

Minutes
Tiger Academy Board of Directors Annual Retreat
Tuesday, September 14, 2021- Tiger Academy and Zoom
11:00 a.m. – 2:00 p.m.

The annual retreat for the members of the Tiger Academy Board of Directors was held on Tuesday, September 14, 2021, at Tiger Academy and via Zoom beginning at 11:00 a.m.

Ted Baker, Chairman of the Board, called the meeting to order at 11:03 a.m.

Board members in attendance were Ted Baker, John Baker, Eric Green, Lawrence Dennis, Leah Zalupski, Susan Golden, John Lock, Tom Baker, Josh Martino, Nicole Thomas, Ken Tinning, Shelly Boynton, Peggy Bryan, and Rudy Jamison.

Staff members in attendance were Lauren Gibbs, Charles McWhite, Rodina Hughes, Jessie Didier, Tonia Fuller, Jose Lopez, Jill Leslie, Nekita Nesmith, Michelle Moore, and Penny Zuber.

Mr. McWhite, the principal, gave the inspiration.

The minutes from the June 1, 2021 board meeting were presented for approval. A motion was made and seconded for the approval of the minutes as presented. The minutes were approved unanimously.

Ed Salek and Dago Ramirez from Dixon Hughes Goodman, LLP joined the meeting and presented a draft of the Tiger Academy Special Purpose Financial Statements for the 2020-2021 school year. There was an opportunity for board members to ask questions. A motion was made and seconded for approval of the draft audit. The motion was unanimously approved.

John Baker, Chair of the Finance Committee, asked Charles McWhite to present end-of-the-year financials for 2020-2021 and the updated 2021-2022 budget. Jose Lopez, Vice President of Finance for the First Coast YMCA, discussed Tiger contributions and the UniSIG and state DOE grants. Board members asked questions about the reports after they were presented. Chairman Baker asked for the approval of both of the reports. The 2020-2021 end-of-the-year financials and the updated 2021-2022 budget were approved unanimously as submitted.

The Chair of the Governance Committee, Shelly Boynton, provided the governance committee updates. The first items of discussion were the board chair and term commencement. Ms. Boynton made note that in the bylaws, the board may have 24 directors. The board currently has 16 directors. Board member Cleve Warren completed this third term as a director and will not rejoin the board. The board voted and approved the indefinite extension of three directors: Ted Baker, Tom Baker, and Peggy Bryan. The board voted and approved the rollover of two board members into a new term. Josh Martino will begin his third term and Leah Zalupski will begin her second term. There was discussion on whether or not to eliminate term limits in the bylaws or continue extending terms based on board approval. At this time, the board chose to continue to extend terms based on board approval. The board voted and approved to extend Board Chair, Ted Baker's term until the December 7, 2021 board meeting. During the December board

meeting, the board will determine if they would like to amend the bylaws to extend the board chair's term.

Shelly Boynton provided an overview of the current board committees, chairs, and members on the committees. The board voted and unanimously approved the following committee chair changes: Ted Baker, Finance Chair; Josh Martino, Curriculum Chair; John Baker II, Fundraising Chair. Shelly Boynton will remain the Governance Chair. Susan Golden has joined the Governance Committee, Ken Tinning moved from the Finance Committee to the Fundraising Committee, and Nicole Thomas has joined the Finance Committee. All other board members remained on the committees they were on for the 2020-2021 school year.

Lauren Gibbs, Executive Director, shared other governance updates, including an electronic Board Notebook for the 2021-2022 school year. She asked the board members to complete their 2021-2022 Conflict of Interest Statements and send them to her. The approval of the 2021-2022 recommended Parent Representative, Latonya Thomas, was nominated and unanimously approved for the position. Ms. Gibbs gave an update on Alyssa's Law, including the procurement of the Raptor Alert System and a full-time guardian at the school. Tiger Academy is no longer using JSO for the Guardian Program this year. Allied Universal is the vendor the school is using for guardians. Next on the agenda was the approval of the year-two Teacher Salary Increase Allocation. Ms. Gibbs presented the amended policy. The board voted to approve the 2021-2022 allocation.

Ted Baker, Chairman of the Fundraising Committee, asked Nekita Nesmith, Senior Vice President and Chief Development Officer for the Y, and Jill Leslie, Vice President of Development, to present the 2021-2022 YMCA of Florida's First Coast Comprehensive Campaign, "Stronger for Our Community". Ms. Nesmith and Ms. Leslie presented the Y comprehensive campaign along with specific data for Tiger Academy, including 2020-2021 annual campaign results, 2022 campaign priorities, and quarter 1 and 2 fundraising activities and priorities. The final Tiger campaign total for the 2020-2021 school year was \$973,141.00. The 2021-2022 fundraising plan aligns with the Tiger Strategic Plan with a campaign goal of \$1,100,000.00. Ms. Nesmith discussed the alignment between the YMCA and Tiger Academy programs, including three main priorities: strengthening the health & wellness of families (youth sports and Safety Around Water); expanding community integrated health; uplifting teens, and scholars (Tiger scholarships and funding club activities).

Multiple upcoming events were discussed including: Drivers of Change scheduled for 12/6/21 at San Jose Country Club; Feeding Northeast Florida Community Pantry held in November (date to be determined); Virtual Appreciation event (date to be determined); Art Auction (Spring 2022); and a donor hosted event (spring 2022). Lauren Gibbs will meet with the Y Development Team to discuss the 2021-2022 fundraising plan. The Fundraising Committee, led by John Baker II, will meet with the Y Development Team to finalize a fundraising plan for 2021-2022.

After a 15 minute break, Jamey Burns, a consultant from Rising Tide Strategy, presented an overview of Tiger Academy's three-year strategic plan. Ms. Burns discussed the process of creating the plan, including the guiding questions, the working groups, the number of meetings

and their structure, the data collected and analyzed, and the final five priorities/goals of the plan. Individual YMCA and Tiger team members expanded on the goals.

Michelle Moore, Senior Vice President of Marketing for the Y, presented information about the Tiger Academy marketing plan and budget in connection to Tiger Academy Strategic Plan Goal 1: develop a flexible marketing and communications plan and expand the school marketing budget to increase the annual number of Pre-K-5th grade student applications as well as generate a waitlist for each grade level. The Board discussed the marketing plan and had opportunities to ask questions. Ted Baker, Board Chair, requested an additional plan with tiered options based on cost and marketing tactics. Lauren Gibbs and Ms. Moore's team will meet to follow up on this request.

Nekita Nesmith addressed Tiger Academy Strategic Plan Goal 2: improve financial sustainability by raising \$1.1 million annually over the next three years to support operations, endowments and scholarships. Items discussed included: an updated case for support; engaging board members in fundraising; reevaluating existing stewardship plan and implementing changes; developing a comprehensive campaign strategy, and evaluating personnel dedicated to fundraising.

Penny Zuber, COO/CFO for the YMCA presented information on the Tiger Academy Strategic Plan Goal 3: maximize the partnership between the YMCA and Tiger Academy and capitalize on the extra hour & longer school year to provide a variety of enriching experiences (academics, athletics, clubs) for the Tiger students to meet the school mission to provide rigorous academic standards, character development, self-discipline, personal and social responsibility, and family involvement and evaluate annually through student, parent and teacher surveys. Ms. Zuber shared information on the Tiger Academy and Johnson YMCA partnership. Highlights included: free YMCA memberships for all Tiger families; free youth sports for Tiger families; each Tiger scholar leaving the Tiger Academy in 5th grade as a swimmer. Lauren Gibbs shared information on the implementation of Tiger clubs on Friday afternoons. She also shared information on the purchase of a bus to more easily transport Tiger students between the school and the Johnson Y.

Jessie Didier, Tiger Academy Student Support Services Coordinator, provided an update on Tiger alumni attending middle school, high school, and college. She also shared that eight Tiger alumni who completed all requirements received \$1,750.00 in scholarship dollars.

Mr. McWhite gave the Principal's Presentation which began with a conversation about the student enrollment numbers per grade level. He then shared the Tiger Academy 3rd- 5th-grade reading and math FSA data and compared the data to schools in the same geographic region and with similar student populations. Mr. McWhite discussed changes in staffing as well as a kindergarten teaching vacancy. Details on the School Improvement Plan were given by Mr. McWhite as were the school goals and principal goals for the 2021-2022 school year. These goals are in alignment with Goals 4 and 5 in the Tiger Academy Strategic Plan (Goal 4: each student will show at least one year of minimum learning gains each year for the next three years. This will be evaluated using the Performance Matters data system, IReady (K-3), and FSA (4&5) data; Goal 5: develop and communicate a school-wide behavior plan with specific steps and guidelines and monitor monthly for the 2021-2022 school year). Mr. McWhite concluded his presentation with school-based COVID updates.

The last presentation was the Executive Director report given by Lauren Gibbs. The results of the parent and staff school culture surveys from the 2020-2021 school year were shared. Lauren Gibbs also provided an update on the Tiger/UNF partnership and the upcoming school accreditation dates (April 11, 2022-April 13, 2022).

There being no additional business or public comments, the meeting concluded at 2:37 p.m.

Respectfully submitted,

Lauren Gibbs, Executive Director

Approved:

A handwritten signature in blue ink that reads "Edward J. Baker II". The signature is written in a cursive style.

Ted Baker, Board Chair
Tiger Academy