

**Elm City College Preparatory  
Board of Directors**

Wednesday, November 15, 2017  
495 Blake St, New Haven

**I. Call to Order & Attendance**

The meeting was called to order at 6:05 p.m. by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes	Magaly Cajigas - No
William Heins - No	Patric Gregory - No
Laura Saverin - Yes (phone)	Donovan Tracey - Yes
Genevive Walker - Yes (phone)	Andrew Poole, School Leadership - Yes
Patricia Pierce - Yes	Robert Hawke, School Leadership - Yes
Samuel Brill - No	Sarah Blanton, AF Network Support - Yes
Stephanie Ma - Yes (phone)	Ken Paul, AF Network Support - Yes

Public: Sharmont Little, Peter Butler and Matt Bailey

**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 8/1/17 and 9/12/17.

Motion by Laura Saverin  
Seconded by Stephanie Ma  
All in favor

**IV. Reports and Discussion**

*Elm City College Prep Elementary:*

All K-2 scholars take a reading test (STEP) and they aim for 90% reaching proficiency and 60% reaching advanced. After the first round, 90% of kindergarteners and 53% are advanced. 2nd grade, 87% proficient and 64% advanced.

The first grade is lagging a little, 47 are proficient and 27 are advanced, but Andrew noted that the test has the same goal in December as it did on the earlier test they've already taken, so he's optimistic that the results for first grade will be higher on the December assessment.

The MAP assessment tests math for grades K-2:

- In Kindergarten, 32% met or exceeded the 75th percentile
- 1st: 55% met or exceeded the 75th percentile
- 2nd grade 48% met or exceeded the 75th percentile

Interim assessments are given to the upper grades 3-6. They take Greenfield assessments for math but the standard ELA. Results ranged from some being in the bottom third of CT middle schools to some being tops in CT and even beating AF NY results.

Dream teams are going well. The scholars are leading the experience. Feedback has been positive. Expeditions offered opportunities in theater, farming, animals, planetary exploration and music. Marc Michaelson and Rachel Kerner have been really helpful at creating a clear vision for what expeditions will be (focus on college and career). The next round of expeditions will be after the winter break. They last two weeks and there are three rounds of expeditions.

At the end of expeditions, a professional Jazz ensemble went to the middle school to play for the fifth through eighth grades and, in turn, the scholars played for them. Robert Hawke shared that the question and answer question was outstanding. Mr. Little talked about how his daughter loves the music program at ECCP MS, she's learning to play the saxophone and practices a lot at home.

*Elm City College Prep Middle:*

Robert Hawke shared that teacher certification is at 100% and suspensions are down year over year (currently at 7%).

There were ten tested subjects in the first round of IAs. five for each grade. ECCP MS scored highest in seven of the ten middle schools in CT. Increasingly, there are more kids who are being, and feeling, successful. Average GPA has risen significantly since last year. 70% of kids are above a 2.5 GPA. Kids are more invested. Homework completion has also improved by 30-45 percentage points.

Challenges: Both deans of students are teaching a class. The academic dean is teaching two classes. Robert Hawke is also teaching. On the one hand, it's great to have the instructional leaders in front of classrooms. However, it takes away from their core job. Teachers are also co-teaching in addition to the time spent teaching their own classes. Everyone is staffed to work lunch. It means that everyone is stretched very thin.

They are working hard to find ways to give time back where possible and making fun events to keep everyone's spirits high.

Teachers are also uncertain about next year.

Robert talked about the challenges of bringing in several new students especially in the 8th grade.

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

Dick Ferguson gave the high school report. Morgan Barth is continuing for an additional year as principal.

Currently, the enrollment is at 630 and is on track to grow to over 700. Morgan Barth shared with the committee that the quality of teaching is improving and the "priority courses" have gotten excellent upgrades to curriculum. All the deans returned this year and they are doing an increasingly good job.

Suspension rate is declining.

GPA is improving.

Most seniors are enrolled in 3-4 AP courses.

Fourteen seniors applied early decision - largely the top tier of the class including two applicants to Yale, two to Columbia, MIT, UPenn, Barnard among others.

In the senior class, 79% of the students have a GPA of 3.0 or above.

Challenges:

- Operations have been unstable but LaTasha Williams is the interim DSO and is strong. Amistad HS has identified a successor DSO.

### **Board Chair Report**

Dick shared with the board that Sam Brill will be graduating from Yale Law School in the spring and is spending increasing amounts of time in New York. He will be resigning at some point between now and the May meeting. He has identified an individual he thinks would make a strong board member and he is going to follow up with her and the Governance Committee.

With no other additional discussion from the Board Chair, the ECCP board discussed the forthcoming resolutions.

WHEREAS Elm City College Preparatory, Inc. ("Elm City") currently owns that certain real property commonly known as 794 Dixwell Avenue, New Haven, Connecticut (the "School Property") and the real property located at 820-830 Dixwell Ave., Hamden, CT and has improved the property to serve as a parking lot for staff, parents and visitors to the School Property (the "Parking Lot");

WHEREAS, Faith Temple Revival Center Inc (the "Church") is the owner of a certain parcel of land adjacent to the Parking Lot located at 832 Dixwell Ave., Hamden, CT 06514;

WHEREAS, the Church wishes to use the Parking Lot from time to time on a limited, non-exclusive basis for parking for Church staff, members of the congregation, or invitees for services;

WHEREAS, Elm City is amenable to allowing the Church to use the Parking Lot from time to time on a limited basis, non-exclusive basis in support of its ongoing commitment to encourage community engagement and wellbeing;

WHEREAS Elm City has negotiated parking terms as specified herein in the forms attached hereto as Exhibit A, ("Parking Agreement");

NOW THEREFORE, BE IT RESOLVED, that Elm City, be, and hereby is, authorized and directed to enter into the Parking Agreement and any amendments thereto (as amended, the "Parking Agreement"), with such changes, additional provisions and amendments as the Chairman may approve in his sole discretion;

FURTHER RESOLVED, that the Chairman and such others persons designated by him be, and each hereby is, jointly and severally, authorized and directed, in the

name and on behalf of Elm City, to execute and deliver the Agreement and to do, or cause to be done, such further acts and things, including, without limitation, any such actions as are required pursuant to such Agreement, and to execute and to deliver such documents, expend such funds, and take such other actions as may be necessary or appropriate to effectuate the foregoing resolutions; and

FURTHER RESOLVED, that any and all actions previously taken by Elm City in connection with

the transactions contemplated by these resolutions be, and hereby are, adopted, ratified, confirmed and approved in all respects.

Motion by Prish Pierce

Seconded by Laura Saverin

All in favor

WHEREAS, Elm City College Preparatory, Inc. ("Elm City") currently owns that certain real property commonly known as 794 Dixwell Avenue, New Haven, Connecticut (the "School Property");

WHEREAS, the Board of Directors of Elm City are interested in purchasing that certain real property situated adjacent to the School Property, commonly known as 814 Dixwell Avenue, Hamden, Connecticut with all buildings and improvements located therein with anticipated demolition and improvements (the "Adjacent Property");

WHEREAS, the Board of Directors of Elm City previously authorized the Elm City Board of Directors' Chairman (the "Chairman") and such other persons designated by him, with the assistance of Achievement First, Inc., to take all actions necessary to negotiate the purchase and sale of the Adjacent Property, including, but not limited to, causing all due diligence necessary or desirable to be conducted with respect to the Adjacent Property;

NOW THEREFORE, BE IT RESOLVED, that Elm City, be, and hereby is, authorized and directed to purchase the Adjacent Property and to enter into the Purchase and Sale Agreement and any amendments thereto (as amended, the "Purchase Agreement"), in the forms attached hereto as Exhibit B, with such changes, additional provisions and amendments as the Chairman may approve in his sole discretion;

BE IT FURTHER RESOLVED, that the Chairman and such others persons designated by him be, and each hereby is, jointly and severally, authorized and

directed, in the name and on behalf of Elm City, to execute and deliver the Purchase Agreement and to do, or cause to be done, such further acts and things, including, without limitation, any such actions as are required pursuant to such Purchase Agreement, and to execute and to deliver such documents, expend such funds, and take such other actions as may be necessary or appropriate to effectuate the foregoing resolutions; and

BE IT FURTHER RESOLVED, that any and all actions previously taken by Elm City in connection with the transactions contemplated by these resolutions be, and hereby are, adopted, ratified,

confirmed and approved in all respects.

Motion by Prish Pierce

Seconded by Laura Saverin

All in favor

WHEREAS, Elm City College Preparatory, Inc. ("Elm City") currently owns that certain real property commonly known as 794 Dixwell Avenue, New Haven, Connecticut (the "School Property");

WHEREAS, Elm City desires to improve energy efficiency and the cost of lighting at the School Property;

WHEREAS, Elm City has received a proposal from the Small Business Energy Advantage Program in connection with Earthlight, Inc. (the Contractor) and The United Illuminating Company (the Utility) to improve energy efficiency and the cost of lighting at the School Property through an incentive program for sixteen thousand sixty-nine dollars and ninety-eight cents (\$16,069.98) and loan for fifty-three thousand four hundred thirty-one dollars and forty cents (\$53,431.40) 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;

NOW THEREFORE, 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 fifty-three thousand four hundred thirty-one dollars and forty cents (\$53,431.40) 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 C, 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 Donovan Tracey

Seconded by Prish Pierce

All in favor

### **Financial Report**

Laura Saverin gave the financial report which covers financials through September. There is a deficit at ECCP Elementary and they think they can make up for it by the end of the year. At the Middle School, they are projecting a slight deficit due to one unfunded seat.

Laura also discussed the updated board designated reserve policy which is now consistent with the other schools across the AF network.

Laura shared that the meeting with the auditors was very good. ECCP received a clean opinion on the federal audit with one issue related to lunch reimbursement has been resolved going forward. The State audit had no findings. On the management letter, there were a few recommendations around streamlining grants accounting and fixed asset reporting, but basically it was a short letter about fine tuning around the edges.

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

Motion by Genevive Walker

Seconded by Stephanie Ma

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby accepts the report of the independent auditors, CohnReznik, prepared in relation to the fiscal year ended 6/30/17.

Motion by Prish Pierce

Seconded by Stephanie Ma

All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby adopts the updated Board Designated Reserve Policy as presented.

Motion by Prish Pierce

Seconded by Laura Saverin

All in favor

**V. Adjourn**

The meeting was adjourned at 7:36pm by Dick Ferguson.

Motion by Prish Pierce

Seconded by Stephanie Ma

All in favor