

**BOARD OF DIRECTORS MEETING  
OPTIONS CHARTER SCHOOLS – CARMEL AND NOBLESVILLE,  
INC.**

**JANUARY 15, 2019**

Directors present were: Will Mattingly, Hannah Heuser, Stacy Segal, Matthew Abbott, Valerie Love, Brenda Flowers, John Kerr, Lawrence Phillips

Directors absent were: Gordon Heminger

Staff Present were: Mike Gustin, Michelle Walden, Shannon Franklin, Jacob Brandau, Andrew Piper, Camille Scott

Guest Present: Thomas Lyons

Stacy Segal opened the meeting at 6:03 p.m.

**1. CALL TO ORDER**

**A. ANNOUNCEMENT BY THE CHAIR WHETHER A QUORUM IS PRESENT, THAT THE MEETING HAS BEEN DULY CALLED AND THAT THE MEETING HAS BEEN POSTED IN ACCORDANCE WITH INDIANA OPEN DOOR LAW AS CODIFIED UNDER I.C. SECTION 5-15-1.5. THE AGENDA FOR THE MEETING HAS BEEN POSTED AND MADE AVAILABLE TO THE PUBLIC.**

**B. DISTRIBUTION OF THE AGENDA.**

**2. ROLL CALL**

**A. PUBLIC ANNOUNCEMENT REGARDING THE ATTENDANCE OF ALL BOARD MEMBERS, THE ABILITY OF THE BOARD TO FORM A QUORUM, AND THE POWER OF THE BOARD TO CONDUCT BUSINESS.**

**3. EXECUTIVE SESSION:**

There will be no Executive session to follow.

**4. PUBLIC FORUM:**

Nothing at this time.

**5. REPORTS**

**A. CHAIRMAN OF THE BOARD OF DIRECTORS REMARKS, STACY SEGAL:**

- a. Nothing at this time.

**B. REPORT OF THE PRESIDENT:**

Mike Gustin presented the board with his report. Discussion took place; however, no action was needed.

**D. DIRECTOR OF SCHOOLS REPORT:**

Michelle Walden presented the Board with her report. Discussion took place; however, no action was needed. Michelle Walden did discuss why the Schools could not combine the charters.

**E. FOUNDATION REPORT:**

Nothing to report at this time.

**F. TREASURER'S REPORT:**

**a. APPROVAL OF VOUCHERS:**

Will Mattingly presented the Noblesville Allowance of Vouchers dated August 15, 2018, in the amount of \$194,850.62. Will Mattingly requested a motion of approval of Allowance of Vouchers in the amount of \$194,850.62. Hannah Heuser moved to accept, and Lawrence Phillips seconded. The motion passed unanimously.

Will Mattingly presented the Carmel Allowance of Vouchers dated Aug 15, 2018, in the amount of \$104,691.12. Will Mattingly requested a motion of approval of Allowance of Vouchers in the amount of \$104,691.12. Hannah Heuser moved to accept, and Lawrence Phillips seconded. The motion passed unanimously.

Will Mattingly presented the Noblesville Allowance of Vouchers dated October 17, 2018, in the amount of \$163,991.99. Will Mattingly requested a motion of approval of Allowance of Vouchers in the amount of \$163,991.99. Hannah Heuser moved to accept, and Lawrence Phillips seconded. The motion passed unanimously.

Will Mattingly presented the Carmel Allowance of Vouchers dated October 17, 2018, in the amount of \$85,654.31. Will Mattingly requested a motion of approval of Allowance of Vouchers in the amount of \$85,654.31. Hannah Heuser moved to accept, and Lawrence Phillips seconded. The motion passed unanimously.

Will Mattingly presented the Noblesville Allowance of Vouchers dated November 21, 2018, in the amount of \$194,568.29. Will Mattingly requested a motion of approval of Allowance of Vouchers in the amount of \$194,568.29.

Hannah Heuser moved to accept, and Lawrence Phillips seconded. The motion passed unanimously.

Will Mattingly presented the Carmel Allowance of Vouchers dated November 21, 2018, in the amount of \$108,776.44. Will Mattingly requested a motion of approval of Allowance of Vouchers in the amount of \$108,766.44. Hannah Heuser moved to accept, and Lawrence Phillips seconded. The motion passed unanimously.

#### **G. TEMPORARY AND AD HOC COMMITTEE REPORT:**

Hannah Heuser made a motion to approve the purchase 2.5 acres from Flynn & Zinkan & Barker Holdings, LLC at the purchase price of \$875,000. Lawrence Phillips seconded. Discussion took place.

Hannah Heuser amended the motion to not exceed the purchase price of \$1,050,000. Lawrence Phillips seconded the amended motion. The motion passed unanimously.

#### **6. OLD BUSINESS**

a. **Central Office-Location:**

Discussion took place regarding where the Central Office might be located in the future. No action needed at this time.

b. **Combining of School Charters:**

Michelle Walden did discuss why the Schools could not combine the charters. No action was needed.

#### **7. NEW BUSINESS:**

##### **A. BOARD POLICIES:**

Mike Gustin presented the Board with the Board Policies. Stacy Segal made a motion to approve all policies as presented. Hannah Heuser moved to accept, and John Kerr seconded. Hannah Heuser asked for clarification on a couple of the board policies. The motion passed unanimously with the clarifications.

##### **B. INTRODUCTION OF BOARD CANDIDATE THOMAS LYONS III:**

Thomas Lyons III was introduced to the Board. No action was needed.

**C. APPROVAL OF MINUTES FROM SCHOOL BOARD MEETING:**

Stacy Segal asked the members to review the Minutes presented for the November 20, 2018 meeting. Stacy Segal requested a motion to accept the Minutes as read. Hannah Heuser moved to accept, and Will Mattingly seconded. The motion passed unanimously.

**D. INTRODUCTION OF DIRECTOR OF MARKETING AND COMMUNICATION ANDREW PIPER:**

Andrew Piper was introduced to the Board. No action was needed.

**E. RESOLUTION TO APPROVE ACCOUNT TRANSFERS:**

Mike Gustin announced that in the past Legislative session, our school no longer has a general fund account. We now have an educational account and an operational account. All money flows through the educational accounts, while the operational account is used to pay the daily operation fees such as salaries. Mike Gustin made a motion that the Board empowers Mike Gustin and a designee to move money from our education fund to the operational fund to cover expenses. Lawrence Phillips moved to accept, and Matthew Abbott seconded. The motion passed unanimously.

**8. GOOD OF THE ORDER –**

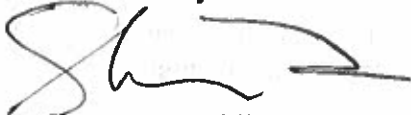
Lawrence Phillips announced that as of July 1, 2019, he would be resigning from the Board. No action needed at this time.

Mike Gustin announced to the Board that the Hope Source was approved for their own Charter. No action needed at this time.

**9. ADJOURNMENT:**

Stacy Segal requested a motion for adjournment at 8:05 pm. The motion for adjournment passed unanimously.

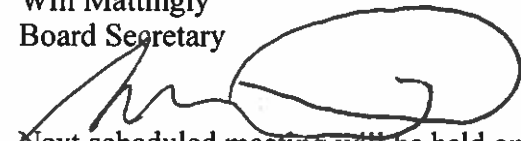
Submitted by:



Shannon Franklin  
Board Stenographer

Approved by:

Will Mattingly  
Board Secretary

A handwritten signature in black ink, appearing to read 'Will Mattingly', is written over the printed name. The signature is stylized and includes a large, circular flourish at the end.

Next scheduled meeting will be held on February 19, 2019 at the Options Charter School – Noblesville at 6:00 pm.





President's Report  
Board Meeting: January 15, 2019

Welcome back from the holiday break! 2019 is already shaping up to be a year full of rewards from hard work and many challenges that still need to be solved. Across the board, we are so thankful for the students, parents, and the many wonderful Options employees who work together to help students realize their lifelong goal to graduate high school. In 2019 we still need to work on finalizing state accountability issues, plans for a new Options Westfield facility, and developing a leadership team that will support our future growth. New challenges always arise and this year we are facing additional accountability challenges from the Federal Every Student Succeeds Act (ESSA).

#### Finance

The Treasurer's Report included in the January 2019 folder will give a more in-depth perspective on our finances. Options maintains strong bank balances while continuing to provide high quality educational programming for students. Our November 2018 balances for Options Carmel was \$908,534 and Options Noblesville was \$1,132,498. The combined cash assets of Options Charter Schools are \$2,041,032. For those who like to keep track our balances at the beginning of the fiscal year (July 1, 2018) was \$788,685 (c), and \$873,357 (n).

#### Facility Update

Due to the length of the facility update, it has been moved to a separate report.

#### Special Projects

Policy Updates- I am bringing second batch of policies to the board for consideration on Tuesday January 15, 2019. I have a meeting with CCHA on January 23, 2019 to prepare the third and final batch of about fourteen policies for board consideration in February 2019.

Safety Plan- Eric Walden has been hired as our Director of School Safety. Eric began working during the holiday break and into January to review all of our current safety procedures, tour the buildings, establish new safety protocols, and reach out to external stakeholders to assist in an array of training, support, and emergency bussing protocols. It is energizing to watch Eric work with passion and efficiency to improve the quality of Options Charter Schools safety plan.

Charter/Finance News- The Options Charter School Board approved moving forward with combining our two school charters and their finances into one charter. The goal of beginning that process in the spring of 2019, however, has hit a significant challenge in the form of the new federal Every Student Succeeds Act (ESSA) legislation. In that legislation, there is a federal accountability measure that every public school must have a 67% graduation rate for their federally-defined four-year senior cohort. Michelle Walden and I were working with state



officials to get Indiana alternative programming placed in the state waiver and, therefore, exempt from the misplaced federal accountability system. The federal accountability system assumes a normal bell curve of students and does not account for schools, like Options, who have highly specialized missions. Unfortunately, we were told in a phone conference with DOE officials this past week that Indiana alternative programming is not going to be placed in the state waiver for federal appeal. The officials stated that they do not believe the federal DOE will approve this request. Instead, Indiana DOE officials are putting together a plan for dealing with state alternative schools that fall into the failing category under the federal guidelines. Because of this, Options will not be eligible for the federal CSP money that targets school growth and replication. Instead, we will be receiving Planning Grants and School Improvement (SIG) 1003 Grants. These are flat rate grants issued to individual charters. If we eliminate one of our charters, we risk losing 50% of this funding. We can discuss further at the board meeting.

Five-Year Strategic Plan/Succession Plan- I am working to update the Options Five-Year Strategic and Succession Plan and present it to the board for review, edit, and approval at the February 2019 meeting. We have several moving pieces that will impact the five-year plan including finances, facilities, school accountability, and the combining of our charter and finances. It is important, however, that the board understand how each of the pieces of our puzzle fit together to achieve our vision. The future vision is to prepare Options Charter School for expansion, not just growth within our current programming. The Options Five-Year Strategic and Succession Plan is that roadmap.

#### Options in Education Foundation (OIEF) Report

There has been little activity in the foundation during the past month. There has been the routine giving by stakeholders and expenditures for student purposes. The OIEF balance is \$65,585. Some of those funds are encumbered for cafeteria services, scholarships, and student programming. The majority of those funds are will be used at the discretion of board and president. Please see the balance sheet in the OIEF folder in the October 2018 Board Folder to review the specific categories and amounts.

#### Policy Governance

Policy 4.0 – Global Governance – Management Connection (Monitored Annually in January): The board’s sole official connection to the operational organization, its achievements and conduct will be through the President.

#### **President Interpretation:**

The board of Options Charter Schools will supervise, evaluate, and manage the president in order to achieve the vision of board. This is the board’s only official connection to Options employees.

#### **Report:**





The Options Charter Schools board and president work together to establish and implement the vision of the board. Once this is done, the board does a wonderful job of delegating the power and responsibility to the president to carry out the operational mission.

**Policy 4.1 – Unity of Control (Monitored Annually in January)**

Only officially passed motions of the board are binding on the President.

Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the President except in rare instances when the board has specifically authorized such exercise of authority.

**President Interpretation:**

Board members do not act to make decisions or instruct employees outside the confines of monthly board meetings. They understand, through their orientation to the board and because of the culture established by the board, that this is action is not appropriate or binding.

**Report:**

Board members of Options Charter Schools act as one body, in board meetings, to direct the president.

2. In the case of board members or committees requesting information or assistance without board authorization, the President can refuse such requests that require, in the President's opinion, a material amount of staff time or funds or is disruptive.
  - a. The President must inform the board member or committee of that refusal.

**President Interpretation:**

The president has the authority to reject requests from individual board members or committees unless those individuals or committees have the authority of the board.

**Report:**

To date, no individual board member or committee has requested information or assistance without the authority of board.

**Policy 4.2 – Accountability of the President (Monitored Annually in January)**

The President is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the President.

Accordingly:



1. The board will never give instructions to persons who report directly or indirectly to the President.

**President Interpretation:**

Individual board members understand their authority is derived in the body of the board at monthly board meetings. They will not circumvent the chain-of-command and attempt to give instructions to a person who directly or indirectly reports to the president.

**Report:**

The members of the Options Charter School board have never attempted to circumvent the chain-of-command. They respect the chain and president' role and have always worked through the president when necessary.

2. The board will refrain from evaluating, either formally or informally, any staff other than the President.

**President Interpretation:**

The board will not evaluate, either formally or informally, any member of the Options team, other than the president.

**Report:**

The Options Charter Schools board does annually evaluate the president but has never attempted to evaluate any other member of the Options team.

3. The board will view President performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and avoidance of board proscribed means will be viewed as successful President performance.

**President Interpretation:**

The board will use the tenets of Policy Governance, and the stated end statement, as its' framework to evaluate the performance of the president

**Report:**

The evaluation tool created to evaluate the president is reflective of the board approved Policy Governance and the specific stated end statement.



### Policy 4.3 – Delegation to the President (Monitored Annually in January)

The board will instruct the President through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.

Accordingly:

1. The board will develop policies instructing the President to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest most general level to more defined levels and will be called Ends policies.

#### **President Interpretation:**

The board will develop End policies (statements) that provide the president the necessary information to achieve certain results, for certain recipients at a specified cost.

#### **Report:**

The Options Charter School board has developed End policies, embedded in Policy Governance, that describe for the president to achieve certain results, for certain recipients, at a specified cost. These are done in a way that allows the president to operationalize these expectations.

2. The board will develop policies, which limit the latitude the President may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.

#### **President Interpretation:**

The board will Executive Limitations policies that limit the latitude of the president when choosing the organization means. They will be developed from the broadest to more defined levels.

#### **Report:**

The Options Charter Schools board has developed Executive Limitation policies that support the president and appropriately defines boundaries on presidential powers.

3. As long as the President uses *any reasonable interpretation* of the board's Ends and Executive Limitations policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.



**President Interpretation:**

Using reasonable interpretations of board's End and Executive Limitation policies the president of fully authorized to act within these boundaries to establish further policy, make decisions, take actions, establish practices, and develop activities.

**Report:**

The Options Charter Schools board has effectively communicated their expectations through End and Executive Limitation policies and the president uses the full breadth of power bestowed to establish further policy, make decisions, take actions, establish practices, and develop activities.

4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and President domains. By doing so, the board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the board will respect and support the PRESIDENT's choices.

**President Interpretation:**

**Report:**

**Policy 4.4 – Monitoring President Performance (Monitored Annually in January)**

Systematic and rigorous monitoring of President job performance will be solely against the only expected President job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Data, which do not do this, will not be considered to be monitoring data.

**President Interpretation:**

The board will monitor to ensure board policies are being met. The use of data will be used to assist in this process.

**Report:**

The Options Charter Schools board uses an array of reporting data to ensure the tenets of Policy Governance are being met. A calendar has been established in Policy Governance requiring the president of offer consistent, frequent, and transparent feedback.



# Options Charter Schools

*Belong. Believe. Achieve*

2. The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the President discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.

### **President Interpretation:**

The board will collect data internally when the president discloses required information and data, externally when the board chooses to use an outside vendor to collect information and data, or by direct board inspection.

### **Report:**

The Options Charter Schools board uses reports to collect consistent, frequent, and transparent information and data from the president. There have been times when outside vendors have been utilized to assess the financial, operational, cultural, and academic performance of Options Charter Schools. To date, the has never need to use direct inspection as a method to collect information or data.

3. In every case, the standard for compliance shall be *any reasonable President interpretation* of the board policy being monitored.

### **President Interpretation:**

The board will collect the reasonable interpretation of the president for board policy being monitored.

### **Report:**

The Options Charter School board has established that as part of the president's monthly reporting to the board, in the President Report, feedback from the president to the board regarding his President Interpretation of policies shall be included.

4. All policies, which instruct the President, will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

### **President Interpretation:**

All policies which instruct the president will be monitored by the board on a routine schedule. Also, the board has the authority to monitor any policy at any time, even outside the routine schedule.



**Report:**

The Options Charter School board has established an annual reporting calendar and the president does report monthly at board meeting in accordance with this calendar. In addition, the president has responded in any request by the board regarding the monitoring of any policy, notwithstanding the routine schedule.

Thank You,  
Mike Gustin, President  
Options Charter Schools

# Options Charter Schools

*Belong. Believe. Achieve*

Chief Operations Officer  
 Monthly Report  
 February 2019

**Enrollment**  
 02/14/2019

|                         | Carmel            |                  | Noblesville      |                  |
|-------------------------|-------------------|------------------|------------------|------------------|
|                         | 17/18             | 18/19            | 17/18            | 18/19            |
| <b>Total Enrollment</b> | 200/185<br>(108%) | 202/225<br>(90%) | 301/320<br>(94%) | 289/315<br>(92%) |

**Enrollment by Program**

|                             | Carmel        | Noblesville   |
|-----------------------------|---------------|---------------|
| The Hope Source             | -             | 54/50 (108%)  |
| Jr. High (6,7,8)            | -             | 21/20 (100%)  |
| Sr. High (Brick and Mortar) | 129/150 (83%) | 141/170 (82%) |
| Distance Education          | 73/75 (97%)   | 73/75 (97%)   |

**Reflection:**

New enrollments continue to flow in for all programs. We have observed an increase in enrollment for Options Carmel in the last two weeks. We saw normal mobility for this time of year with 45 new enrollments, 45 students being withdrawn and 44% of them leaving with positive mobility reasons. A positive mobility means the student graduated or is returning to their home school or transferring to a program that is a better fit, identified with the help of the Options team.

We are focusing recruitment efforts for the remainder of the school year on continuing to fill the identified gaps in enrollment for each program.

# Options Charter Schools

*Belong. Believe. Achieve*

- Noblesville Brick and Mortar: 11th and 12th grade
- Carmel Brick and Mortar: 9th and 11th grade
- Distance Education: all school-aged children instead of older adults returning to school.

## Accountability Data

### School Improvement Data

#### 18/19 School Improvement Plans

#### End of Semester 1 Data

Carmel

Noblesville

Distance Education

#### January Data

Carmel

Noblesville

Distance Education

## SBOE, IDOE, OCS BSU Updates/News:

### State A-F Grade

Embargoed A-F Accountability Reports have been released to the schools. We have submitted an official appeal to the Indiana Department of Education requesting a change of grade. We are still awaiting a response on this appeal. We anticipate an initial denial, due to the rule being applied correctly as written, and will have to submit a second appeal directly to the State Board of Education (SBOE). That appeal will require a presentation to the SBOE at one of their monthly board meetings.

Official Carmel Appeal - submitted by OCS-C to SBOE

Official Noblesville Appeal - submitted by OCS-N to SBOE

Initial response from hearing officer - Options Carmel

Initial response from hearing officer - Options Noblesville

We officially objected to their response citing data that shows that we do indeed “exclusively provide academic programming for students with developmental, intellectual, or behavioral challenges” as shown by our Indiana Department of Educational - Alternative Learner Report (IDOE - AL) submitted annually. We are awaiting a response on our objection from the SBOE legal staff and a notice to appear at an upcoming SBOE meeting.

Upcoming SBOE Meetings: March 6, 2019

9945 Cumberland Pointe Blvd. | Noblesville, IN 46060 | *phone:* 317.773.8659

530 West Carmel Dr. | Carmel, IN 46032 | *phone:* 317.815.2098

[www.optionsschools.org](http://www.optionsschools.org)



# Options Charter Schools

*Belong. Believe. Achieve*

## Staffing:

| Name of Employee   | Job Title                                    | Brief Biography   | Type                 |
|--------------------|--|---|----------------------|
| Kathleen Clevenger | Administrative Assistant, Noblesville Campus | <ul style="list-style-type: none"><li>• Alternative School Experience</li><li>• Administrative Assistant Experience</li></ul>   | Filled open position |
| Michael Rentfrow   | School Counselor - Options Noblesville       | <ul style="list-style-type: none"><li>• 5+ years of experience in school counseling</li><li>• Experience with alternative education</li><li>• Mental Health Clinician</li></ul> | Filled open position |

- Open Position - Middle School Math - we have contracted with Charter School Substitute Network to fill this position with a long-term substitute for the remainder of the year. Elizabeth Dooley starts on 2/18/19.
- We are actively looking for 1 or 2 more substitute teachers.

