

**Elm City College Preparatory**  
**Board of Directors**  
Tuesday, September 12, 2017  
495 Blake St, New Haven

**Call to Order & Attendance**

The meeting was called to order at 6:14 p.m. by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes	Stephanie Ma - Yes
William Heins - No	Magaly Cajigas - No
Laura Saverin - Yes	Patric Gregory - Yes
Genevive Walker - Yes	Donovan Tracey - Yes
Patricia Pierce - No	Megan Tokarski, AF Network Support - Yes
Samuel Brill - No	Ken Paul, AF Network Support - Yes

**Open Session for Public Comment**

There was no public comment.

**Reports and Discussion**

**Principal Reports**

*Elm City College Prep Middle:* Robert Hawke, principal of Elm City College Prep Middle (grades 7-8), reviewed the school's 2017 SBAC results. On the 2017 SBAC, Elm City College Prep Middle had the highest percentage of students at or above proficient in 7th-grade ELA among AF's Connecticut middle schools and was the second highest in 8th-grade ELA and 7th- and 8th-grade math. Year-over-year, Elm City College Prep Middle's 7th-grade ELA scores declined, the school experienced average growth in 7th-grade math and 8th-grade ELA, and 8th-grade math showed significant growth.

In 2017-18, Elm City College Prep Middle is focusing on strengthening school culture with regard to the number of students on task, following directions, etc., strengthening their Independent Reading (IR) program based on best practices from AF Hartford Academy Middle, and increasing the amount of grammar and editing instruction in writing.

Elm City College Prep Middle is approximately half-way through the "Week 6" push that all AF schools undertake at the start of the school year in order to establish baseline school culture structures and student habits.

Elm City College Prep Middle had a 100% staff retention rate from 2016-17 to 2017-18, and all teachers are appropriately certified.

*Elm City College Prep Elementary:* Andrew Poole, principal of Elm City College Prep Elementary (grades K-6), reviewed the school's 2017 SBAC results. Elm City College Prep Elementary had the highest percentage of 5th-grade students at or above proficient in both ELA and math across the entire AF network. In 6th-grade ELA, Elm City College Prep Elementary had the highest percentage of students at or above proficient among AF's other Connecticut schools and the second highest across the entire AF network, and in 6th-grade math, Elm City College Prep Elementary was the second highest among AF's other Connecticut schools. The school's 3rd- and 4th-grade results were not as strong, with only 44% of 4th graders proficient in ELA and math. Mr. Poole believes that clarity of program and a clearer picture of excellence in the second year of Greenfield implementation in grades 5-6 led to success in those grades and should set the school up for greater success in grades 3-4 this year.

Elm City College Prep Elementary had an approximately 85% staff retention rate year-over-year, and the school is in the midst of an intense teacher certification push. Currently, 57% of Elm City College Prep Elementary teachers are certified, and most teachers who are not yet certified just need to pass the appropriate certification tests. Elm City College Prep Elementary is running tutoring sessions to support teachers preparing for certification tests, which should get the school to approximately 90% teacher certification.

### **Financial Report**

Dick Ferguson delivered the financial report. Elm City College Prep's FY17 financial audit is underway and on schedule.

The amount of state per-pupil funding for FY18 remains uncertain, and given CT's financial crisis at the state level, the outlook going forward is unpredictable. AF's Team Finance is preemptively working on developing two different CT school financial models that can operate on 1) \$1,000 less per pupil and 2) \$2,000 less per pupil. AF is looking at a KIPP school in the Bay Area and an Uncommon school in NY that operate at a lower per-pupil cost as potential models.

### **Joint HS Committee Meeting Report**

Dick Ferguson reported out on the Joint High School Committee Meeting. AF Amistad High is in its 12th year of operation and 4th week of the 2017-18 school year for students. The school is currently serving approximately 625 students, with 15% of incoming 9th graders identified as SPED. In his second year, Principal Morgan Barth feels greater ownership over his team of

returning and new staff as compared to last year.

Last year, AF's Team Teaching & Learning made a significant investment in developing daily lesson resources for teachers in almost all K-8 grades and subjects, in order to both increase the rigor and consistency of instruction and to address teacher workload and sustainability issues. This year, Team Teaching & Learning will build out daily lesson resources for high school.

Mr. Ferguson circulated a data dashboard provided to the Joint High School Committee by Mr. Barth.

## **II. Business**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from 8/01/17.

The board did not vote to approve the minutes.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the Corrective Action Plan in response to Finding 2016-001 which has been approved by the Connecticut State Department of Education.

Motion by Genevive Walker

Seconded by W. Patric Gregory

All in favor

WHEREAS Elm City College Preparatory, Inc. ("Elm City") currently owns its property located at 794 Dixwell Avenue in New Haven; and

WHEREAS Elm City desires additional adjacent land for use as parking and outdoor recreation area; and

WHEREAS the adjacent properties at 808 Dixwell Avenue in New Haven and 18 Cherry Ann Street in Hamden are on the market;

NOW THEREFORE BE IT RESOLVED, that the Elm City Board Chairman is authorized to take all actions necessary to execute a purchase and sale agreement and conduct any and all due diligence necessary or desirable on these properties, provided that the final agreement remain subject to approval from the Board of Directors; and

BE IT FURTHER RESOLVED, that each Authorized Person be, and hereby is, jointly and severally, authorized and directed, at any time and from time to time, to do all such things and acts and

to execute and deliver all such applications, documents and instruments in writing for and on behalf of AF as may be necessary or advisable in order to give effect to and, generally, carry out the intent of these resolutions including, without limitation, to execute and deliver any instruments and documents required in connection with the purchase of these properties; and

BE IT FURTHER RESOLVED, that all actions previously taken by any Authorized Person in furtherance of the foregoing resolutions are hereby ratified and confirmed.

Motion by W. Patric Gregory

Seconded by Stephanie Ma

All in favor

WHEREAS, Elm City leases the property at 403-407 James Street and is responsible for all maintenance and repairs including lighting;

WHEREAS, Elm City desires to improve energy efficiency and the cost of lighting at 403-407 James Street;

WHEREAS, Elm City has received a proposal from the Small Business Energy Advantage Program in connection with Con Serv, Inc. (the Contractor) and The United Illuminating Company (the Utility) to improve energy efficiency and the cost of lighting at 403-407 James Street through a grant for twenty-six thousand seven hundred twenty six dollars and fifty cents (\$26,726.50) and loan for seventy five thousand eight hundred sixty two dollars and sixty-three cents (\$75,862.63) at a zero (0%) percent interest rate paid for through the electricity bill;

WHEREAS, Elm City has credit facilities with Key Bank (formerly First Niagara, N.A.) which contain certain conditions on subsequent loans that may be entered;

NOWHEREFORE, BE IT RESOLVED, that, subject to prior approval by Key Bank, N.A., Elm City is hereby authorized and directed to enter into a certain loan agreement (the "LED Loan Agreement") with for seventy five thousand eight hundred sixty two dollars and sixty-three cents (\$75,862.63) per the Standard Agreement attached;

BE IT FURTHER RESOLVED, that Elm City is hereby authorized and directed to execute and deliver any and all such documents as may be required by Key Bank and the Small Business Energy Advantage Program including, but not limited to, certain loan agreements substantially in the form attached hereto as Exhibit A, any and all such documents required to effectuate the foregoing;

BE IT FURTHER RESOLVED, that any officer of Elm City (each an “Authorized Person”) be, and hereby is, jointly or severally, authorized and directed, at any

time and from time to time, to do all such things and acts and to execute and deliver all such applications, documents and instruments in writing and to expend such fees for and on behalf of Elm City as may be necessary or advisable in order to give effect to and, generally, carry out the intent of these resolutions including, without limitation, to execute and deliver any instruments and documents required in connection with the LED Loan Agreement, in the name and on behalf of Elm City, 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 applications, documents and instruments in writing; and

BE IT FURTHER RESOLVED, that all actions previously taken by any Authorized Person in furtherance of the foregoing resolutions are hereby ratified and confirmed.

Motion by Laura Saverin

Seconded by Donovan Tracey

All in favor

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

Motion by Laura Saverin

Seconded by Donovan Tracey

All in favor

### **Executive Session**

Dick Ferguson dismissed Donovan Tracey and moved the board into Executive Session at 7:15 p.m. Mr. Ferguson exited the board from Executive Session at 7:30 p.m.

### **III. Adjourn**

The meeting was adjourned at 7:30 p.m. by Dick Ferguson.

Motion by Laura Saverin

Seconded by W. Patric Gregory

All in favor