

Elm City College Preparatory

Board of Directors

AF Network Support
370 James St, Suite 404
Thursday, July 11, 2019
9:30 am

Call to Order

Public Comment

Executive Session – Annual Principal Performance Review

Adjourn



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**Elm City College Preparatory
Board of Directors**

Thursday, July 11, 2019
370 James St, Suite 404
9:30 am

I. Call to Order & Attendance

The meeting was called to order at 9:33 am by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes (phone)	Melinda Hamilton – Yes (phone)
Laura Saverin - No	Julia Halberstam - Yes (phone)
Genevive Walker – Yes (phone)	Nicole Brambila - Yes (Phone)
Patricia Pierce - No	Joe Rodriguez - No
Stephanie Ma – Yes (phone)	Sarah Blanton, AF Network Support - Yes
Patric Gregory - No	Amy D’Angelo, AF Network Support - Yes

Public: n/a

II. Open Session for Public Comment

There was no public comment.

III. Executive Session – Annual Principal Performance Review

The Board entered executive session at 9:34 am. Motion by Genevive Walker. Seconded by Julia Halberstam. The Board exited executive session at 10:04 am. Motion by Stephanie Ma. Seconded by Melinda Hamilton.

IV. Adjourn

The meeting was adjourned at 10:05 am by Dick Ferguson.

Motion by Genevive Walker
Seconded by Melinda Hamilton



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Elm City College Preparatory Board of Directors

AF Network Support
370 James Street, New Haven
Wednesday, July 31, 2019
12:40 pm

Call to Order

Public Comment

Approve Minutes

Board Chair Report

- Review 2018-19 ECCP Performance Data
- Review Proposed Charter Management Agreement Amendments
- Review Annual Evaluation of Achievement First
- Complete Conflict of Interest Forms
- Elect Leadership Slate
- Establish and Appoint Personnel Committee
- Set Number of Directors

Adjourn



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**Elm City College Preparatory
Board of Directors**

Wednesday, July 31, 2019
370 James Street, New Haven
12:00 pm

I. Call to Order & Attendance

The Elm City College Preparatory Board meeting was called to order at 12:15 pm. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes

Patric Gregory - Yes

Laura Saverin - Yes

Melinda Hamilton - Yes

Genevive Walker - Yes

Julia Halberstam - Yes

Patricia Pierce - Yes

Joe Rodriguez - No

Stephanie Ma - Yes (phone)

Sarah Blanton, AF Network Support - Yes

Public: Chris Peak

II. Open Session for Public Comment

There was no public comment.

III. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from June 21 and July 11, 2019.

Motion by Melinda Hamilton

Seconded by Laura Saverin

All in favor

IV. Board Chair Report

A. Review 2018-19 ECCP Performance Data

State test results (SBAC) are currently embargoed but the board reviewed preliminary data and discussed the desire to see year over year performance.

B. Review Proposed Charter Management Agreement (CMA) Amendments

The board reviewed updates to Achievement First's HR policies and considered the amended language for the CMA. The board will vote on the amended language at the September 11th board meeting.

C. Review Annual Evaluation of Achievement First

Dick Ferguson completed the evaluation and discussed it with the board.

D. Complete Conflict of Interest Forms

Board members completed and submitted their conflict of interest disclosure statements.

E. Elect Leadership Slate

RESOLVED, the Elm City College Preparatory Board of Directors elects the following leadership slate:

Dick Ferguson, Chair

Motion by Julia Halberstam

Seconded by Laura Saverin

All in favor

Genevive Walker, Vice Chair

Motion by Dick Ferguson

Seconded by Melinda Hamilton

All in favor

Laura Saverin, Treasurer

Motion by Melinda Hamilton

Seconded by Genevive Walker

All in favor

Melinda Hamilton, Secretary

Motion by Patric Gregory

Seconded by Laura Saverin

All in favor

F. Establish and Appoint Personnel Committee

Dick Ferguson reviewed membership across all committees.

Members of the Finance Committee are Laura Saverin, Dick Ferguson, Melinda Hamilton, Genevive Walker, Julia Halberstam and Patric Gregory.

Members of the Principal Review Committee are Stephanie Ma (chair), Dick Ferguson, Laura Saverin, Melinda Hamilton, Prish Pierce and Genevive Walker.

Members of the Governance Committee are Stephanie Ma (chair), Dick Ferguson, Laura Saverin, Melinda Hamilton, Prish Pierce and Genevive Walker.

Members of the Amistad High School Committee are Dick Ferguson, Laura Saverin and Genevive Walker.

RESOLVED, the Elm City College Preparatory Board of Directors hereby creates a Personnel Committee and delegates to the Personnel Committee the authority to (i) consider allegations of misconduct and issue disciplinary consequences for principals, except that the Committee does not have the authority to terminate a principal; and (ii) make a recommendation for termination of a principal to the full Board.

Motion by Julia Halberstam

Seconded by Genevive Walker

All in favor

Members of the Personnel Committee are Genevive Walker (chair), Dick Ferguson, Laura Saverin, Melinda Hamilton, and Julia Halberstam. The Committee will meet as needed.

G. Set Number of Directors

RESOLVED, the Elm City College Preparatory Board of Directors does, effective July 31, 2019, set the number of members of the Board of Directors at nine (9).

Motion by Patric Gregory

Seconded by Laura Saverin

All in favor

The Elm City College Preparatory Board discussed AF's new values and the network's priority around student experience.

V. Adjourn

The meeting was adjourned at 5:00 pm by Dick Ferguson.



Elm City College Preparatory Board of Directors

AF Network Support
370 James Street, New Haven
Wednesday, September 11, 2019
5:30 pm

Call to Order

Public Comment

Approve Minutes

Reports and Discussion

- ✓ **Principal Reports**
- ✓ **Joint High School Committee Report**
- ✓ **Governance Committee Discussion**
- ✓ **Chief Financial Officer Report**
- ✓ **Board Chair Report**
 - Approve Charter Management Agreement Amendments
 - Approve Family Handbook

Adjourn



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**Elm City College Preparatory
Board of Directors**

Wednesday, September 11, 2019

370 James Street, New Haven

5:30 pm

I. Call to Order & Attendance

The Elm City College Preparatory Board meeting was called to order at 5:33pm. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes

Laura Saverin - Yes

Genevive Walker - Yes

Patricia Pierce - No

Stephanie Ma - Yes

Patric Gregory - Yes

Melinda Hamilton - Yes (phone)

Julia Halberstam - Yes (phone)

Katie McPollom, ECCP School Leadership - Yes (phone)

Andrew Poole, ECCP School Leadership - Yes

Amy D'Angelo, AF Network Support - Yes

Victor De La Paz, AF Network Support - Yes

Sarah Blanton, AF Network Support - Yes

Elise Major, AF Network Support - Yes

Public: n/a

II. Open Session for Public Comment

There was no public comment.

III. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from July 31, 2019.

Motion by Patric Gregory

Seconded by Genevive Walker

All in favor

IV. Reports and Discussion

Principal Reports

Andrew Poole, ECCP Elementary School Principal, reviewed the school's priorities around student experience and the strategies being used to build strong community. Mr. Poole discussed organizational health results, staff shifts and parent engagement.

The board inquired about the response to the decision to revert some of the grades back to

Classic model and Mr. Poole said the support has been very strong. The board requested a follow up discussion on the Greenfield model and its core elements.

Katie McPollom, ECCP Middle School Principal, shared that overall the school is in a positive place. She reviewed academic results, student and adult culture and the ways they are working on building community.

Chief Financial Officer Report

Victor De La Paz provided a financial and enrollment update. The auditors are working on the FY19 audit.

Board Chair Report

Dick Ferguson gave a report on Amistad High School Committee Meeting.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the amendments to the Charter Management Agreement as presented.

Motion by Laura Saverin

Seconded by Genevive Walker

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the Family Handbook as presented.

Motion by Genevive Walker

Seconded by Laura Saverin

All in favor

V. Adjourn

The meeting was adjourned at 7:07 pm by Dick Ferguson.



Elm City College Preparatory Board of Directors

AF Network Support
370 James Street, New Haven
Wednesday, November 13, 2019
5:30 pm

Call to Order

Public Comment

Approve Minutes

Elect New Directors and Set Number of Directors

Reports and Discussion

- ✓ **Principal Reports**
- ✓ **Regional Superintendent Reports**
- ✓ **Joint High School Committee Report**
- ✓ **Treasurer Report**
- ✓ **Board Chair Report**

Adjourn



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**Elm City College Preparatory
Board of Directors**

Wednesday, November 13, 2019

370 James Street, New Haven

5:30 pm

I. Call to Order & Attendance

The Elm City College Preparatory Board meeting was called to order at 5:35 pm. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes

Laura Saverin - Yes

Genevive Walker - Yes

Patricia Pierce - Yes

Stephanie Ma - Yes

Patric Gregory - No

Melinda Hamilton - Yes

Julia Halberstam - Yes

Katie McPollom. ECCP School Leadership - Yes
(phone)

Andrew Poole, ECCP School Leadership - Yes

Karin Gould, ECCP School Leadership - Yes

Amy D'Angelo, AF Network Support - Yes

Ken Paul, AF Network Support - Yes

Sarah Blanton, AF Network Support - Yes

Elise Major, AF Network Support - Yes

Public: Peter Butler, Chris Peak

II. Open Session for Public Comment

A former AF parent spoke with complaints about leadership and accountability.

III. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from September 11, 2019.

Motion by Melinda Hamilton

Seconded by Laura Saverin

All in favor

IV. Reports and Discussion

Andrew Poole, Elm City College Prep Elementary School Principal, reported on school culture metrics, student activities and the organizational health survey, taken by staff. Scholars have not yet taken interim assessments (IA). The board requested to receive IA results when available.

As the staff, families and board are all aware, the proposed K-8 consolidation is being addressed at a series of open forums with Dacia Toll and other senior leaders. There is a feeling of unease and uncertainty regarding the final plan, but overall the process has been transparent and feedback is being gathered.

Mr. Poole discussed ways in which the school is trying to figure out how to develop student character, with tailored social-emotional learning and impactful morning meetings.

Katie McPollom, Elm City College Preparatory Middle School Principal, reviewed school culture metrics and the school's progress toward internal goals. Ms. McPollom discussed the proposed consolidation, academic results, and organizational health survey results.

V. Executive Session

The board entered into Executive Session at 6:35pm to discuss the performance review of the principals with the Regional Superintendent, Amy D'Angelo. Motion by Melinda Hamilton. Seconded by Prish Pierce. The board exited executive session at 7:33 pm.

VI. Treasurer Report

Laura Saverin gave the financial report on year-to-date financials and the balance sheet.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the financial report as presented.

Motion by Melinda Hamilton

SecondED by Genevive Walker

All in favor

VII. Amistad Joint High School Committee Report

Dick Ferguson gave a report from the Amistad High School Committee meeting which preceded the Elm City board meeting.

VIII. Elect new directors

Genevive Walker reported on prospective board member. They are working on scheduling a follow up meeting. Sarah Blanton reported that the efforts to identify a teacher representative from Amistad High have stalled. The board discussed looking into finding a teacher representative Elm City Elementary or Middle School. Sarah will follow up with Amy D'Angelo.

IX. Adjourn

The meeting was adjourned at 7:43 pm by Dick Ferguson.

Motion by Melinda Hamilton
Second by Prish Pierce



Elm City College Preparatory Board of Directors

AF Network Support
370 James Street, New Haven
Wednesday, December 18, 2019
5:00 pm

Call to Order

Public Comment

Board Discussion

Board Business

- Approve Minutes
- Elect Parent Representative and Set Number of Directors
- Approve ECCP Facility Consolidation

Executive session – Personnel Discussion with Principal Candidate

Adjourn



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**Elm City College Preparatory
Board of Directors**

Wednesday, December 18, 2019

370 James Street, New Haven

5:00 pm

I. Call to Order and Attendance

The Elm City College Preparatory Board meeting was called to order at 5:02 pm. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes

Laura Saverin - Yes

Genevive Walker - Yes

Patricia Pierce - No

Stephanie Ma - Yes

Patric Gregory - No

Melinda Hamilton - Yes

Julia Halberstam - Yes

Dacia Toll, AF Network Support - Yes

Victor De La Paz, AF Network Support - yes

Ken Paul, AF Network Support - Yes

Sarah Blanton, AF Network Support - Yes

Scot Kerr, AF Network Support - Yes

Jonathan Pagan, AF Network Support - Yes

Public: Chris Peak

II. Open Session for Public Comment

There was no public comment.

III. Board Business

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from November 13, 2019.

Motion by Dick Ferguson

Seconded by Laura Saverin

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby elects Jai'mice Toney, Parent Representative, to the Board of Directors with a three year term beginning December 19, 2019 and ending June 30, 2022 and does, effective December 19, 2019, set the number of members of the Board of Directors at nine (9).

Motion by Dick Ferguson

Seconded by Genevive Walker

All in favor

IV. Discussion

Victor De La Paz reviewed the financial landscape for AF's Connecticut schools and the mandate from the Achievement First Network Support board to reduce the reliance on philanthropy - specifically \$1MM in two years. The primary drivers for accomplishing this include the proposed Elm City campus consolidation, advocacy and multi-year philanthropy.

Dacia Toll shared that among several hard choices, this proposed facility consolidation is the least bad option. AF has taken the proposal to staff and families to engage in a series of discussions about the plan over the past month and a half. The ECCP community asked good, tough questions and immediately moved to working towards solutions. At the conclusion of each meeting, they took a vote and ended with 60% of staff agreeing this is the right path forward, one third were neutral and two individuals did not support the plan to consolidate.

One of the concerns raised by both families and staff was around arrival and dismissal. AF has started those conversations with the City.

The board discussed play space and parking options both of which involve partnering with local businesses. Ketki Harale, Senior Director of Facilities, was confident that the required construction can be done during the summer.

Genevive Walker raised the topic of busing. Ms. Toll articulated a need to make bus culture a priority and leadership on the bus, either a paid bus monitor or parents/guardians who offered to volunteer, student leadership or some combination therein.

Victor De La Paz shared that initial conversations around the sale of the building have been positive, but the building has not yet been put on the market.

Ms. Toll shared that ECCP student ambassadors surveyed their peers and communicated back overwhelmingly positive reactions from the student body about the proposed consolidation.

Having no other questions, the board reviewed the resolution.

WHEREAS the Elm City College Preparatory Board of Directors has reviewed, considered and vetted the relevant facts and circumstances concerning the subject of these Resolutions;

BE IT RESOLVED, that the Elm City College Preparatory Board of Directors approves the

plan to consolidate the facilities of Elm City College Preparatory Elementary School (grades K-6) with Elm City College Preparatory Middle School (grades 7-8) (the “schools”) into one building at 403/407 James St to house both schools beginning in the 2020-21 school year, pending approval by CSDE;

RESOLVED FURTHER, that the Elm City College Preparatory Board of Directors hereby authorizes and directs Achievement First Network Support and the schools to take and carry out such action as required in connection with the foregoing Resolution.

Motion by Genevive Walker

Seconded by Laura Saverin

All in favor

V. Executive Session - Personnel Discussion with Principal Candidate

The board entered into Executive Session at 5:42 pm to interview a principal candidate. Motion by Melinda Hamilton. Second by Laura Saverin. The board exited executive session at 6:08 pm.

VI. Adjourn

The meeting was adjourned at 6:10 pm by Dick Ferguson.

Motion by Melinda Hamilton

Second by Laura Saverin

All in favor



Elm City College Preparatory Board of Directors

AF Network Support
370 James Street, New Haven
Tuesday, January 14, 2020
4:30 pm

Call to Order

Public Comment

Board Discussion

Board Business

- Approve Minutes
- Approve Elm City College Preparatory Elementary School Principal

Adjourn



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**Elm City College Preparatory
Board of Directors**

Tuesday, January 14, 2020
370 James Street, New Haven
4:30 pm

I. Call to Order and Attendance

The Elm City College Preparatory Board meeting was called to order at 4:33 pm. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes
Laura Saverin - Yes
Genevive Walker - Yes
Patricia Pierce - Yes
Stephanie Ma -
Patric Gregory -
Melinda Hamilton - Yes
Julia Halberstam - Yes

Jai'mice Toney - Yes

Ken Paul, AF Network Support - Yes
Sarah Blanton, AF Network Support - Yes
Sarah Claybaugh, AF Network Support - Yes
Ken Paul, AF Network

II. Open Session for Public Comment

Jai'mice Toney shared with the board that she's accepted a position as a paraprofessional at Elm City College Preparatory Elementary School. The bylaws specify that directors cannot be compensated and as a result, Ms. Toney is not eligible to serve as a parent representative. Dick Ferguson expressed his appreciation and welcomed her to attend meetings as a member of the public. Genevive Walker added that she looks forward to seeing Ms. Toney continue to show up supporting our scholars.

Ms. Toney thanked the directors for the invitation to join the board.

III. Board Business

The board discussed Shanice Adams who interviewed with the board in December to be the next principal of Elm City Elementary School.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from December 18, 2019.

Motion by Melinda Hamilton

Seconded by Genevive Walker

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves Ms. Shanice Adams as principal of Elm City College Preparatory Elementary School effective July 1, 2020.

Motion by Dick Ferguson

Seconded by Laura Saverin

All in favor

IV. Adjourn

The meeting was adjourned at 4:48 pm by Dick Ferguson.

Motion by Melinda Hamilton

Second by Laura Saverin

All in favor



Elm City College Preparatory Board of Directors

580 Dixwell Ave, New Haven

Tuesday, January 28, 2020

5:30 pm

Call to Order

Public Comment

Approve Minutes

Board Discussion

- ✓ Principal reports
- ✓ Regional Superintendent report
- ✓ Joint High School Committee report
- ✓ Board Chair report
- ✓ Treasurer report
 - Approve financial report
 - Accept audited financial statements

Adjourn



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**Elm City College Preparatory
Board of Directors**

580 Dixwell Ave, New Haven

Tuesday, January 28, 2020

5:30 pm

I. Call to Order & Attendance

The meeting was called to order at 5:39 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes

Laura Saverin - Yes

Genevive Walker - Yes

Melinda Hamilton - Yes

Stephanie Ma - Yes (phone)

Prish Pierce - Yes

Patric Gregory - No

Julia Halberstam - Yes (phone)

Andrew Poole, ECCP School Leadership - Yes (phone)

Katie McPollom, ECCP School Leadership - Yes (phone)

Amy D'Angelo, AF Network Support - Yes

Sarah Blanton, AF Network Support - Yes

Ken Paul, AF Network Support - Yes

Connor McGann, AF Network Support - Yes

Public: Chris Peak

II. Open session for public comment

There was no public comment.

III. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from January 14, 2020.

Motion by Prish Pierce

Seconded by Laura Saverin

All in favor

IV. Reports and Discussion

A. Principal Reports

Andrew Poole shared that they have had a strong start since coming back from break.

They had their first ever Grand Ball which was intended to honor the scholars and someone they feel is special to them. Scholars created personalized invitations and hundreds of people were in attendance. The school is considering ways to replicate the success of this event at

other parent events.

Shanice Adams has been visiting the school regularly to meet with leadership team members and staff.

Dick requested that Sarah Blanton share the interim assessment results with the board when they become available.

Katie McPollom shared that ECCP Middle had a similar narrative to ECCP Elementary. In January, they did a culture reset which has led to a much more positive school feeling, more consistent, predictable classes. Ms. McPollom discussed academics, interventions and support, teacher planning time, as well as school social events, including a recent Friday night reading party and plans for Black History Month.

Amy D'Angelo expressed that both principals are prioritizing a smooth transition from this school year to the next.

Dick indicated they're looking for a teacher representative from the Elementary or Middle school. They're also looking for a Parent Representative.

B. Executive Session

The board entered executive session to discuss principal performance at 6:17 pm. Motion by Laura Saverin. Second by Genevive Walker. The board exited executive session at 6:31 pm. Motion by Genevive Walker. Seconded by Prish Pierce.

C. Joint High School Committee Report

Dick provided a quick recap of the High School Committee Report. Simon Obas discussed college acceptances, SAT plans for the junior class, staffing and school culture. Mr. Obas shared that his focus for next year is to deepen conceptual and critical thinking.

D. Treasurer Report

Laura shared the financial report and the audit which issued a clean report, no findings and an unmodified opinion.

Victor De La Paz reported that the middle school building should be on the market as of last week.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the financial

report as presented.

Motion by Genevive Walker
Seconded by Melinda Hamilton
All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby accepts the report of the independent auditors CohnReznick prepared in relation to the fiscal year ending 6/30/19.

Motion by Melinda Hamilton
Seconded by Genevive Walker
All in favor

V. Adjourn

The meeting was adjourned at 6:53 pm by Dick Ferguson.

Motion by Laura Saverin
Seconded by Prish Pierce
All in favor



Elm City College Preparatory Board of Directors

AF Network Support
370 James Street, New Haven
Monday, February 24, 2020
2:30 pm

Call to Order

Public Comment

Executive Session – Principal Interview with A. Parks

Board Business

- Approve Minutes
- Approve Elm City College Preparatory Middle School Principal

Adjourn



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**Elm City College Preparatory
Board of Directors**

Monday, February 24, 2020
370 James Street, New Haven
2:30 pm

I. Call to Order and Attendance

The Elm City College Preparatory Board meeting was called to order at 2:36 pm. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes

Patric Gregory - No

Laura Saverin - Yes

Julia Halberstam – Yes (phone)

Genevive Walker - Yes

Patricia Pierce - No

Sarah Blanton, AF Network Support - Yes

Stephanie Ma - Yes

Ashia Parks, AF School Leader - Yes

II. Public Comment

There was no public comment.

III. Executive Session – Principal Interview with A. Parks

The board entered executive session at 2:40 pm to conduct an interview with candidate Ashia Parks and invited Sarah Blanton to join. Motion by Genevive Walker. Second by Laura Saverin.

The board exited executive session at 3:34 pm. Motion by Genevive Walker. Second by Stephanie Ma.

IV. Board Business

The board had a brief discussion articulating their support for Ashia Parks' candidacy to be the next Elm City Middle School principal.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from January 28, 2019.

Motion by Genevive Walker

Seconded by Laura Saverin

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves Ms. Ashia Parks as principal of Elm City College Preparatory Middle School effective July 1, 2020.

Motion by Laura Saverin
Seconded by Stephanie Ma
All in favor

V. Adjourn

The meeting was adjourned at 3:50 pm by Dick Ferguson.

Motion by Melinda Hamilton
Second by Laura Saverin
All in favor

**Elm City College Preparatory
Board of Directors**

370 James St, New Haven
Wednesday, March 11, 2020
5:30 pm

Call to Order

Public Comment

Approve Minutes

Reports and Discussion

- ✓ Principal Report
- ✓ Joint High School Committee Report
- ✓ Treasurer Report
 - Approve Financials
- ✓ Board Chair Report
 - Approve Healthy Food Certification

Adjourn



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Elm City College Preparatory
Board of Directors
370 James St, New Haven
Wednesday, March 11, 2020, 5:30 pm

I. Call to Order and Attendance

The meeting was called to order at 5:37 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes	
Laura Saverin - Yes (phone)	Andrew Poole, ECCP School Leadership - No
Stephanie Ma - Yes (phone)	Katie McPollom, ECCP School Leadership - Yes
Prish Pierce - Yes (phone)	Sarah Blanton, AF Network Support - Yes
Patric Gregory - Yes (phone)	Ken Paul, AF Network Support - Yes
Julia Halberstam - Yes (phone)	Elise Major, AF Network Support - Yes

Public: Chris Peak, Peter Butler

II. Open session for public comment

Peter Butler spoke about the importance of fairness across the network.

III. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from February 24, 2020.

Motion by Julia Halberstam
Seconded by Stephanie Ma
All in favor

IV. Reports and Discussion

A. Principal Reports

Katie McPollom gave the principal's report for ECCP Middle School. Numerous parental leaves have left the school a big short staffed but she feels good about how the school is doing. Students are focused and invested in their grades and overall GPAs. The second mock exam is scheduled to be at the end of March. 8th grade algebra has been strong which should track well to next year's high school math.

The board briefly discussed the consolidation which is moving along well. Everything is on the right track.

Ms McPollom discussed the preliminary plan for the impact of the coronavirus.

B. Joint High School Committee Report

Dick Ferguson gave an update on the Amistad High School Committee meeting.

C. Treasurer Report

Laura Saverin provided the treasurer's report sharing that not much has changed in terms of what was projected. Funding from the state for additional seats was denied. The 2020-21 budget will be presented in May.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the financial report as presented.

Motion by Prish Pierce

Seconded by Pat Gregory

All in favor

D. Board Chair Report

Dick Ferguson presented the following resolutions:

RESOLVED, pursuant to C.G.S. Section 10-215f, the Elm City College Preparatory Board of Directors certifies that all food items offered for sale to students in the schools under its jurisdiction, and not exempted from the Connecticut Nutrition Standards published by the Department of Education, will comply with the Connecticut Nutrition Standards during the period of July 1, 2020, through June 30, 2021. This certification shall include all food offered for sale to students separately from reimbursable meals at all times and from all sources, including but not limited to school stores, vending machines, school cafeterias, culinary programs, and any fundraising activities on school premises sponsored by the school or non-school organizations and groups.

Motion by Pat Gregory

Seconded by Prish Pierce

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors will allow the sale to students of food items that do not meet the Connecticut Nutrition Standards and beverages not listed in Section 10-221q of the Connecticut General Statutes provided that the following conditions are met: 1) the sale is in connection with an event occurring after the end of the regular school day or on the weekend; 2) the sale is at the location of the event; and 3) the food and beverage items are not sold from a vending machine or school store. An "event" is an occurrence that

involves more than just a regularly scheduled practice, meeting, or extracurricular activity. For example, soccer games, school plays, and interscholastic debates are events but soccer practices, play rehearsals, and debate team meetings are not. The “regular school day” is the period from midnight before to 30 minutes after the end of the official school day. “Location” means where the event is being held.

Motion by Laura Saverin

Seconded by Prish Pierce

All in favor

V. Adjourn

The meeting was adjourned at 6:16 pm by Dick Ferguson.

Motion by Laura Saverin

Seconded by Stephanie Ma

All in favor



Elm City College Preparatory Board of Directors

Zoom meeting
Thursday, April 16, 2020
4:00 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Possible Action of ECCP Middle School Curriculum Model: proposed changes for 2020-21 school year
- V. Discussion and Possible Action relating to Amistad High School principal performance and contract renewal for 2020-21 school year
 - a. Proposed Executive Session – Discussion of a personnel matter involving the principal’s performance at Amistad High School.
- VI. Adjourn



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**Elm City College Preparatory
Board of Directors**

Thursday, April 16, 2020, 4:00 pm
Zoom Video Conference

I. Call to Order and Attendance

The meeting was called to order at 4:01 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes	Ashia Parks, AF School Leadership
Laura Saverin - Yes	Amy D'Angelo, AF Network Support
Stephanie Ma - Yes	Sarah Blanton, AF Network Support
Prish Pierce - Yes	Dacia Toll, AF Network Support
Patric Gregory - Yes	Melika Forbes, AF Network Support
Julia Halberstam - Yes	Christi George, AF Network Support
	Shannon Garfield, AF Network Support

II. Open session for public comment

There was no public comment.

III. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from March 11, 2020.

Motion by Prish Pierce
Seconded by Julia Halberstam
All in favor

IV. Discussion and Possible Action of ECCP Middle School Curriculum Model: proposed changes for 2020-21 school year

Ms. Ashia Parks gave an overview of the process by which she and her team came to a decision about the Classic vs Greenfield curriculum model. There were multiple opportunities for staff input and surveys were administered. The core team came to the conclusion that the strongest recommendation is for the school to adopt the classic core curriculum going forward.

Ms. Parks gave illustrative examples, by subject, of how the two models differ.

Ms. Parks said they intend to keep components of the Greenfield model in the school such as

social-emotional learning, enrichment, character development and goal teams

Following the discussion, the board unanimously, passed the following resolution:

BE IT RESOLVED, Elm City College Preparatory Middle (grades 5-6) will transition from the “Greenfield” model and curriculum to the “AF Classic” for the 2020-21 academic year and each school year thereafter with a curricular base of core subjects and a scope and sequence aligned to AF classic middle schools across the network with added Greenfield components (e.g., dream teams, double enrichment, and expeditions, etc.).

Motion by Patric Gregory

Seconded by Prish Pierce

Amy D’Angelo applauded the way in which Ms. Parks got investment from the team throughout the process. As a point of clarification, she noted that double enrichment is not yet resolved (it is noted parenthetically in the resolution, as an example of a component of Greenfield). It is possible that there would be two enrichments during the year but unlikely two enrichment blocks in each day. The team wants to prioritize independent reading, interventions and social-emotional learning next year. The school day will be shorter which will limit the options for two enrichment blocks.

Athletics will continue next year for scholars across all grades. Exact specifics have not yet been determined but the 2019-20 school year saw teams at both schools and there is a desire to continue next year.

- V. Discussion and Possible Action relating to Amistad High School principal performance and contract renewal for 2020-21 school year

Dacia Toll, Shannon Garfield, Christi George and Melika Forbes joined the meeting.

Laura Saverin made a motion to enter executive session at 4:27 pm to discuss a personnel matter involving the principal’s performance at Amistad High School. Sarah Blanton, Melika Forbes, Dacia Toll, Shannon Garfield and Christi George were invited to join.

Dick Ferguson made a motion to exit executive session at 5:25 pm. Laura Saverin seconded the motion. All were in favor.

RESOLVED, the Elm City College Preparatory Board of Directors reviewed the recommendation of the Amistad High School Committee and discussed the performance

of the Amistad High School Principal, Simon Obas, and the compensation package as proposed by Achievement First, and hereby approves the renewal of the principal, with a final compensation package to be incorporated in the FY21 Budget to be reviewed and approved in May.

Motion by Dick Ferguson
Seconded by Laura Saverin
All in favor

VI. Adjourn

It was unanimously decided to adjourn the meeting at 5:27 pm.

Motion by Julia Halberstam
Second by Prish Pierce



Elm City College Preparatory Board of Directors

Zoom meeting
Friday, April 24, 2020
4:00 pm

- I. Call to Order
- II. Public Comment
- III. Authorize Acceptance of SBA Backed Payroll Protection Program Loan
- IV. Adjourn



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Elm City College Preparatory
Board of Directors

Friday, April 24, 2020, 4:00 pm

Zoom Video Conference

I. Call to Order and Attendance

The meeting was called to order at 4:01 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes

Patric Gregory - Yes

Laura Saverin - Yes

Julia Halberstam - No

Stephanie Ma - Yes

Victor De La Paz, AF Network Support

Prish Pierce - Yes

Sarah Blanton, AF Network Support

II. Open session for public comment

There was no public comment.

III. Authorize Acceptance of SBA Backed Payroll Protection Program (PPP) Loan

Victor De La Paz gave a brief presentation on the PPP loan which is part of the CARES Act. AF applied believing that, best case scenario is will be forgivable, and worst case it is a one percent interest loan. There are two conditions for the loan to be forgivable. First, 75% of it must be used for payroll (payroll, benefits). Second, the number of fulltime employees must remain consistent (no layoffs). The loan amount is \$1.24MM and will cover allowable expenses for the 8 weeks after it is accepted. In addition to payroll, mortgage interest payments and utilities are considered allowable expenses.

The first payment is not due until six months later (possibly October) which is when we could be talking about forgiveness. Mr. De La Paz affirmed that this is a loan. It is not revenue. It is a debt instrument that will appear on the balance sheet as a liability. If forgiven, it would potentially turn into revenue. We are in touch with auditors as we move forward and we are confident we will be eligible for forgiveness.

It is not clear whether a voluntary departure (if someone takes a job somewhere else) would mean that ECCP would have to return a prorated amount of the loan.

Following a discussion, the Board unanimously passed the following resolution:

We, the undersigned, being the directors of Elm City College Preparatory, a Connecticut non-profit corporation with a principal office located in New Haven, Connecticut ("the Board"), in accordance with the amended bylaws and laws of the State of Connecticut hereby adopted the following:

WHEREAS: As a result of the COVID-19 pandemic, the Board has been required to seek financial assistance through the SBA backed Payroll Protection Program. Said funds will be used to ensure the continued operation of schools under its supervision.

RESOLVED, that effective immediately, the Board has begun the process of completing the required documentation necessary to apply for the above referenced financial assistance,

RESOLVED, that the Board is authorized to take all reasonable steps necessary to complete the loan application(s) related to the Paycheck Protection Program including, but not limited to, the submission of financial records, tax returns and payroll records.

RESOLVED, that the Board is hereby authorizing its Board Chair, Richard Ferguson, to sign any and all documents ancillary to the completion of the above referenced loan application.

FURTHER RESOLVED, that any officer of Achievement First, Inc. and their designees (each an "*Authorized Person*") is, jointly or severally, authorized and directed, at any time and from time to time, to do such things and acts for and on behalf of the Board as may be necessary or advisable in order to give effect to and, generally, carry out the intent of the foregoing resolution in the name and on behalf of Elm City College Preparatory, on such terms and conditions and in such form deemed necessary or desirable and approved by such Authorized Person with such changes, modifications and amendments thereto as such Authorized Person may in such person's discretion approve, which approval shall be conclusively evidenced by the execution and delivery of such documents and instruments in writing.

BE IT FURTHER RESOLVED, that the Board Chair is hereby authorized to certify that these resolutions have been duly adopted and that they are in conformity with the amended Bylaws of this Board.

Motion by Laura Saverin

Seconded by Patric Gregory

IV. Adjourn

It was unanimously decided to adjourn the meeting at 4:17 pm.

Motion by Prish Pierce

Second by Stephanie Ma



Elm City College Preparatory Board of Directors

Zoom meeting
Wednesday, May 13, 2020
5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Business
 - Principal Reports
 - Joint High School Committee Report
 - Treasurer Report
 - i. Re-appoint Auditors
 - ii. Approve Financial Report
 - iii. Approve FY21 Budget
 - Discussion and Possible Action: Consolidation and Construction Update
 - Board Chair Report
 - i. Re-elect Director
 - ii. Appoint Amistad High School Committee Member
- V. Adjourn



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Elm City College Preparatory
Board of Directors

370 James St, New Haven

Wednesday, May 13, 2020, 5:30 pm

I. Call to Order and Attendance

The meeting was called to order at 5:32 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson

Laura Saverin

Stephanie Ma

Prish Pierce

Patric Gregory

Julia Halberstam

Andrew Poole, ECCP School Leadership

Katie McPollom, ECCP School Leadership

Katie Rosa Moher, AF Network Support

Ken Paul, AF Network Support

Public: n/a

II. Open session for public comment

There was no public comment.

III. Reports and Discussion

A. Principal Reports

Katie McPollom gave the principal's report for ECCP Middle School highlighting the strong attendance and student experience during remote learning. Generally, students and families are happy with remote learning. Work completion rates are very high and the teachers are looking closely to ensure that scholars are not just completing the work but are doing high quality work.

They are focusing on providing supports for students with special needs to make sure they don't fall behind. There are small group supports with differentiated, targeted instruction for every block of the day.

Students get a grade report every week. Ms. McPollom reviewed assessment data with the board and some sample screenshots from Zoom lessons. She also shared screenshots showing how teachers praise students, check in with parents and also give advice to kids on creating a good work space.

Dick Ferguson, on behalf of the entire board, thanked Ms. McPollom and Mr. Poole for their exceptional service.

Andrew Poole gave an update from Elm City Elementary School and how they transitioned from in-school to remote learning. He highlighted the Chromebook distribution, how they ensured all families had one point person at school to answer questions, got the staff trained on technology and online teaching tactics, and how they provided tools to support kids and families navigating Zoom and Google Classroom. Paper packets were also mailed when students had internet issues.

Students in grades K-4 are completing two hours of work: 60 minutes of math, 60 minutes of ELA. Each day every student has a one-on-one meeting with a teacher or a small group meeting. The meetings include both instruction and a check-in on how students are doing and feeling.

Attendance and work completion are strong. The data on work completion that was shared with the board reflects only those students who complete every assignment every day. In 6th grade, for example, average weekly attendance is 95% and average weekly work completion is 78% in science, 85% in ELA and 89% in math (data does not include students who complete some, but not all, of the assignments). On Fridays, all homerooms come together to build community.

Mr. Poole shared some videos of Zoom instruction with the board.

The board discussed the impact of COVID-19 on the ECCP families which, for some, has been particularly devastating. Ms. McPollom talked about the AF Team and Family Fund which is a fundraising effort to provide direct relief to families. Over thirteen families have received support. Ken Paul shared that over \$170K has been raised to date and over half has already been disbursed.

The board praised the principals for the way they've supported scholars, families and staff during a difficult time.

Mr. Poole and Ms. McPollom thanked the board for their support.

Shanice Adams, incoming principal for Elm City Elementary School, shared the progress she's made in ramping up to take over the role of principal starting July 1, 2020. Hiring is almost complete and teacher retention is 87%. She's working on gathering feedback from the staff as they plan for next year. The leadership team is investing in getting to know one another and

understanding everyone's working styles. Ms. Adams has a weekly meeting with Ms. Ashia Parks, the incoming principal of the middle school.

B. Treasurer Report

Laura Saverin provided the treasurer's report beginning with an overview of the proposed FY21 budget. Ms. Saverin commended AF and the operations team for the strong budget presentation especially given all the uncertainty. She highlighted that the budget presents the most conservative case with flat funding from the State, and the risks associated with that assumption. She reviewed several areas of uncertainty (philanthropy, state funding, debt forgiveness) and the well thought-out plan to mitigate against that uncertainty.

The budget presented is a full, in-person budget (most expensive) and if school is not fully in person, there will presumably be savings. Victor De La Paz joined the meeting and noted that with the uncertainty, it is highly likely that AF will come back to the board with a revised budget in the fall.

Ms. Saverin also noted that the current school model resulted in the lower expenses in the current forecasts.

RESOLVED, the Elm City College Preparatory Board of Directors hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2019-20 fiscal year.

Motion by Prish Pierce

Seconded by Patric Gregory

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the financial report as presented.

Motion by Prish Pierce

Seconded by Julia Halberstam

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the financial budget as recommended by the Finance Committee and prepared by Achievement First for the 2020-21 fiscal year.

Motion by Laura Saverin

Seconded by Prish Pierce

All in favor

C. Discussion and Possible Action: Consolidation and Construction Update

Dick Ferguson gave an update on how AF arrived at the contract before the board. The contract was competitively bid and AF performed due diligence on Babbidge Construction Company. AF has used Babbidge before, (2016 ECCP Elementary) and has experienced them to be conscientious and good to work with.

WHEREAS, the Elm City College Preparatory Board of Directors (the “Board”) approved the consolidation of the facilities of Elm City College Preparatory Elementary School (grades K-6) with Elm City College Preparatory Middle School (grades 7-8) (the “schools”) into one building at 403/407 James St to house both schools beginning in the 2020-21 school year, pending approval by CSDE, at its meeting on December 18, 2019;

WHEREAS, the State Board of Education and the Connecticut State Department of Education approved the consolidation at its meeting on March 4, 2020;

WHEREAS, the design, scope, budget and other relevant facts and circumstances of the foregoing facilities consolidation project, including but not limited to the moving, maintenance and construction, has been presented to and considered by the Board;

BE IT RESOLVED, that the Board approves the facilities consolidation project and attendant budget, including but not limited to a contract with Babbidge Construction Company, Inc for \$727,422, as presented, for a cost not to exceed \$1.2 million.

BE IT RESOLVED FURTHER, Achievement First and its designees are, jointly and severally, authorized and directed, in the name of the Board, to submit and executive such documents needed in order to effectuate the foregoing resolution.

Motion by Prish Pierce

Seconded by Patric Gregory

All in favor

D. Joint High School Committee Report

Dick Ferguson gave an update on the Amistad High School Committee meeting. The report from Simon Obas was thorough and paralleled what the board heard from Mr. Poole and Ms. McPollom regarding the transition from in-school to remote learning.

Mr. Ferguson noted teacher retention and the fact that teachers who have not gotten certification are not continuing to work in our schools. Julia Halberstam added that only teachers who are already certified, or are on track to be, will be hired.

There will be a virtual Senior Signing Day with pre-recorded videos.

E. Board Chair Report

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from April 16, and April 24, 2020.

Motion by Prish Pierce

Seconded by Laura Saverin

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby ratifies the re-election of Prish Pierce with a three year term ending June 30, 2023.

Motion by Julia Halberstam

Seconded by Patric Gregory

All in favor

Dick Ferguson noted that the vacancy on the Amistad High School has been filled by Julia Halberstam.

I. Adjourn

The meeting was adjourned at 6:44 pm by Dick Ferguson.

Motion by Laura Saverin

Seconded by Patric Gregory

All in favor