



TWO RIVERS BOARD OF TRUSTEES

May 11, 2026

Call to Order

Chair Carne called the May 11th meeting of the Two Rivers Board of Trustees to order at 6:03 PM at 4th Street Elementary with a quorum of Trustees present. Trustee Proffitt was not present. Trustee Husser arrived at 6:07pm. Trustee Smith arrived at 6:19pm. Trustee Hou arrived at 6:32pm. Chair Carne opened the meeting by explaining that the meeting would be held per the Open Meetings Act and recorded.

Roll Call

Board Members

Elle Carne, Chair	Present
Derek Pierce, Vice Chair	Present
Mike Jacobs Jr., Secretary	Present
Faisal Awwal, Treasurer	Present
Alyssa Brunner, Trustee	Present
Elaine Hou, Trustee	Present
Malik Husser, Trustee	Present
Jessica Proffitt, Trustee	Absent
Erin Sheehy, Trustee	Present
Ahnna Smith, Trustee	Present
Raj Thomas, Trustee	Present
Belicia Reaves, Executive Director and Ex Officio	Present

Others Present

Michelle Kimso, Special Project Manager for the Office of the Executive Director
Bridget Jackson, Chief of Staff
Mary Gornick, Chief Human Resources Officer
Aqueelha James, Chief Academic Officer
McKenzie Baecker, 4th St Elementary Principal
Ashley Stone, Middle School Principal
Megan DeRitter, Young Elementary Principal
Ross Knorr, EdOps School Finance Manager
Anya Stockburger, 4th Street Parent
Stephanie Clinesmith, 4th Street Parent

Approval of Meeting Agenda

Trustees Hou, Husser, and Smith were not present, all other Trustees voted to approve the agenda.

Approval of the March 9, 2026 Minutes

Trustees Hou, Husser, and Smith were not present, all others voted to approve the minutes.

Executive Director Report

Executive Director Reaves started by sharing the mission moment, Spring activities at Two Rivers, which included Spanish Night, Latin Dance Competition and garden planting. Testing is also happening with DC Cape, Map and IReady. At the June Board Meeting, Trustees will be updated on the end of year academic progress with the use of a new Board Dashboard. Reaves shared that enrollment for SY '26-'27 is currently at 461-43.5% with a goal of 50 % by May 15th. With regards to Development, there are Fantastic Voyages and Silent Auction happening with a goal of \$20,000. There is an upcoming end of year/summer campaign for outdoor programming as it has been impacted at the Federal Level. Reaves then shared that 80.5% of 8th grade students got accepted into one of their top three High Schools. She invited Trustees to attend the Musical *Alice and Wonderland Jr @ KIPP College Prep* and Celebrations of Learning at each of the schools.

Trustees asked if enrollment is tracking to where the network was at last year. Reaves shared that last year at this time in May it was 621-59% of our goal; the difference is that the network is down 1 enrollment specialist in the MS.

Strategic Plan

Principals Baecker, DeRitter, Stone and Chief Human Resource Officer Gornick shared an update on Strategic Plan Goal 3: Strengthen the Two Rivers culture of crew to support our whole community. Stone shared that the Middle School has increased a student's sense of belonging from 53% to 60% with intentional systems set in place including structure during the first six weeks of school and student leadership opportunities. Areas of improvement include staff perception of consistent expectations and consequences for student behavior. Chief Human Resources Officer Gornick shared that non-returning staff include 3 regrettable and 13 involuntary. This year there have been no declines to offer letters. She also shared that progress on key initiatives include creating a hiring checklist as well as welcoming staff with small swag. Principal Baecker shared that there has been an increase in attendance for family conferences from 60-65%, Feb 2025 to 70%. However, there has been a fluctuation in family event attendance. There is a need for a consistent, streamlined platform for staff to mark attendance, while progress is being made on a comprehensive family engagement plan and mental health resource guide. Next steps include developing the scope and sequence for staff restorative practice training, streaming school leadership hiring to 40 days, and refining the system for tracking family engagement.

Trustees named that expectations and consequences have an opposite trend and questioned what has been pulled as thinking about that. Stone shared time has been dedicated to training at MS around restorative practices. The leader is responsible for a holistic approach in responding to behavior.

Trustees named that they are moving in the right direction of student belonging and asked are you happy with the rate of increase? Principal DeRitter shared that the Director of SEL is guiding and leading the work. While they are happy with our progress, there is a need for the work to go further than morning meetings.

Trustees asked, year over year with regrettable non-returns how is the information being used to inform and approach the hiring process? Gornick shared that staff are staying because of principals and they are learning and growing as hiring managers. Leaders are being disciplined and patient in waiting for the right people.

Trustees asked when benchmarks are met, are new metrics being set? Gornick responded that yes, new benchmarks are set.

Regarding attendance at conferences and events, Trustees inquired who is signing in and the discrepancy with equitable intake, and does the data reflect how it feels in the schools? Baecker shared that attendance feels higher than data suggests and it is higher when Front Desk Associates take attendance at conferences. Gornick shared that attendance at an event does not mean an engaged family. Reaves added that if families attend conferences on a different day than conferences are scheduled for, it is a challenge to capture that data.

Trustees asked what constitutes school leadership? Gornick shared they are Principal, Assistant Principal, Dean, or Campus Director of Special Education.

Finance

Treasurer Awwal shared the following 4 memos below which were previously shared with Trustees.

- **Law Offices of Lauren Baum** - The Law Office of Lauren Baum provides legal services regarding our SPED students. The quarterly retainer fee is currently \$6,000, for a \$24,000 annual total, below the threshold for board approval. In August, 2025, we received a true-up bill of \$12,650 because the cost of the legal services we received over the previous year exceeded our retainer. Although the contract runs August 1 to July 31, our accountants booked the entire \$12,650 to FY25, to align with our fiscal policies, which indicate that any cross-fiscal-year expenditures with an impact less than \$1,200 do not need to be split across fiscal years. Concurrently, according to guidance given to Two Rivers by our contact at the PCSB, for the purposes of the PCSB's procurement policy this \$12,650 will be considered a FY26 cost. Combined with the annual \$24,000 retainer fees, the total cost for FY26 will now be \$36,650.
- Recommendation - Approval of a contract with the Law Office of Lauren Baum in FY26 at a cost \$36,650.
- **Emergency Repair of Gutters and Roof** -The roof and gutters of the Two Rivers Young Elementary School campus were damaged during the January 2026 snow/ice weather event, resulting in water penetration in the classroom and bathrooms. After inspections and a determination that the damage was no longer under warranty, Two Rivers requested that PMM, our facilities management vendor, and MCN Build, the Two Rivers original builder of the property, provide repair quotes. Upon receipt of the scope, Two Rivers leveraged its owner's representative, Building Hope, to assess the proposed scope of work. Given the extensive scope of work, the urgency of the repair, and the cost, it was determined that the MCN proposal was reasonable and reliable, and that the work would be completed during the April spring break.
- Recommendation - Approval to contract with MCN Build for \$108,494.45 in FY26.
- **Emergency Repair of Gutters and Roof** -The Two Rivers Young Elementary School Campus has a skylight in the building's north wing. The 2024 Facilities Conditions Assessment recommended replacing the skylight by summer 2026, citing signs of aging. The replacement of the skylight was scheduled for summer 2026. However, the skylight and the gutters in the

surrounding area were damaged during the January 2026 snow/ice weather event, resulting in water penetration in the classroom and bathrooms. While securing quotes to address the roof and water penetration, mold was discovered. Upon detection of mold, affected spaces were closed off, and the facilities management vendor, PMM, engaged C&C Complete Services to inspect the facilities. The mold abatement, remediation, and wall repair occurred during spring break, which was less than one week after detection.

- Recommendation - Approval to contract with C&C Complete Services for \$25,643 in FY26.
- Contract Unexpectedly Exceeding \$25,000 -In December 2025, the YES campus found itself in need of a Director of Special Education. Two Rivers hired Dr. Katryna Andrusik for this role from January 5 to March 1, 2026, while we searched for a full-time replacement. Unfortunately, we have not yet found a suitable candidate for the vacant position and need to continue with Dr. Andrusik's services through the end of the school year which will take her contract over \$25,000. Two Rivers has paid Dr. Andrusik \$15,000 so far in FY26. The extension of the contract will add between \$10-11,000 to this contractor.
- Recommendation - Approval of a total expenditure of \$25-26,000 for the services provided by Katryna Andrusik for services as a temporary campus SPED director.

All Trustees unanimously voted to approve the above recommendations.

Executive Director Reaves and EdOps School Finance Manager Knorr presented the Board with the FY '27 Budget, which was largely built on the Strategic Plan and includes addressing the needs of Two Rivers Special Education population, comprehensive literacy initiative, staff development and retention, data culture and instructional support. The operating cash is healthy and net income is negative due to depreciation. Two Rivers has a projected enrollment of 1,039 though the budget is built off of 1,029 students which is a conservative budget. The proposed budget includes a 2.55% per-pupil funding increase. Cash on hand is set at 155 days. There is no Washington Teachers Union funding or ETRC funding. Development is projected to be down 7%.

Trustees asked about what levers could be pushed and pulled to keep metrics in line? Reaves shared they are looking at the holistic view with a conservative budget and noted that last year there was a surplus given special populations increases. Knorr added that expenses were budgeted on 1,039 students.

Trustees also asked how Two Rivers is thinking about finding flexibility due to the uncertainty of the DC Budget? Reaves responded that as leadership matures, there isn't as much funds needed to be spent on development of leaders, since the work has been done. Not as many people were needed to send out for training.

Trustees asked how Two Rivers is thinking about the overall fewer students? Reaves shared they will flatline enrollment at 1039 vs projecting a growing enrollment.

Treasurer Awwal shared the following 6 memos below which were previously shared with Trustees.

- Commercial Painting -At Two Rivers, we strive to maintain a welcoming and aesthetically pleasing physical environment. The maintenance and aesthetic plan includes investing in a 5-year repainting cycle of public spaces and an annual assessment of classrooms on an

annual basis. Two Rivers followed the Public Charter School Board's procurement policy and received four proposals from Christopher Painting LLC, District Construction, HEP Construction, and My Painters Pro. Each bidder was allowed to walk through the facilities to understand the work's limited scope. A selection committee reviewed proposals and ranked them using a scoring rubric that considered experience performing the scope of work in a K-12 environment, services provided, and cost. The proposals ranged from \$64,300 to \$215,000.

- Recommendation - Contracting with District Construction for \$64.3K. District Construction had the highest rubric score, including a proven track record working with Two Rivers, and offered the lowest and most reasonable price for the scope of work.
- Security Surveillance Upgrade Contract for SY26-27 -The foundation of Two Rivers' network facilities security management strategy is the implementation of an integrated video surveillance and electronic access door controls. Two Rivers has used a maintenance approach of adding and replacing equipment as needed to ensure the integrity of its security management strategy. However, due to new federal regulations, our existing foreign-manufactured vendor, Hikvision, has suspended technical support and product replacement of the current system in the United States. Given the total loss of the manufacturer's support, Two Rivers has transitioned from a multi-year security maintenance posture to a comprehensive redesign of its security management system. Two Rivers followed the Public Charter School Board's procurement policy and received four proposals from ResponseTech, Skyline, VisionTech, and Dynamic Network Solutions (DNS). A selection committee reviewed proposals and ranked them using a scoring rubric that considered experience performing the scope of work in a K-12 environment, services provided, and a conversion plan to ensure the continued security surveillance of the properties during installation. The proposals ranged from \$320,497 to \$898,058.
- Recommendation - Contracting with Dynamic Network Solutions for \$421K. DNS had the highest rubric score, including a proven track record of supporting over six local charter schools with similar security surveillance conversions, and offered the second-best price.
- FY27 Purchase of Curricular Materials - iReady is a math practice platform and interim assessment which requires software licenses to be purchased. Two Rivers had been using Zearn for this need for several years under a grant from OSSE. When the grant ended, Two Rivers sought another platform that would remain aligned with our instructional goals but also be sustainable within our budget. iReady was selected for this purpose.
- Recommendation - Approve the purchase of iReady licenses from Curriculum Associates at a cost of \$30,107 in FY27.
- FY27 Contracts for occupational therapy and physical therapy services -Two Rivers seeks to establish contracts for Occupational Therapy and Physical Therapy services, as required by the Individualized Education Programs (IEPs) of our students with special needs. These services are essential for enhancing students' fine and gross motor skills, daily living abilities, and overall engagement in the classroom. This funding is vital to meet legal obligations and support our students' educational success. Two Rivers followed the Public Charter School Board's procurement policy and received ten proposals, from Sterling Speech, Cole Pediatric,

Paradigm Therapy, Partners, Therapy Source, Delta-T, Orange Tree Staffing, Tact Staff, Skills on the Hill, Adelphi Staffing, and Comp Health. Proposals were reviewed by a selection committee and proposals were ranked using a scoring rubric which considered experience, ability to provide services, cost, and references.

- Recommendation - Approval to contract with Sterling Speech for occupational therapy services in the amount of \$140,000 and with Cole Pediatrics for physical therapy services in the amount of \$25,000, in FY27.
- Procurement for Student Uniforms -At Two Rivers, all students are required to wear uniform tops daily. Two Rivers purchases uniforms once or twice a year to meet the sales demands based on remaining inventory and sales trends. The middle school uniform change to grade-specific colors has increased demand and required we change some uniform styles to ensure students continue to have variety and comply with uniform guidelines. Annually Two Rivers estimates purchasing up to 30,000 uniform tops to meet the projected sales demand for the entire school year. Uniforms are available for purchase throughout the school year. Two Rivers issued a notice of intent to enter a contract on April 10, 2026, and placed advertisements in the DC Register, Washington City Paper, and Washington Informer for the price quotes to acquire uniform tops. Two Rivers received proposals from three vendors: Herman’s Discount, Jayour LLC, and Empire Printing.
- Recommendation - Approval to contract with Jayour LLC and Empire Printing for \$60,000.
- Vendor Renewals for FY27 -Two Rivers works to confirm and renew service contracts annually and in alignment with the completion of the Two Rivers budget process. Contracts previously procured in compliance with DC Public Charter School Board requirements are eligible for renewal without further procurement. Two Rivers used the services of the companies in the below table in FY26. Rates for FY27 were solicited and increased/decreased usage (if any) was considered. The table below offers background/context/cost.

Contractor	Service	Rate Change	FY26 Cost	FY27 Cost
ADP, Inc.	Payroll and Human Resources Management System	No rate change	Cost depends on the number of FTE each month. Estimated year-end cost is \$33,000.	Cost depends on the number of FTE each month. Estimated cost is \$30,000.
KIPP	Teacher Training (Fellowship in Special Education)	No rate change	FY26 cost of \$20,000 was based on FY25 credit and the number of participants	Total Cost depends on the number of participants. The estimated cost is \$48,000 maximum for 6 participants.

Alignstaffing	Temporary Staffing (aides, daily subs, long-term subs)	Slight decrease in rates	Two Rivers used a pool of six staffing agencies in order to meet fluctuating needs throughout the school year. The estimated year-end cost for these services is \$2,200,000 (\$700,000 for instructional subs and \$1,500,000 for dedicated aides)	Two Rivers will use a pool of six staffing agencies in order to meet fluctuating needs throughout the school year. The estimated total cost for these services is \$1,400,000 (\$500,000 for instructional subs and \$900,000 for dedicated aides)
Enriched Schools	Temporary Staffing (aides, daily subs, long-term subs)	8% rate increase		
StaffVengers	Temporary Staffing (aides, daily subs, long-term subs)	No rate change		
Delta-T Group Virginia, Inc.	Temporary Staffing (aides, daily subs, long-term subs)	4.5% rate increase		
Scoot	Temporary Staffing (aides, daily subs, long-term subs)	3% rate increase		
Kokua	Temporary Staffing (aides, daily subs, long-term subs)	6.4% rate increase		
Sterling	Applied Behavior Analysis (ABA) Therapy	No rate change	Contract value depends on use of services. Estimated year-end cost is \$100,000	We will use a pool of vendors for ABA. Estimated total cost is \$100,000.
Ellis Therapeutic	Applied Behavior Analysis (ABA) Therapy	No rate change	We did not use this vendor in FY26 but wish to keep them in our pool for FY27.	
Educational Solutions for Children	Tutoring for SPED	No rate change	Contract value depends on use of services. Estimated cost is \$20,000	\$25,000
Lexia Learning	literacy curriculum	slight increase	\$26,600	\$28,000
ACSI Translations	translation and interpretation services	No rate change	Contract value depends on use of services. Estimated cost is \$45,000	Contract value depends on use of services. Estimated cost is \$45,000
NorthBay	Middle School Outdoor Education Program	3.5% rate increase.	\$17,080	\$25,000
DC Charter School Alliance	Charter School Alliance Membership	8% increase. Charge is per pupil, as determined by previous year's UPSFF enrollment.	\$25,150	\$27,945

Dynamic Network Solutions	Technology Support Services	Some on-site tech support is being insourced, thereby reducing the overall contracted hours.	\$162,000	Contract value depends on the use of services. The estimated cost is \$119,628
PMM Companies	Facilities Management Services	3% rate increase. Building infrastructure maintenance. Original services amended in Dec. 2025 to include landscaping.	\$150,836	\$161,472
Busy Bee Environmental	Custodial Services (4th Street ES)	3.7% rate increase	Contract value fluctuates minimally due to supply charges. The estimated year-end cost is \$270,000.	Increase accounts for the minimum wage increase. Contract value depends on the use of services. The estimated cost is \$280,000
Bradcorp	Custodial Services (MS and Young ES)	3.7% rate increase	Contract value depends on use of services. Estimated year-end cost is \$475,000.	Increase accounts for the minimum wage increase. Contract value depends on the use of services. The estimated cost is \$492,575
AMD Enterprise	Student Transportation (short distance trips)	No rate change	Contract value depends on use of services. Estimated year-end cost is \$140,000.	The budgeted amount of \$186,000 will be divided among the three vendors based on availability and type of service needed (short-distance vs long-distance, day trip vs. overnight trip).
K & V Limousine Service	Student Transportation (short and long distance trips)	No rate change	Contract value depends on use of services. Estimated year-end cost is \$20,000.	
Baron Tours	Student Transportation (long distance trips)	No rate change	Contract value depends on use of services. Estimated year-end cost is \$0.	
EdOps	Finance and Accounting Services	The pricing structure is changing from an hourly rate to a fixed rate.	Contract value depends on the use of services. The estimated year-end cost is \$120,000.	Contract value is fixed \$123,00
CliftonLarsonAllen	Financial Audit	2.5% increase	\$39,000	\$40,000
The Hartford	Workers' Compensation Insurance	0.4% increase	\$58,246	\$58,497

- Recommendation: Approval of the renewal of listed contracts.

All Trustees unanimously voted to approve the above recommendations.

Governance

Chief of Staff Gornick shared the Race and Equity Update. In June 2025 a planning meeting was held with Race and Equity facilitators and staff feedback suggested there was the desire to build authentic, meaningful relationships among our adult crew so that we have the foundational trust necessary to engage in difficult conversations about race. In SY 25-'26 there were 2 Learning Targets developed:

- Learning Target: I can use norms to commit to individual authenticity and continuous growth.
- Learning Target #2: I am doing the ongoing work to raise my own racial, cultural, and economic identity awareness.

Strategies for success include new crew orientation, structure of adult crew, thoughtful planning, and understanding white supremacy culture.

Secretary Jacobs Jr. shared the three Trustees were rolling off the Board and that Trustees should share opportunities for Board recruitment with their networks.

Executive Director Reaves shared that she has been accepted to serve on the DC Charter Alliance Executive Board Committee.

Adjournment

All Trustees unanimously voted to adjourn the meeting at 7:55pm.

Prepared by:
Michelle Kimso/s/
Special Projects Manager for the
Office of the Executive Director

Submitted by:
Mike Jacobs/s/
Secretary