

**Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting**

Thursday, August 22, 2019

AF Network Support Offices, 335 Adams Street, Suite 700, Brooklyn, NY

- DRAFT MEETING MINUTES -

Board Members in Attendance:

Alison Richardson, Romy Coquillette, Chris Lynch, Jon Atkeson, Will Robalino, Justin Cohen, Deb Shanley, Judith Jenkins, Angela Tucker, Amy Arthur Samuels

Staff and Guests in Attendance: Erika Hval, David Crockett, Victor De La Paz, Ken Paul, Fatimah Barker, Sarah Blanton, Channa Williams, Dacia Toll, Melika Forbes, Joyce Truong, Shannon Dwyer Pasch, Kate Fletcher, Ellen McBurney, Kandace Simmons, Tony Maruka, Stephanie Keenoy (attending by phone), Chi Tschang (attending by phone), Kevin Anderle (attending by phone), Rich Billings (attending by phone), Amy Christie (attending by phone), Maura Bonanni (attending by phone)

Erika Hval recorded the minutes. The meeting was called to order at 5:21PM.

1. Brooklyn Facilities

Victor De La Paz, AF CFO, explained why it is important that AF understand available borrowing options as we consider upcoming facilities purchases. Rich Billings from the Charter School Growth Fund phoned in to give an introductory presentation on these options, including social impact funds, tax-exempt bonds, and bank loans. Mr. Billings and Mr. De La Paz answered Board member questions about risk, interest rates, refinancing, political climate changes, and feasibility fees.

Guests from Turner Impact Capital (Joyce Truong, Shannon Dwyer Pasch) provided an overview of their organization, which develops properties used for education, healthcare, and workforce housing purposes. They reviewed their affordability model, traditional lease options, and sources of funding as a social impact firm. They summarized past work and answered questions regarding how their services might be potentially applied to future AF projects.

Kate Fletcher, contracted by AF to complete a demographic study of Queens, presented her findings. She highlighted several neighborhoods in the borough that have unmet demand for high-quality primary education institutions. Dacia Toll, AF CEO, explained that this demand in Queens, paired with an increasingly competitive landscape in Brooklyn, creates a strong argument for shifting AF's future New York growth into Queens. She asked the Board to consider allowing AF to pursue a charter transfer into the borough.



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Guests from Civic Builders (Ellen McBurney, Kandace Simmons, Tony Maruka) introduced themselves as a non-profit developer (focusing on New York, New Jersey, and Rhode Island) and lender (nation-wide), providing turnkey development and financial services. They reviewed their rent model in depth, answered questions regarding past projects, and discussed how their services might benefit future AF developments.

2. Bridge Scholarship Update and Proposal

Ms. Toll reviewed preliminary results from the bridge funding scholarship pilot program initially approved by the Board in March 2019. She shared that the scholarship allowed the first cohort's 21 recipients to matriculate into colleges with significantly higher Estimated College Completion (ECC) rates than if they hadn't received the funding. Ms. Toll also explained that among the Class of 2019 as a whole, the overall ECC rate declined compared to last year. Ms. Toll explained that this dip has further pushed AF to focus on college success initiatives like the scholarship program, and she agreed to speak to the Board at a future meeting to review other plans and strategies AF has in place to better ensure college readiness and persistence for all scholars.

Ms. Toll and Team College staff members Maura Bonanni and Amy Christie proposed plans for the second year of the scholarship program, including financial projections. They answered questions about lessons learned from the first year, award criteria, and their interest in promoting more early decision applications.

3. Data Review

Fatimah Barker, AF Chief External Officer, along with Regional Superintendents Kevin Anderle, Chi Tschang, and Stephanie Keenoy, reviewed FY19 AF Brooklyn school suspension data. Mr. Anderle explained that peer influence and cohort culture seem to be driving high school specific behavior. Mr. Tschang presented historical data demonstrating a marked decrease in suspension rates over time, and discussed plans for creating more consistent behavior expectations between academy levels. Ms. Keenoy explained that the limited suspensions seen at the elementary school level are often a result of poorly managed student outbursts and that staff would be undergoing more de-escalation training this year.

Ms. Barker and the Regional Superintendents answered questions about how suspensions affect college acceptance decisions and how suspensions are handled among students with Individualized Education Plans (IEPs). Staff also agreed to further disaggregate this data at a future meeting, especially as it relates to students with IEPs and students with multiple suspension events over the course of the school year.



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4. Executive Session

Deb Shanley, Board Chair, made a motion to enter executive session at 8:57PM to discuss specific parent concerns regarding their AF scholars. Justin Cohen seconded the motion and all were in favor.

Ms. Shanley made a motion to exit executive session and re-enter public session at 9:05PM. Jon Atkeson seconded the motion and all were in favor.

5. Board Business

Amy Arthur Samuels left the meeting before conducting Board business and did not vote during this portion of the meeting. The following resolutions were unanimously approved by the Board with the exception of Resolution #1, to which Chris Lynch abstained.

Resolution 1: RESOLVED, the AF Brooklyn Board of Trustees hereby agrees to update the non-binding Term Sheet/Letter of Intent with Turner Impact Capital concerning the property located in East New York, first presented to the AF Brooklyn Board of Trustees on June 6, 2019, by authorizing up to \$250,000 in pre-development feasibility costs.

FURTHER RESOLVED, Achievement First or its designee are, jointly and severally, authorized and directed, in the name of AF Brooklyn Charter Schools, to negotiate the terms and conditions of the lease contemplated by the non-binding Term Sheet/Letter of Intent discussed in the foregoing resolution, subject to Board approval.

Resolution 2: RESOLVED, the AF Brooklyn Board of Trustees hereby agrees to transfer the charter school location from Brooklyn, NY to Queens, NY for Achievement First Charter School 10 and Achievement First Charter School 11, subject to charter authorizer approval.

FURTHER RESOLVED, Achievement First and its designee are, jointly and severally, authorized and directed, in the name of AF Brooklyn Charter Schools, to submit such documents needed to seek charter revisions from the charter authorizer in order to effectuate the foregoing resolution.

Resolution 3: WHEREAS, there has been presented to the AF Brooklyn Board of Trustees a proposal related to continuing a pilot program to award scholarship money to the first cohort of this program authorized on March 28, 2019, as well as a second cohort comprised of a subset of graduating AF Brooklyn, AF University Prep, and AF East Brooklyn High School seniors from the Class of 2020, and



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WHEREAS, Achievement First seeks up to \$236,900 in FY21 (as the second installment of an up to \$1,000,000 total commitment for cohorts 1 and 2) from any available AF New York Inter-Charter Fund the first and second cohorts of this pilot program, and

WHEREAS, Achievement First agrees to report to the AF Brooklyn Board of Trustees the impact of this funding in FY21 as part of determining whether to provide similar support to future cohorts.

THEREFORE BE IT RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes Achievement First to take such actions and carry out the scholarship program as described above, including funding of the first and second cohorts of the program using the AF New York Inter-Charter Funds.

Resolution 4: RESOLVED, the AF Brooklyn Board of Trustees 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.

Resolution 5: RESOLVED, the AF Brooklyn Board of Trustees hereby approves the addition of the following language to all AF Brooklyn Charter Management Agreements:

AF shall report to the Board of Trustees on the performance of each principal, at a minimum, bi-annually, inclusive of the annual review set forth above in Section 4.5. AF shall promptly notify the Board of Trustees of any violation of any law, policy, rule, regulations or order by a Principal, which comes to AF's attention. AF shall also have the responsibility and authority to investigate and respond to any complaints against any Principal, and to otherwise make decisions related to the discipline of Principals provided it consults with the Board of Trustees' Personnel Committee concerning all matters alleging: (i) significant misconduct; (ii) violation of law, policy, rule, regulation or order; and/or (iii) any other type of complaint that could adversely affect compliance with the Board of Trustees' responsibilities herein or its responsibilities under the Charter Contract. Notwithstanding the foregoing, the Board shall retain final authority with respect to termination of any Principal as set forth above in Section 4.5.

Resolution 6: RESOLVED, the AF Brooklyn Board of Trustees hereby approves the amendment of Article IV, Section 3, Paragraph "e", Subparagraph "B" of its bylaws as follows:



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Subject to Subparagraph A of this Paragraph, the initial terms of office of such Trustees may be up to three (3) years. Following the expiration of the designated terms, the term of each Trustee other than the Parent Representative shall continue for three (3) years.

Resolution 7: RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from June 6, 2019.

6. Announcements

Ken Paul, Vice President of Development, briefly previewed AF's intentions to begin a summer camp program in the summer of 2020. Ms. Shanley announced the impending departure of Erika Hval, Associate Director of Development, and introduced Sarah Blanton, Director of Governance, as her temporary replacement beginning in September.

There being no other business before the Board, it was unanimously:

RESOLVED, to adjourn at 9:41PM.



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