School Will Address Issue: The school will review and continue to enforce its Student Elopement Protocol. We follow the protocol from our de-escalation and R&I trainings with TMC. The protocol is listed below along with the number of incidents this year. The board will approve the elopement procedure as an official school procedure at the next board meeting.</p> <p>Incidence level this year (2023-24):</p> <ul style="list-style-type: none"> ○ There have been less than 20 incidents of elopement that occurred within the building, isolated to specific students. We know their habits and have built a plan with the student and family to mitigate the situation. Currently, the incidents are much lower than at the beginning of the year (now only 1 or 2 times in a month). Students' self-regulation and communication have increased dramatically in working with the common elopers. ○ We have 4 students who have elopement potential in their plan. We have 2 more who are undergoing evaluation that will have notations in their plan. 2 of the 4 students with plans have not eloped or have done so just once this year. As far as students leaving the building, there have been 3-4 incidents this year, all resolved safely. No incidents have occurred since late fall. ○ MIA (when eye contact is lost with students) - This has occurred less than 10 times this year with students that have moved quickly and students were located within 5 minutes. Students who have left never left the sidewalk around the property or went into the street, and law enforcement has not been needed to be contacted because students were located quickly and never left campus. <p>Response System/Protocol</p> <p>We call these students elopers. The staff members have participated in over 10 <u>direct and related trainings</u> (8/18-25, 11/1 Nautilus team only review, 11/29 intervention planning</p>



	<p>reflection, 12/6 quick notes review) since the beginning of the school year. This training is part of our de-escalation training provided by the True Measures Collaborative (TMC). We also had a Nautilus protocol refresher (who to call and when) and a review of the school’s practices in relation to <u>restraint and isolation</u> (identifying who is appropriately trained). Staff members are made aware of who elopes, what the best response system is for de-escalation, and what level of safety concern there is when they elope.</p> <ul style="list-style-type: none"> ○ Call the Nautilus team and send an all-staff text (if high concern/missing) and pursue the student as supervision and safety allow. ○ Nautilus assumes tracking/pursuit at an appropriate distance for the state of the student and habit. ○ Triangulation protocol is initiated with Nautilus if a high-risk student (i.e. non-habitual, highly elevated) or student is missing. Gladish management is called so cameras can be utilized to find the student. ○ Floor-to-floor and room search is initiated if the student is missing. ○ Police and family will be contacted if the student is not located within 10 minutes (this has never happened). ○ If a student leaves campus, pursuit ends, and it is an immediate call to the police (this has never happened.) ○ Family is then contacted and the child moves through our Nautilus process. <p>Initial Step Taken: The school will hold a professional development session on 3/15 to review the Safety Plan and the elopement protocol with current staff.</p>
<p>Unsafe student behavior that interrupts the educational and working environment, is harmful to themselves and others, and creates a physically and emotionally unsafe environment, including student(s) throwing chairs, students’ heads being pushed against the wall,</p>	<p>How School Will Address Issue: At PCM, our culture is rooted in the belief that discipline is positive and can be taught and is part of our everyday efforts essential to building leadership habits. These habits are critical in our pursuit of our mission. Every PCM teacher is trained in the Nautilus Approach which is a trauma-informed, attachment-based theory approach to discipline. The Nautilus Approach leverages restorative justice practices to help students develop their conflict resolution skills and repair hurt/damage when appropriate.</p>



<p>and/or kicking others on multiple different days.</p>	<p>The Nautilus approach is partnered with the Child Study process to address reoccurring or extreme events. Families are always contacted if the behavior of a student results in a Nautilus call (form in Transparent Classroom and call to family). If 3 events occur within a month, a child study team will be convened. Some children are on specific plans for physical behavior. These plans include removal of the child from the classroom if there is a significant act of physical aggression towards a student/staff or materials. To re-enter the classroom, the restore and repair process must be followed and the child has limited mobility in the classroom (freedom expanded with demonstration of responsibility and use of tools). If the act is minor, the child's ability to move around the classroom without permission will be limited. If they can adhere to this, the child may stay in the classroom. If another minor infraction occurs, they are removed from the classroom to work in the quiet space. They may re-enter the next day under the same limited-movement protocol after the restore and repair process has been completed. Parents are always communicated with, and in some instances, come in to provide their child additional support.</p> <p>Incident levels this school year (2023-24): This data is available through Skyward. There has never been an incident of a child throwing a chair, but children have tipped chairs over.</p> <p>Initial Step Taken: The school will hold a professional development session on (3/15) to review the Safety Plan with current staff. The Nautilus procedures and protocols, in addition to de-escalation practices, will be reviewed.</p> <p>The Nautilus team will review data the week of 3/11 to ensure students are making progress.</p>
<p>Severe student bullying including at least one account of a student telling another student to commit suicide multiple times, at least one account of a student threatening to kill another student's entire family, and at least two students being punched, in</p>	<p>How School Will Address Issue: PCM is quick to act when we receive a report from a student or parent or a Harassment, Intimidation, and Bullying (HIB) form. We've only received one HIB form to date. For significant events, PCM engages in the Threat Assessment Process (this document outlines the process more thoroughly) in accordance with our discipline matrix. The school will review and enforce its HIB policy and procedure and school bus behavior policy outlined in the Transportation Handbook. These are found in the</p>



<p>school and/or on the school bus.</p>	<p>Family Handbook and shared with each enrolled family (copied below).</p> <p>The Transportation Handbook is signed by each family who uses transportation. The Office Manager will ensure our bus drivers understand how to enforce the above policies and communicate issues to the school for resolution and communication to parents. Bus families were reminded to review the Transportation Handbook as we returned from winter break. Another Parent Square note will go home to families next week encouraging them to review the Transportation Handbook again and check in with their child.</p> <p>Bus Policy Transportation Handbook 2023-24 Transportation provided by PCM is a privilege and students will be suspended from school bus transportation due to inappropriate behavior. Students are expected to follow all safety rules while riding the bus. Therefore, we expect the children to:</p> <ol style="list-style-type: none"> 1. Remain in their seats, feet and body facing forward 2. Talk in quiet and respectful voices 3. Obey the bus driver 4. Keep feet out of the aisles 5. Refrain from eating or drinking on the bus 6. Keep hands to themselves and inside the bus <p>If a student does not follow the rules, the student will be referred for restorative justice action by the bus driver. The following procedures assume a typical infraction from the list above.</p> <p>Behavior that substantially endangers students or adults, will result in students receiving a heavier consequence earlier.</p> <p>1st referral - Referral from bus driver and contact home 2nd referral - Family meeting to develop a behavior plan and contract 3rd referral - bus suspension (time to be determined) If the unsafe behaviors continue, the student may lose bus privileges for the remainder of the year.</p> <p>Initial Step Taken: The HOS will hold a professional development session on 3/15 to review the Safety Plan with current staff. The plan will include the HIB and bus policies.</p>
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	<p>The HOS, Office Manager, and Bus Driver will review the bus seating chart.</p> <p>The HOS and Office Manager will hold a Bus LEADERS community circle with students to review expectations and consequences for not following the community agreements (conducted the week of 3/11).</p> <p>A Parent Square announcement will be sent to families reminding families how to report concerns and incidents of Harassment, Intimidation, or Bullying.</p>
<p>Additional incidents of safety issues where students were either physically harmed or threatened with harm were also reported in the current/former staff and parent meetings and communications, along with concerns of a lack of responsiveness to the safety issues by the school.</p>	<p>How School Will Address Issue: PCM has not received additional incident reports from families, and to our understanding do not have any outstanding or unaddressed incident reports. We will encourage families to inform us if their concerns have not been adequately addressed. If the school can't resolve the issue to the family's satisfaction, we will refer the family to our Grievance and Conflict Resolution Process and encourage them to reach out to the PCM Board of Trustees.</p> <p>Initial Step Taken: The PCM office will send out a Parent Square announcement to families the week of 3/11 (along with the HIB reminder) encouraging families to reach out to the school.</p>
<p>Students and staff feeling fearful for their safety at school, that there is inadequate supervision_of students to keep them safe, and being afraid to go to school.</p>	<p>How School Will Address Issue: PCM adheres to a model that operates with two staff in the classroom and on the playground. Often a third adult (either sub, parent volunteer, or SPED IA) is also in the classrooms. PCM HOS will review supervision protocols and practices noted above during the staff PD on 3/15.</p> <p>Initial Step Taken: PCM Board reps will check in with staff members to assess if their needs have been met or are being addressed by the school admin.</p> <p>PCM board will contract with a third-party investigator to look into the harassment and retaliation claims that have been presented to the school. The results of this investigation will be shared with the Commission.</p>



	The HOS will hold a professional development session on 3/15 to review the Safety Plan with current staff.
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Safety Plan

PCM proposes the following [Safety Plan](#) to the Commission for approval. It will be initiated immediately after Commission approval. The Safety Plan includes all policies and procedures that are referenced in the “Overview” table below. The table includes additional details about the policies and procedures per the request of the Commission.

Overview

A plan to prevent student elopement and a description of how the School will inform the Commission of student elopement incidents.	The school will refresh all staff on the de-escalation protocol to minimize student elopement. For students who do elope the plan for these students will be followed as outlined above. Elopement events will be tracked and shared with the Board as outlined in the last section of this table. The school will add a data tracker of “safety incidents” that will include incidents of elopement and grievances filed related to HIB to be shared with the Board and the Commission.
A plan to ensure and enhance student safety at the school and on the school bus.	This plan is outlined in the table above. Please see the school bus behavior policy outlined in the Transportation Handbook and in the Family Handbook . Both of these documents are in our Safety Plan.
A plan to provide staff professional development and direct support for challenging student behaviors.	In addition to the Safety Plan review PD scheduled for 3/15, the TMC continues to provide coaching to each classroom team and the Director of Specialized Programs. They will engage in one more site visit before the end of the year (this has not been scheduled yet). They just provided coaching and feedback about support for challenging student behaviors at their site visit on 2/4. The classroom teams will continue their weekly collab sessions with the SPED team to field any questions or concerns. The Safety Plan itself will be the guiding document for the 3/15 staff PD on addressing challenging student behaviors.
A plan to obtain an independent evaluation of multi-tiered system of support practices, policies, and procedures that includes: a	The school will request that the True Measure Collaborative, a technical assistance provider, conduct an independent review of our MTSS practices, policies, and procedures. We have requested that this review and the subsequent recommendations be completed by the end of March and are



<p>focus on behaviors at the school; a discipline review; universal supports; and Tiers 1, 2, and 3 supports. The evaluation should include recommendations and an implementation plan.</p>	<p>awaiting confirmation. The review will consist of a document review and an on-site visit and observations. The school will then develop an implementation plan, incorporating the recommendations by 3/31/24. We anticipate since TMC supported through our WSIM process that adjustments will be minor.</p>
<p>A plan for how the school will respond to harassment, intimidation and bullying without fear of retaliation.</p>	<p>PCM is quick to act when we receive a report from a student or parent or a Harassment, Intimidation, and Bullying (HIB) form. We've only received one HIB form to date. For significant events, PCM engages in the Threat Assessment Process (this document outlines the process more thoroughly) in accordance with our discipline matrix. The school will review and enforce its HIB policy and procedure. The PCM office will send out a Parent Square announcement to families the week of 3/11 (along with the HIB reminder) encouraging families to reach out to the school.</p> <p>PCM board will contract with a third-party investigator to look into the harassment and retaliation claims that have been presented to the school. The results of this investigation will be shared with the Commission.</p>
<p>A plan for the Board to ensure compliance with the safety plan.</p>	<p>The board will review the Safety Plan and approve it at the next board meeting. The school will add a data tracker of "safety incidents" to its monthly dashboard. This will include incidents of elopement and grievances filed related to HIB. The board chair will continue to meet with the HOS weekly to monitor any safety concerns. The board agreed at the last board meeting (3/4) that the meeting notes will be shared with the entire board for transparency and accountability.</p>



Immediate Next Steps and Safety Plan Response

March 20, 2024

Dear Jessica,

Please see the attached response to the Safety Plan follow-up due by 5pm on 3/20/24 and the Immediate Next Steps request due by 5pm on 3/21/24. Please let us know if the Commission requires additional information or would like to meet to discuss.

Thank you,

Robin McDonald, Chair of the Board of the Directors
Pullman Community Montessori

Immediate Next Steps - Commission Request	School Response
<p>The Commission would like to review the behavior incident levels this year and would suggest the Board review these data as well. These are referenced as available through Skyward in the Immediate Next Steps section of the response, but no data were shared. Please submit these data by 3.21.24.</p>	<p>Here is a folder containing all behavior and safety incident reports for SY 23-24. (For security purposes since this includes student level data, Commission staff will need to request access to view)</p> <p>The reports in the folder include:</p> <ol style="list-style-type: none"> 1. 2023-24 Behavioral and Discipline Incidents Log



2. 2023-24 Illness and Injury Log
3. 2023-24 Restraint Incidents Log

Our analysis of the Restraint Incidents Log shows:

- Since the first day of school in SY 23-24, a total of 5 students have been restrained. Of those students 4 have been restrained on multiple instances for their safety. The total number of incidents of restraint involving these 5 students is 48 incidents. Three out of the 5 students have an IEP and one of the 5 students has a 504 plan. In all incidents of restraint, trained staff have implemented the restraint safely with minimal or no injury to staff or students and the reporting requirements were followed.

We have closely reviewed the Behavioral and Discipline Log and Nautilus records to analyze instances and patterns of student elopements. Our review shows the below, and we have taken the following steps:

- Since the first day of school in SY 23-24, a total of 4 students have engaged in eloping behaviors. Of the 4 students, two eloped more than once. In total, there have been 15 incidents of elopement. Of the four students, 2 out of 4 have an IEP.

Increased Coaching: PCM's Director of Special Education and School Counselor are working with staff to address concerns relating to effective de-escalation and addressing behaviors to reduce restraints and elopements. These methods include communicating with and partnering with families and following our discipline policy to apply ISS and OSS, if and when



	<p>appropriate.</p> <p>Enhanced Data Tracking: Elopements are currently included within the Nautilus form in Transparent Classroom and don't have a separate form at this time, instead they are included in the comments/statement portion. The form will be updated to include separate tracking of the data points "was this an elopement?" and a field to note "was restraint involved?" This will allow us to see all this information in one view to help us better identify these incidents, responses, and patterns. This will better inform coaching for staff to identify if restraint/elopement was preventable through alternative de-escalation methods.</p>
<p>Safety Plan - Commission Request</p>	<p>School Response</p>
<p>The Commission requires daily reports for a minimum of 4 weeks (with weekly reports afterwards, if the data are improving) on</p> <ol style="list-style-type: none"> 1. Every safety incident 2. Every elopement 3. Every disciplinary Action 4. Daily % of students in attendance 5. Daily % of staff in attendance 6. Withdrawals 7. Any staff changes (resignations, changes to official duties) 	<p>The school has developed a Safety Tracker to include data from 3/18/24 onward. This tracker is linked in the compliance tracker within the Board Dashboard that the board reviews each month beginning with March. The tracker includes:</p> <ul style="list-style-type: none"> • Every safety incident <ul style="list-style-type: none"> ○ HIB, including cyberbullying, reported by staff, parents, or students ○ Any Threat Assessment initiated ○ Any incident requiring response from school security staff ○ Any incidents on school bus as reported by driver, parents, or students ○ Any unplanned lockdowns/drills ○ Any known instances of student suicidal ideation • Every elopement



	<ul style="list-style-type: none"> ● Every disciplinary action ● Daily % of students in attendance ● Daily % of staff in attendance ● Withdrawals ● Any staff changes (resignations, changes to official duties) <p>See here for the Safety Tracker: https://docs.google.com/spreadsheets/d/1fYpMTIiCx0UzNXX_yFk06wEfUG7TG7_5oMg4zwk1VY/edit?usp=sharing</p> <p>See here for the Board Dashboard folder: https://mypcm21.box.com/s/zvpbyeex8o8ort26xjmmqax8y8qt2hpc</p>
<p>Please identify an organization to provide school safety coaching and support such as the school safety center at ESD 101. Describe how the school will partner with the organization that they choose and what the goals and deliverables of that partnership are.</p>	<p>We have contacted Dan Corder, Comprehensive School Safety Specialist at the Safety Center at ESD 101 about the following scope of work:</p> <ul style="list-style-type: none"> ● Conduct a desk review of the school's Emergency Plan, Safety Plan, and safety related policies and procedures ● Review the trainings staff have received with respect to safety ● Review the school's safety related data (PCM will provide) ● Conduct a team walkthrough of the school ● Interview the school Safety Officer/Incident Commander and other staff if needed ● Issue a report with any recommendations, including any training or resources that can be offered that would improve the schools implementation



	<ul style="list-style-type: none"> • If recommendations are made, conduct follow-up walkthrough to observe implementation <p>Mr. Corder is communicating with his team and estimates the process could be started the week of April 8, 2024. PCM will receive a follow-up email as soon as he has connected with all of his teammates (we should receive this by March 25th).</p>
<p>Share the results of the TMC review of MTSS practices, policies, and procedures with the Commission and the Board within three business days once it is shared with the school.</p>	<p>We have reached out to ESD 101’s MTSS Regional Implementation Coordinator. She is on modified leave. The agency is looking into whether it can support PCM at this time, due to reduced capacity. Director of Student Support at ESD 101 Brittany Campbell will let us know as soon as possible. The Board of Trustees is working to finalize a contract for interim school leadership with Jeneille Branen, who is a former principal, Title 1 Director, and Special Education Director. Ms. Branen will be reviewing the MTSS procedures as part of her interim leadership. The Board is working quickly to identify alternative MTSS reviewers as well.</p>
<p>Implement an anonymous safety hotline to report safety incidents to an independent third party that must be shared with all families and staff</p>	<p>WA Family Advocacy Board has agreed to host an email address “PCMsafty@wafab.org” for PCM. They will anonymize and forward all emails to the board chair who will ensure receipt is acknowledged within 48 hours and response to the issue takes place within 5 business days.</p> <p>Staff and current families will be notified of this anonymous email hotline via Parentsquare by 3/25/24.</p>



The school's report out to the board on school safety should include all areas under #1 of this section, not just elopement and HIB.

The Safety Tracker referenced above, will be shared with the board for viewing at all times and reviewed by board at monthly board meetings. The following data points are already shared at monthly board meetings via the Board Dashboard and Head of School Update:

- Staff changes
- Student withdrawals
- Student enrollments



Pullman Community Montessori

INDEPENDENT CONTRACTOR AGREEMENT

This Independent Contractor Agreement ("Agreement"), effective upon execution by Pullman Community Montessori (hereinafter "PCM") and Jeneille Branen (hereinafter "Contractor").

WHEREAS, PCM's mission of preparing all students to reach their full potential through the rich resources of our community and core values of being LEADER, and

WHEREAS, Contractor has expertise as an educator and school administrator.

NOW THEREFORE, For the consideration provided for herein, the parties hereby agree to the following:

1. Services and Deliverables: Contractor shall provide to Pullman Community Montessori, the services and deliverables specified in Exhibit A attached hereto. Services and deliverables may be modified by agreement in writing with Pullman Community Montessori.

2. Compensation for Services: For the services and deliverables, Pullman Community Montessori shall compensate the Contractor as specified on Exhibit B attached hereto. Any out-of-pocket costs and expenses that are to be reimbursed to Contractor by Pullman Community Montessori must first be approved by Pullman Community Montessori, and Contractor must present receipts in a form satisfactory to Pullman Community Montessori. Contractor is expected to use Contractor's own equipment and supplies unless specifically stated otherwise. The compensation provided for herein constitutes full consideration for the services and deliverables. All payments made hereunder will be made to Contractor, with the Social Security or Employer Identification Number provided and the address provided below.

3. Acceptance: The services and deliverables must be acceptable to Pullman Community Montessori from the standpoint of overall specifications and format.

4. Term and Termination:

a. Term: This Agreement will commence upon execution, and no later than March 31, 2024, and terminate upon delivery and acceptance of the Service and Deliverables, but in no event later than July 31, 2024.

b. Termination: This Agreement may be terminated by Pullman Community Montessori, without cause and without liability, by giving five (5) calendar days written notice of such termination to the Contractor. This Agreement may be terminated by either Party in the event of a material breach by the other Party upon prompt written notice and opportunity to cure as set forth in this paragraph. "Material breach" shall include: (i) any violation of the terms or other breach that a Party has failed to cure within five (5) calendar days after receipt of written notice by the other Party, (ii) the death or physical or mental incapacity of Contractor or any key person performing the Services on its behalf as a result of which the Contractor or

such key person becomes unable to continue proper performance of the Services, and (iii) the insolvency, liquidation or bankruptcy of a Party.

c. Effects of Termination: Upon the effective date of termination of this Agreement, all legal obligations, rights and duties arising out of this Agreement shall terminate except for such legal obligations, rights and duties as shall have accrued prior to the effective date of termination and except as otherwise expressly provided in this Agreement.

5. Relationship of the Parties:

a. Independent Contractor Status: Contractor understands and agrees that they are acting as an independent contractor and not an agent or employee of Pullman Community Montessori by virtue of this Agreement. Contractor will perform the requested services and deliverables, under the general direction of Pullman Community Montessori, but will determine, in their reasonable discretion, the manner and means by which the services and deliverables, are accomplished.

b. Employment Taxes and Benefits: As an independent Contractor, Contractor has the responsibility to file all tax returns required by law and assumes sole liability for taxes due on income earned pursuant to this Agreement. Contractor acknowledges they are not entitled to any rights or benefits (including vacation, and insurance) to which Pullman Community Montessori employees may be entitled. Contractor agrees to indemnify and hold Pullman Community Montessori harmless from any liabilities, claims or actions relating to employment taxes or benefits or any obligation that may be imposed on Pullman Community Montessori resulting from Contractor's being determined not to be an independent contractor.

c. General Liability: Contractor will provide and maintain at its sole expense reasonable insurance or shall make other provisions in order to indemnify Pullman Community Montessori and its affiliates for claims arising from Contractor's services. Contractor understands and acknowledges upon signing this Agreement that Pullman Community Montessori will not supply any workers' compensation benefit required by any jurisdictions to anyone with independent contractor status and Pullman Community Montessori accepts no liability for Contractor's (or Contractor's employee's/subcontractor's) general health.

6. Work Product and License:

a. Defined: In this Agreement the term "Work Product" shall mean all work product generated by Contractor solely or jointly with others in the performance of the Services, including, but not limited to, any and all information, notes, material, drawings, records, diagrams, formulae, processes, technology, firmware, software, know-how, designs, ideas, discoveries, improvements, copyrights, trademarks and trade secrets.

b. Ownership: Contractor agrees to assign and does hereby assign to Pullman Community Montessori all right, title and interest in and to the Work Product. All Work Product shall be the sole and exclusive property of Pullman Community Montessori and Contractor will not have any rights of any kind whatsoever in such Work Product. Contractor agrees, at the request and cost of Pullman Community Montessori, to promptly sign, execute, make and do all such deeds, documents, acts and things as Pullman Community Montessori may reasonably require or desire to perfect Pullman Community Montessori's entire right, title, and interest in and to any Work Product. Contractor will not make any use of any of the Work Product in any manner whatsoever without Pullman Community Montessori's prior written consent. All Work Product shall be promptly communicated to Pullman Community Montessori.

c. License: In the event that Contractor integrates any work that was previously created by the Contractor into any Work Product, the Contractor shall grant to, and Pullman Community Montessori is hereby granted, a worldwide, royalty-free, perpetual, irrevocable license to exploit the incorporated items, including, but not limited to, any and all copyrights, patents, designs, trade secrets, trademarks or other intellectual property rights, in connection with the Work Product in any manner that Pullman Community Montessori deems appropriate. Contractor warrants that it shall not knowingly incorporate into any Work Product any material that would infringe any intellectual property rights of any third party.

7. Confidentiality and Non-Disclosure:

a. Confidential Information: As used herein, the term "Confidential Information" shall mean all information, compilations, business plans, technical and financial information, student data and the like, in whatever form or medium, and whether oral or written and whether designated or marked "Confidential," or the like, which (a) relate to the products, services or business of Pullman Community Montessori and which have not been disclosed to the general public or which Contractor knows or should know are not generally known to the public, (b) are derived from the use or application of the foregoing, or (c) is personally identifiable information about a student that has not been otherwise deemed "directory information" by pursuant to the federal Family Educational Rights Privacy Act (20 U.S.C. 1232g et seq.) Upon the termination or expiration of this Agreement for any reason, or upon Pullman Community Montessori's earlier request, Contractor will deliver to Pullman Community Montessori all of Pullman Community Montessori's property or Confidential Information in tangible form that Contractor may have in its possession or control.

b. Nondisclosure: Contractor acknowledges that the Confidential Information constitutes a valuable proprietary asset of Pullman Community Montessori, and that Contractor shall not obtain any right or license to any Confidential Information. Contractor agrees that they will not at any time directly or indirectly disclose Confidential Information to any person or entity outside of any Consortium member or make any use of such Confidential Information in any way, other than as is reasonably required to provide the Services and deliverables. Contractor agrees not to allow any unauthorized person access to Confidential Information and to take all action reasonably necessary and satisfactory to protect such Confidential Information.

8. Representations and Warranties:

a. Contractor represents and warrants that: (a) the services and deliverables described herein will be performed in a professional manner in accordance with the highest standard of care of similar professionals in the field; (b) use by Pullman Community Montessori, its affiliates, subsidiaries, assignees and licensees of the materials provided by Contractor, if any, will not violate or infringe any patent, copyright, trademark, trade secret or other personal or proprietary rights of any party; (c) Contractor will not enjoin or interfere with the distribution, licensing or exploitation of Pullman Community Montessori's merchandise or other products; (d) Contractor certifies that neither they, nor anyone else subcontracted or assigned to work with the school, are retirees within the DRS system; (e) Contractor represents and warrants to Pullman Community Montessori that it is under no contractual or other restrictions or obligations which are inconsistent with the execution of this Agreement or which will interfere with the performance of the Services.

b. Contractor agrees to indemnify, and hold Pullman Community Montessori and its affiliates, sponsors, subsidiaries, assignees and licensees, harmless from and against any losses, costs, expenses (including reasonable attorney's fees), judgments, settlements, and damages resulting from any claim or action arising out of Contractor's breach of any of the above representations and warranties.

c. Pullman Community Montessori agrees to indemnify, and hold Contractor, its affiliates, subsidiaries, assignees and licensees, harmless from and against any losses, costs, expenses (including reasonable attorney's fees), judgments, settlements, and damages resulting from any claim or action arising out of Contractor's performance of its Services and deliverables hereunder, except in the case of Contractor's negligence or misconduct.

9. Force Majeure: If the performance of Services or any obligations under this Agreement is prevented, restricted or interfered with by the causes beyond either party's reasonable control ("Force Majeure"), and if the affected party gives the other party prompt written notice of such event, then the obligations of the party invoking this provision, including the obligation to pay, shall be suspended for the extent necessary by such event. The term Force Majeure shall include, without limitations, acts of God, fire, explosion, vandalism, storm, and other similar occurrence, orders or acts of military or civil authority, or by national emergencies, insurrections, riots, or wars, or strikes, lock-outs, work stoppages or other labor disputes, or supplier failures. The excused party shall use reasonable efforts under the circumstances to avoid or remove such causes of non-performance and shall proceed to perform with reasonable dispatch whenever such causes are removed or ceased. An act or omission shall be deemed within the reasonable control of a party if committed, omitted, or caused by such party, or its employees, officers, agents, or affiliates.

10. Return of Records: Upon expiration or termination of this Agreement, Contractor shall deliver all Pullman Community Montessori records, notes and data that relate to the services and deliverables to Pullman Community Montessori.

11. Non-Publicity: Contractor agrees not to disclose the existence or contents of this Agreement to any third party without the prior written consent of Pullman Community Montessori except: (i) to its advisors, attorneys or auditors who have a need to know such information, (ii) as required by law or court order, or (ii) as may be required in connection with the enforcement of this Agreement. Contractor further agrees not to use Pullman Community Montessori's name in any advertising, marketing, or other materials without Pullman Community Montessori's prior written approval.

12. Assignment: The Services to be performed by Contractor hereunder are personal in nature, and Pullman Community Montessori has engaged Contractor as a result of Contractor's expertise relating to such Services. Contractor, therefore, agrees that it will not assign, sell, transfer, delegate or otherwise dispose of this Agreement or any right, duty or obligation under this Agreement without Pullman Community Montessori's prior written consent. Nothing in this Agreement shall prevent the assignment by Pullman Community Montessori of this Agreement or any right, duty or obligation hereunder to any third party.

13. Injunctive Relief: Contractor acknowledges that a violation of Article 6 or 7 would cause immediate and irreparable harm to Pullman Community Montessori for which money damages would be inadequate. Therefore, Pullman Community Montessori will be entitled to injunctive relief for Contractor's breach of any of its obligations under the said Articles without proof of actual damages and without the posting of bond or other security. Such remedy shall not be deemed to be the exclusive remedy for such violation, but shall be in addition to all other remedies available at law or in equity.

14. Severability and Survival: If any provision herein shall be held to be invalid or unenforceable, the remaining provisions shall continue to be valid and enforceable. It is specifically understood that the terms of paragraphs 6, 7, and 8 (above) survive the expiration or termination of the Term of this Agreement.

15. Waiver of Contractual Right: The failure of either party to enforce any provision of this Agreement shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Agreement.

16. Remedies: This Agreement shall be governed by the laws of the state of Washington applicable to contracts made and to be wholly performed therein. The parties irrevocably agree to the exclusive jurisdiction of the courts of the state of Washington. If any legal action is brought by either party arising from, or related to, the subject matter of this Agreement, the prevailing party will be entitled to an award of its reasonable attorneys' fees and costs.

17. Notices: Any legal notice or other required communication shall be in writing to the party to whom notice is to be given at the addresses set forth below.

Pullman Community Montessori



Contractor



18. Entire Agreement; Amendments: This contract sets forth the entire Agreement between the parties with respect to the subject matter hereof, and it may only be changed in writing signed by both parties. Any prior or contemporaneous agreements, promises, negotiations or representations not expressly set forth in this Agreement are of no force or effect.

ACCEPTED AND AGREED
Pullman Community Montessori

ACCEPTED AND AGREED
CONTRACTOR

By: _____

By: _____

Robin McDonald

Jeneille Branen

EXHIBIT A | SCOPE OF SERVICES AND DELIVERABLES

Pullman Community Montessori commits to support Contractor's efforts. In return, Pullman Community Montessori expects the following from Contractor's diligent efforts in support of Pullman Community Montessori goals and ability to accept direction from Pullman Community Montessori staff as needed to accomplish the services and deliverables identified below:

[OUTLINE SERVICE, DUTIES, DELIVERABLES]

EXHIBIT B | COMPENSATION

Pullman Community Montessori commits to compensate Contractor as follows:

1. Contractor will receive \$2500 for each week worked
2. Compensation will be paid upon the approval of satisfactory submission of deliverables and/or completion of duties as detailed in Exhibit A.
3. Payment will be paid in [##] installments: [explain dates and amounts]



Interim Head of School Scope of Work

Background: Pullman Community Montessori (PCM) is seeking an experienced school leader to provide interim leadership support, while the current Head of School is on leave. The Interim Head of School must have experience leading a supportive and accountable staff culture, building trust with families and the broader community, daily school operations and strategic planning, and overseeing a rigorous teaching and learning program rooted in place-based, experiential learning. PCM is undergoing significant challenges, including a call for a revocation of its charter contract by its charter authorizer. The school's Board of Trustees, engaged parent community, and dedicated staff are poised to make major changes to restructure the school to be a financially sustainable, safe, joyful, and meaningful learning environment for students. The Interim Head of School will be tasked with ensuring that the current school environment for students is operationally and academically sound so that this overhaul can occur.

Duration and Rate: This role would commence March 25, 2024, pending successful OSPI background check completion. This role would continue through April 12th, 2024, with the potential to extend beyond that, per mutual agreement between both parties. The Interim Head of School will support PCM for a maximum of 25 hours a week through April 12, 2024. The Interim Head of School should be available remotely or on-site for at least 60 minutes before school starts (7:30 AM) to support staffing needs and plans for the day, and spend 5 hours/day in total on-site during this period. The hours may need to vary slightly by day, based on critical evening meeting obligations. During the week of April 8th, when PCM is on Spring Break, the Interim Head of School will provide support related to revocation proceedings, including documenting progress and school model planning. The school will pay the Interim Head of School a rate of \$2500 for each week worked.

The primary duties of the Interim Head of School are:

Daily, On-Site Management and Support of Staff

- Oversee and manage daily master schedule to assess staffing needs and ensure supervision and coverage
- Serve as point of contact for all issues related to student safety and support in conjunction with Nautilus Team, Counselor and Director of Special Education
- Attend IEP and other student-related meetings as needed
- Empower and encourage staff, strengthening culture
- Observe, coach, and deliver feedback to teaching staff to improve instructional and classroom management practices, in alignment with the school's MTSS plan

- Coordinate weekly staff meetings, and additional check-ins, as needed, in coordination with Board
- Deliver professional development and on-going coaching on student behavior de-escalation tactics

School-Based Compliance and Operations

- Attend and report on enrollment, safety, staff, assessment, and instructional updates to the Board at monthly Board Meetings, and as needed at Special Meetings.
- Answer questions related to enrollment, safety, staff, assessments, and instruction from the school's authorizer in a timely manner.
- Provide student supervision during key transition points in the school day (morning arrival, lunch, and student drop-off)
- Provide operational support in conjunction with school operations staff

Stakeholder Relationship Management

- Send regular weekly communications and updates to families about classroom progress, assessments, and other key updates via ParentSquare
- Conduct in-take and work to address parent concerns, using the school's Grievance Policy and involving the Board of Trustees, when appropriate
- Attend Student Support Council subcommittee meetings related to school model, curriculum, instruction, and student support, based on availability
- Serve as a spokesperson for the school in media settings, as needed, and in close coordination with the Board of Trustees and upon receiving media training

Coversheet

Review of 2022-23 Annual Performance Report

Section: IV. Board Goals, Committee & Council Updates
Item: J. Review of 2022-23 Annual Performance Report
Purpose: Vote
Submitted by:
Related Material: PCM Annual Performance Report - 2022-23 SY.docx



Annual Performance Report

2022-2023

The following information provides a snapshot of the data collected about PCM during the 2022-23 school year. The 2022-23 school year marked the second year of operation for PCM. According to NWEA MAP¹ assessment data, over half of our students came in between 1 to 2.5 years below grade level. While many students realized significant academic growth, the needs of mental health and social-emotional growth were high and had more impact than in pre-pandemic years on students' ability to make pre-pandemic projected academic growth. This year students in grades 3-5 participated in the statewide Smarter Balanced Assessment (SBA) for Reading and Math. The 5th grade participated in the Washington Comprehensive Assessment of Science (WCAS).

From reflections, data analysis, and feedback from last year, PCM's staff will focus on the following for the 2022-23 school year:

- Amplify the emphasis on place-based and project-based learning for older elementary students, in anticipation of a shift towards a student demographic that supports a more authentic Montessori environment in the coming years. This period will focus on utilizing place-based project-based learning to equip students with the leadership skills necessary for success in the Adolescent Community Program, ensuring a seamless transition that aligns with Montessori principles.
- Fortify the special education inclusion model by increasing dedicated planning time for collaboration between special educators and classroom guides. This will ensure that all students receive the support they need within a fully inclusive environment.
- Establish a comprehensive and vertically integrated social and emotional learning (SEL) curriculum to foster a positive atmosphere within classrooms and throughout the school. This initiative aims to build a cohesive, supportive community for all students and staff.
- Initiate the formation of student, parent, and community councils, and enhance educational opportunities for parents. These councils will serve as platforms for active engagement, feedback, and collaboration, strengthening the school-community partnership.

If you have any questions about the data, please feel free to reach out to Laylah Bewick at laylahb@myPCM.org

Sincerely,

Laylah Bewick
Pullman Community Montessori - Head of School

¹ NWEA MAP (Northwest Evaluation Association - Measure of Academic Performance) is a widely used adaptive assessment for English Language Arts and Math performance that is taken three times per year at PCM. MAP is nationally normed and used to measure and support student growth.



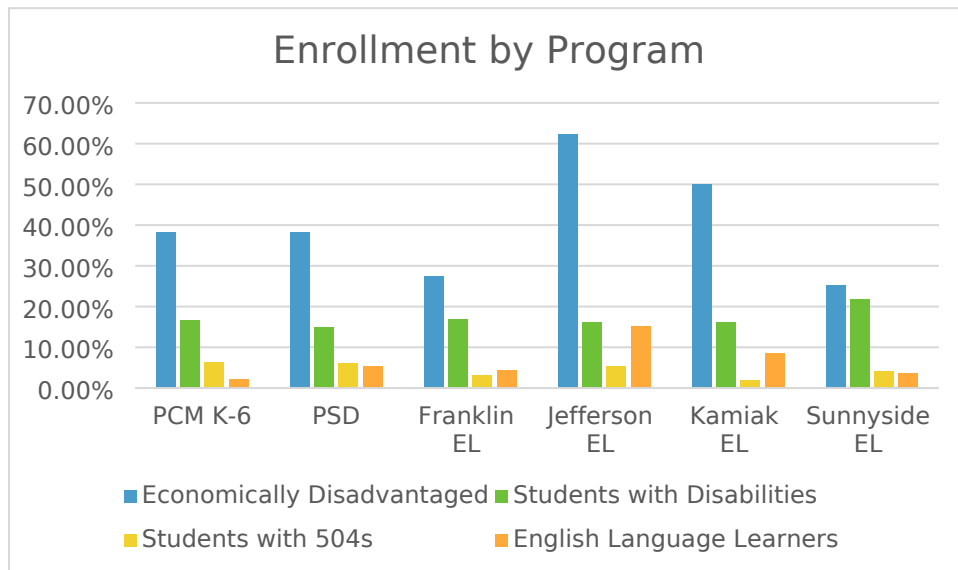
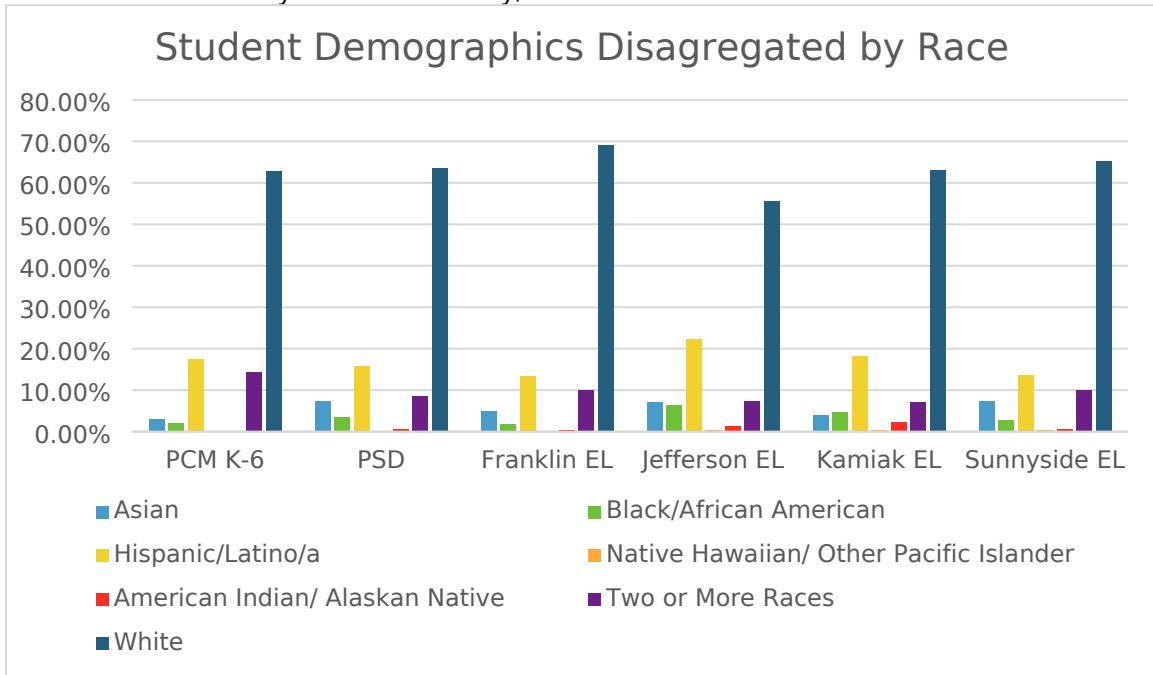
Annual Performance Report 2022-2023

PCM 2022-23 CORE DATA SUMMARY

2022-23 Demographic Data Comparisons

PCM 2022-23 enrollment data is based off of 97 students.

Key: EL = Elementary, PSD = Pullman School District





Annual Performance Report 2022-2023

Social Emotional Learning

As PCM’s model is focused on whole-child development, elevating executive functioning and social-emotional skills development to that of academics, PCM measure growth in the area through an assessment called EFGoPro. The assessment is administered three times per year and focuses on measuring growth over time.

PCM students ranked in the 58th national percentile. With intensified efforts PCM expects to see more growth in future years.

2022-23 SEL Results



Class National Percentile **58th**



Score Interpretation

Approaching	Meets- Low	Meets- Mid	Meets- High	Exceeds
--------------------	-----------------------	-----------------------	------------------------	----------------

Scored in the **16th percentile or lower** for their age.

Immediate instruction is highly recommended

Standard Score Range: 60-84

Scored in the **17th to 83rd percentile** for their age.

Behavior-informed instruction may be appropriate.

Standard Score Range: 85-115

Scored in the **84th percentile or higher** for their age.

Behavior-informed instruction may be appropriate.

Standard Score Range: 116-140



Annual Performance Report 2022-2023

SEL Growth

The tables below were extracted from the one-pager created in collaboration with Reflection Sciences, creator and host of the EFGoPro Assessment System. To read more about how this assessment is used please read [this one-pager](#).

What are the results?

EF Trend



EF Improvement



The MEFS™ results for each child are adjusted to reflect their standing in a national percentile, considering their age group. The MEFS™ scores for each child reflect their standing, individual scores are then averaged to present a view of our school's EF measurement, as shown in the charts above.

As you'll observe, there was a decline in scores starting in 2020. This trend is not unexpected, given the challenges faced during this period. However, it's encouraging to see a recovery in the subsequent period, especially in Montessori schools. Most notably, Pullman Community Montessori has demonstrated higher growth, as compared to national norms.



Annual Performance Report 2022-2023

State Assessment Results

Academic Performance Score Comparisons: WA State, Home Districts, and Charter Public Schools

- Blank data points are due to no available data or suppression.
 - The Home District data below is grade level and student group matched for each school and the sector with their respective home district(s). State data is not matched to charter school grade levels, only student groups.

* Home District is defined as the traditional public school district in which a charter public school is physically located.

** Sector data doesn't include suppressed data

School Year: School Name: Data Source: OSPI Academic Performance

Student Group: Grade Level:

■ % Met Charter**
■ % Met Home District*
■ % Met State

School Name	District Name	Student Group	Grade Level	School Year	ELA			Math			Science		
Pullman Community Montessori	Pullman School District	All Students	All Grades	2022-23	30.0%	62.7%	50.7%	30.0%	61.0%	39.1%	63.6%	67.8%	42.9%
			3rd Grade	2022-23		60.3%	47.7%		65.5%	50.3%			
			4th Grade	2022-23		60.1%	49.0%		60.3%	48.2%			
			5th Grade	2022-23	45.5%	68.8%	52.5%	36.4%	58.9%	40.9%	63.6%	67.8%	50.9%
			6th Grade	2022-23		60.9%	46.3%		59.8%	36.7%			
								% Met C..	% Met Hom..	% Met State	% Met C..	% Met Hom..	% Met State



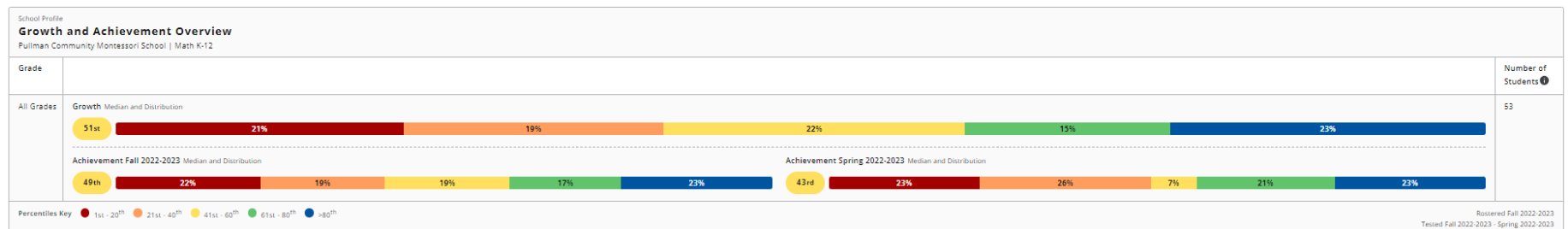
Annual Performance Report 2022-2023

State Assessment Results by Skill Level

	ELA	Math	Science
Percent Level 1	33.3%	53.3%	36.4%
Percent Level 2	36.7%	16.7%	0.0%
Percent Level 3	13.3%	20.0%	54.5%
Percent Level 4	16.7%	10.0%	9.1%
Percent Met Standard	30.0%	30.0%	63.6%

While PCM intends to continue to focus and strengthen our support to increase student academic performance, perspective should be maintained when interpreting SBA scores keeping in mind the number of students coming in significantly below grade level and accounting for student growth within the academic year (according to NWEA MAP) that is not reflected in these summative scores. Additionally, our student population level in grades 3 through 6 can be significantly small (as low as 3 students in a grade level). An example of growth that would not be reflected in SBA scores is displayed below. A student with growth in the 80th percentile or above is making the maximum growth that can be expected while still learning other critical skills and retaining their love of learning.

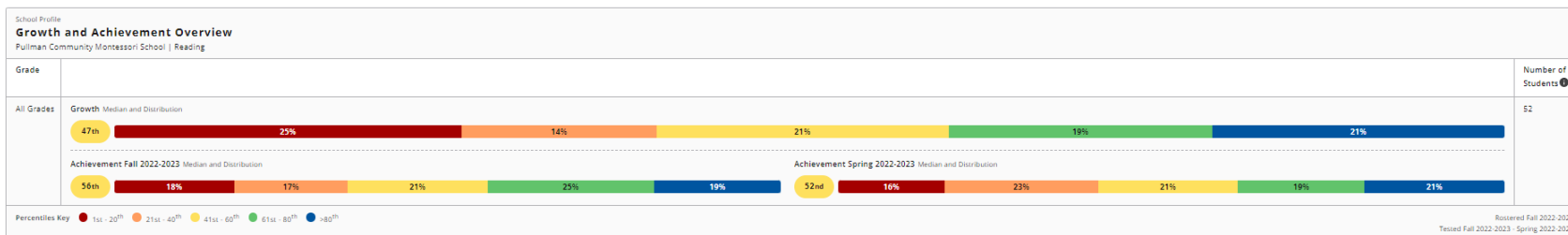
MAP Growth & Achievement – Math





Annual Performance Report 2022-2023

MAP Growth & Achievement – Reading





Annual Performance Report 2022-2023

School Specific Goal Results

Annually, Washington charter schools are required to identify a minimum of two school specific goals, one operational and one academic. PCM's academic school specific goal states: of the students who score Lo and LoAvg on their MAP Reading and Math in Fall 2022, half of them will achieve their MAP Projected Growth goals by the Spring 2023 testing session.

For PCM's Operational School Specific goal, PCM met our goal as assessed using the Essential Elements of Montessori in the Public Sector Rubric that was created by the National Center for Montessori in the Public Sector. The areas of significant struggle were securing and maintaining dual certificated Montessori Guides (aka Teachers) and securing a full-time qualified Montessori instructional coach who also serves as the Director of Academic Programs. It is hoped this will improve as our school grows and implications of COVID reduce over time.

For PCM's Academic School Specific Goal, PCM exceeded our goal in Reading and met our goal in Math:

READING EXCEEDS: >60% of students scoring Lo/LoAvg meet their individual growth projection goals on Spring MAP
PCM = 76% of students classified as Lo or LoAvg on the fall 2022 assessment met or exceeded their projected growth on the Spring 2023 assessment.

MATH MEETS: 50-59% of students scoring Lo/LoAvg meet their individual growth projection goals on Spring MAP
PCM = 50% of students classified as Lo or LoAvg on the fall 2022 assessment met or exceeded their projected growth on the Spring 2023 assessment.



Annual Performance Report 2022-2023

The school wide data for MAP Reading and Math are reflected in the tables below.

The percentages in column one shows the percentage of students who met or exceeded their growth targets as projected by the fall 2022 MAP assessment. The percentages in the second column, reflect the percentage of students whose achievement level was considered to be in the average or above quintile on the fall 2022 MAP assessment.

KEY

F-S = Fall 2022 to Spring 2023 growth
W-S = Winter 2022 to Spring 2023 growth

School Specific Goal – Reading Results

	F-S Reading Growth	% with achievement AVE or above in F
Whole School	52%	
Younger Elementary (1, 2, 3)	47%	67%
Older Elementary (4, 5, 6)	60%	75%
K (W-S only)	43%	74%

School Specific Goal – Math Results

	F-S Reading Growth	% with achievement AVE or above in F
Whole School	55%	
Younger Elementary (1, 2, 3)	50%	50%
Older Elementary (4, 5, 6)	68%	53%
K (W-S only)	77%	88%

*Kindergarten engages in the WaKIDS Inventory of Skills in the fall so kindergarten does not participate in the fall assessment. Kindergarten does participate in the winter and spring assessment to provide them opportunity to engage with computers and assessments prior to their first-grade year.