



Board Report

Chief Operating Officer

Elizabeth Martinez

Chief Operating Officer

Reflections on the Feedback at the March Board Meeting

Across the span of my career, there have been moments in which it is clear I am standing upon a precipice. While I stand there at that edge, I go through the same set of questions: Why am I at this edge? What is the risk of jumping? More importantly, what is the risk of staying put? Time and time again, I have chosen the leap mostly because I choose to believe that something better is awaiting me at the end of the jump. ***After our last board meeting, I found myself standing at the edge a little discouraged but no less committed to doing the work. I gathered my thoughts and wrote an open letter to the staff which acknowledged the state of the culture and injected data into the narrative. The intent of the letter was to be honest about my experience and to hopefully invite others into the ongoing dialogue.*** The response I received was mostly positive and those who reached out were appreciative to have received additional information. Since then, I have had a chance to observe one of the Culture and Climate Open Sessions, I attended Alton's session with staff, and I am setting up times for staff to come by and ask me questions they might have directly. I look forward to engaging with the staff. ***Following my letter, both Mr. Nelson and Dr. Jackson also shared their reflections with staff and my general sense is that we are turning a corner. I have walked the campus a few times since the board meeting and there is a different sense of lightness that I haven't felt in some time.*** I look around and see more smiling faces (adults and students), I see our student's accomplishments are displayed across the campus, and more importantly the work has moved forward. ***I look forward to hearing from staff and reporting back out to the board.***

Looking Forward

Over the next 4 weeks, my focus is on closing out the school year as smoothly as possible and to continue supporting efforts for a stronger launch in the next school year. Anecdotally, more things are happening routinely and independently which is a good sign. My push for the Directors who report to me is to create systems that are stable, sustainable, and replicable. We have a way to go but I feel confident that we are closing out the year on a solid foundation, next year is going to be even better. ***Below I've included some updates in different areas which are important for you to be aware of as we head into the last part of the semester/next school year.***

Meal Update

After extensive collaboration with our food vendor, I am happy to report that our food waste percentage is down to 8% which is below our historical average of 10%. Back in October, food waste was at 33% and surveys were indicating that it was in large part due to dissatisfaction from students. I included the meal update which went out to students, staff and parents. ***Based on the most recent data, we have decided to continue with our current food vendor. We will monitor this closely next year as well.***

Safety Update

Director of School Operations, Katharine Mason, contracted with an external safety assessment company to evaluate the school's safety levels (proactive and reactive). The assessment showed that ***Making Waves Academy is not only meeting the minimum standards for safety as a whole but it was rated as Advancing+ (Level 3).*** This level assigned when an institution is "making considerable strides in safety, security and cybersecurity. The systems and policies are building towards a culture of safety that aims for sustainability and longevity." Areas of strength include: arrival/dismissal procedures, physical security, visitor management, student attendance during emergencies, drills, training, supplies and communication systems. Challenges include pedestrian safety, personnel attendance during emergencies, incident management structure, and classroom management/re-entry practices. For the most part, nothing in our assessment was a surprise. The next step involves Ms. Mason and I determining our short and long-term goals to address the areas highlighted in the assessment in partnership with school leaders.

Hiring Update

Table 1 shows a count of vacancies and fills for the 2024-25 school year. The comparative data is from May 2023 in preparation for the 2023-2024 school year. **Overall, the data tells me that our recruitment efforts are working to our benefit. Last year, we extended our first offer for the new school year by the end of April, this year we had 12 offers accepted by the end of April.** Of the current vacancies, 12 are in the final stages of recruitment. At this time, the areas we have some concerns about are Health and Wellness, Special Education, and Theatre. These are positions that have proven to be difficult to fill - I will be discussing alternative recruitment options with the team in the coming weeks.

Table 1 (Vacancies and Fills, comparisons)

Vacancies By Type (May 2024)			Vacancies By Type (May 2023)		
Faculty	Admin	Staff	Faculty	Admin	Staff
12	5	5	23	0	0
Filled By Type (May 2024)			Filled By Type (May 2023)		
Faculty	Admin	Staff	Faculty	Admin	Staff
11	2	0	5	0	0
			Positions Vacated in June 2023 (late notifications)		
			Faculty	Admin	Staff
			14	3	4

Table 2 (Faculty Vacancies as of 05/01/2024)

Subject	Division
Health & Wellness 5	Middle School
Math & Science 5	Middle School
Music 7	Middle School
SPED Resource Teacher (4 openings)	School-wide
Art	Upper School
ELA	Upper School
Math	Upper School
Social Science or ELA/Social Science	Upper School
Spanish Teacher (2 openings)	Upper School
Theater	Upper School

Appendix

Quarter 4 Priorities for COO Team

<p>Compliance</p>	<p>School Systems</p> <ul style="list-style-type: none"> • Semester 2 grades distribution (final report cards) • New school year planning and setup <p>State Reporting</p> <ul style="list-style-type: none"> • Prepare CALPADS End-of-Year Submission • Cal-SAAs exceptions <p>Assessments & Diagnostics</p> <ul style="list-style-type: none"> • Oversee successful CAASPP (CAST/SBAC administration); monitor/ support with EOY MAP/STAR assessments; Create data reports for EOY assessments; monitor other assessments (e.g., PFT, etc.) • Finalize 24-25 assessment calendar. <p>Compliance Monitoring</p> <ul style="list-style-type: none"> • LCAP: Incorporate final feedback following the LCAP Public Hearing in preparation for approval at the June meeting. • Finalize and present local indicators to board in June • Compliance misc: monitor new laws going through assembly/senate/budget revisions.
<p>Talent</p>	<ul style="list-style-type: none"> • Continued SY24-25 recruitment and close collaboration with hiring managers • Ongoing data review of candidate pool, pipeline, and hires • Work on touchpoints for new hires to keep them engaged through start of school year
<p>Attendance and Enrollment</p>	<p>State Reporting</p> <ul style="list-style-type: none"> • Completing student transfers to balance attendance reporting • P-Annual Attendance Submission
<p>Human Resources</p>	<p>Employment</p> <ul style="list-style-type: none"> • Distribute compensation statements in June • Arrange and execute offboarding procedures for non-renewal employees, including coordination with the Operations team • Offer final employment letters to new hires for the upcoming school year, contingent on budget approval by the Board • Organize the welcome orientation for new employees in mid-July • Distribute vacation window reminder notifications to Central Office and school-based supervisors for them to share with their respective team members <p>Compliance</p> <ul style="list-style-type: none"> • Present revisions to the employee handbook for approval by the May Board meeting • Connect with Assistant Principals (APs) in March/April to verify teacher assignments or shifts, ensuring credential and English Learner (EL) eligibility for teaching assignments • Prepare CTC declaration of need <p>Performance</p> <ul style="list-style-type: none"> • Prepare annual evaluation materials for distribution in May

May 2024

School Operations	Systems <ul style="list-style-type: none">● Initiate End of Year activities● Initiate activities for Start of School (planners, uniforms, mailers)● Complete Master Calendar process● Finalize 24-25 enrollment● Finalize Graduation/Promotion● Finalize Summer Ops Plan● Review & revise annual Facility Maintenance List Planning <ul style="list-style-type: none">● Prepare for Williams Inspection (summer)
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