



Meeting Minutes of the Board of Directors

Denver Language School

December 18, 2013

6:00pm

Location: Stapleton Foundation 7350 E. 29th Avenue Ste. 300, Denver, CO 80238

Voting board members in attendance:

Ryan Hunter
Kristy Fantz
Beverly Haddon
Dan Baack
Camilla Modesitt
Jacob Welp

Jacob presents the financial. Through Nov we are 40% through the year. Everything is mostly on target with our revenue and expenses. A couple of things to highlight:

1. Kindergarten is lagging slightly. It is a matter of collections – should be collecting \$28,000 and only getting \$25,000. Bottom line, collections is pursuing this, and we should catch-up.
2. The big winner is the Fun Club. We have a budget of \$70,000, and we are about half-way there. Fun Club pays for itself, and it is getting to the point where we might want to start discussing how to model for this income moving forward.
3. We will get the remaining 50% of levies in January.

4. We can use the mill levy (1852L) to pay significant costs, such as rent for facilities. It is important to note that, compared to peers, our facilities is at 8% not the more typical 20%. This is lower costs.
5. Contributions does not include Dancing with the Stars but the PTA is raising good funds.
6. We could get additional funds if we had a higher free and reduced lunch population.
7. Bev asks regarding Jacob's assessment of our business manager. He is pleased, feels like she focuses on us, and that she is doing a good job.
8. Overall, the school is doing very well financially.

Campaign Feasibility Study Final Report Presentation

Presenting an abbreviated version of the document. Initial reach out has been positive. This report is discussing how much can we raise and what is the time frame for that process?

Key findings – the community believes that you can raise enough money to retrofit an existing building. Acquiring is a better likelihood for funding than building a brand new building. Not to say that a brand new building isn't a possibility, just lower chance. Better confidence interval is better for acquiring and retrofit.

A key finding is also that the global economy is highly important. Increasingly, almost ever job that will exist will be served well by a student with these skills.

We are also open to non-traditional fundraising models. Can attract one of a kind audience internationally, or even regionally. We can move past just the Denver metro area.

Fundraising goal can include potentially debt relief or new operational costs, not just capital. This allows us to then show that 5 years out we are in a solid financial shape.

Key messages – one is the next generation workforce for a global economy. The second is the trend of higher performance scores, and every year the school has been open the trend has been upward. Part of this is the immersion model. Last messages is that immersion is proven models for students that excel including those at-risk. Can they achieve at a rate at the same level as or even better than the general population. Focus on existing student body.

Recommendation – Immersed in Innovation

\$1mil for acquisition

\$4mil for renovation

\$1mil operation / debt service

Gift table in the report breaks down specifics and numbers. Many of these numbers are very achievable. The big numbers are at the grassroots level. The backend is this portion, and that group would then be part of the annual fund after this.

Aggressive initial plan. Need the two to four legacy gifts from foundations as well as 5-10 initial 5-figure corporate and / or individual gifts in first half of 2014.

Need to do more outreach to various communities. House parties? Partnership programs with chambers? Students coming in and speaking? Many different possibilities.

Then bring communities to the school. These visits are incredibly moving and impactful. Office visits even – meeting teachers or staff.

Need an Advisory Council by Spring 2014. Need them attached to this. A key point to creating trust and authenticity.

Naming and recognition is another opportunity. How many organizations could under-write the production for Chinese New Year, as just one example? Giving clubs is yet another idea. Founders club?

Timeline starts with lead gifts, leading to purchase, leading to hard hat tours, then grassroots.

Replicate existing data a key selling point. Doing what has been done / studied since 1970s. Great supporting quotes here.

Have many diverse sources of funds. DLS has to be a stop for the chambers in town. Key, easy strategy. Just have to ask. Can look at donors to DU, CU, and DPS.

Everyone has a role in fundraising – lots of different roles available. We will create a Campaign Cabinet.

There is a structure that we can leverage, and it is incredibly exciting. We can do this, he believes.

Ryan asked for a motion to approve the Nov 20th board minutes. Camilla moved. Jacob seconded All board members present approved.

Ryan asked for a motion to approve the Executive Session Dec 13th meeting minutes. Dan motioned. Camilla seconded. All board members present approved.

SAC Update:

Dan gave an overview of the SAC training with Kelly from the Colorado League of Charters.

- Kelly discussed how the surveys and focus groups are very typical for a SAC.
- Kelly gave an overview of monitoring the academic related activities of the school. Dan asked the board whether the SAC should monitor the school's academic performance. The intent of the board was always that the SAC would monitor academic performance. The board advised to start with what the League recommended, and circle back with how it goes with the SAC committee.
- Dan sent out a draft of the Focus Group Report, as well as a draft of a communication to send out to the community. The communication is a broader overview of the Focus Group Report. The board was tasked to review and e-mail comments to Dan.

Facilities Update:

Ryan gave the report since Kenneth could not attend the board meeting.

- The board met the deadline to submit the facility proposal to DPS. Kenneth and Ryan met with Brenna Copeland and Jennifer Holiday to discuss the proposal. There was initial concern, but after the conversation, they understood the rationale behind the board's decision. DPS Senior leadership still needs to review the proposal.
- Ryan will meet with MayFair Park to ensure community buy-in. He will meet with Troy and the MayFair Park board and DPS (Jennifer Holiday) tomorrow at 6:00 pm. The community is no longer concerned about the traffic. They have several questions regarding the nature of the proposal. They would like to know the long range vision and more about the ECE-2 school. They want us at Whiteman long term.
- DPS would like us to give them our needs, wants, desires, and deal breakers for a potential co-location.
- Both Happy Haynes and Mike Johnson toured the school. Bev recommended inviting Barbara O'Brian and Landri Taylor to tour the school as well.

PTA Update:

- DLS 5013 © revoked. Lori Deacon is working to resolve and reestablish it.

Dan made the motion to go into Executive Session at 7:10 for the purposes of conducting discussions regarding the school's positions relative to matters that may be subject to negotiations. C.R.S. 24-6-402(4)(e) Jacob seconded. All members present favored.

Camilla recorded the minutes

Dan made the motion to move out of Executive Session. Camilla seconded. All present favored. The board moved out of executive session at 8:05 pm.

Doors were open back to the public.

8:06 Bev made the motion to adjourn the meeting. Dan seconded. All present favored.

Board Meeting Adjourned at 8:07 pm.