



**Achievement First Rhode Island
Board of Directors
Annual Retreat**

370 Hartford Ave, Providence (10:00 – 10:45 am)
85 Garfield Ave, Cranston (11:00 am – 2:00 pm)
Monday, August 19, 2019

- 10:00 am** **Arrival at AF Providence Elementary and Middle Schools, 370 Hartford Ave, Providence and School Tour**
- 10:45 am** **Depart AF Providence Elementary and Middle Schools**
- 11:00 am** **Arrival at AF Illuminar Elementary and Middle Schools, 85 Garfield Ave, Cranston and School Tour**
- 11:30 am** **Board Discussion on AF Rhode Island Schools, Providence Public Schools and AF Expansion**
Dacia Toll, Achievement First Co-CEO and President, will join the board discussion.
- 12:00 pm** **Working Lunch**
- 1:00 pm** **Executive Session – Annual Principal Performance Review**
The Board will review the annual performance of principals based on the Professional Growth Plans (PGP) written by the Regional Superintendents.
- 1:30 pm** **Board Goals and Priorities**
In light of the discussions thus far, the board will discuss goals and priorities for the coming year.
- 2:00 pm** **Adjournment**



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Achievement First Rhode Island

Board of Directors Retreat

August 19, 2019, 10:00 - 2:00pm

370 Hartford Avenue, Providence

85 Garfield Avenue, Cranston

I. Call to Order & Attendance

The meeting was called to order at 10:04 pm by Mayor Jorge Elorza. The following board members, constituting a quorum, and Achievement First Staff were in attendance:

Jorge Elorza, AFRI Board - Yes

Brian Gallogly, AFRI Board - Yes

Macky McCleary, AFRI Board - Yes

Reshma Singh, AFRI Board - Yes

John Igliazzi, AFRI Board - No

Soraida Morales, AFRI Board - No

Ben Smith, AFRI Board - No

Maryellen Butke, AFRI Board - Yes

James Wiley, AFRI Board - Yes

Robert Luciano, AFRI Board - Yes

Percy Ballah, AFRI Board - Yes

Jorge Cardenas, AFRI Board - No

Dacia Toll, AF Network Support - Yes

Cassidy McKee, AF Network Support - Yes

Sarah Blanton, AF Network Support - Yes

Elizabeth Winangun, AF Network Support - Yes

Ken Paul, AF Network Support - Yes

Public: Dan McGowan, Jillian Fain

II. School Tours

The AF Rhode Island Board toured AF Providence Elementary and Middle at Hartford Avenue. It was the first full day of school for scholars. The board spoke briefly with the two principals and observed classroom instruction. At the completion of the AF Providence tour at 10:45am, the board relocated to AF Illuminar Elementary and Middle for a tour of those schools. Similarly, it was the first full day of school for AF Illuminar and the board had a chance to briefly speak with schools leaders and observe classrooms.

III. Board Discussion on AF Rhode Island Schools, Providence Public Schools and AF Expansion

The Board debriefed their experiences and observations on the tours at AF Providence Elementary and Middle, and AF Illuminar Elementary and Middle. Directors noted positive teacher morale, focused scholars, beautiful classrooms, and joy.

Maryellen Butke and Reshma Singh initiated a conversation about AF's expansion in light of the Johns Hopkins Report on Providence Public Schools and the challenges in the Providence Public School system. They want to move forward with the expansion plans RIDE approved in 2016. Mayor Elorza responded noting (1) his responsibility to serve all children in the Providence Public School system and (2) his willingness to find a path forward but without a negative fiscal impact on the Providence Public School System.

Dacia Toll shared that the Report was a call to action and the question AF is asking is how we can help? In terms of timing, it is critical for the board to make a decision in September 2019, for a school opening in 2020, because will give AF the runway to get a facility, hire leaders and staff, and do everything else required to successfully open a school.

The board discussed ways to bring AF's professional development, leadership development, and learned best practices with the Providence Public School System. Ms. Toll talked about the strength and positive impact of AF's Partnership work across the country, which involves weekly coaching and curriculum sharing.

Mayor Elorza is aligned with the interest in partnering with the district to share best practices. James Wiley and Maryellen Butke volunteered to be part of a board subcommittee to explore that partnership.

While a majority of board wants to expand by opening an additional school, Mayor Elorza is in the same place he has always been - wanting a fiscal impact study before making any decision. He said expansion depends on where the seats come from. One way forward on the expansion question is to talk to the Commissioner about closing a low performing charter.

At the conclusion of this discussion, Mayor Elorza left the retreat to attend a previously scheduled event.

IV. Executive Session

The board entered executive session at 1:15 pm to review the Professional Growth Plans (PGPs) of the principals.

Motion by Maryellen Butke

Second by Macky McCleary

The board exited executive session at 1:31 pm.

Motion by Maryellen Butke

Second by James Wiley

Sarah Blanton is going to help schedule calls with the Regional Superintendents to discuss the PGPs. Macky McCleary, Reshma Singh, James Wiley expressed interested in joining the PGP discussions.

V. Board Goals and Priorities

The board debriefed the discussion about expansion and talked about how Directors can better help serve the schools and families.

VI. Adjourn

The meeting was adjourned at 1:58 pm by Brian Gallogly.

Motion by Maryellen Butke

Seconded by James Wiley

All in favor



Achievement **First**

Achievement First Rhode Island Board of Directors

370 Hartford Ave, Providence

Monday, October 7, 2019

11:30 am

Call to Order

Public Comment

Approve Minutes

Reports and Business

- ✓ **External Relations Update**
- ✓ **Chief Financial Officer Report**
- ✓ **Board Chair Report**
 - Approve Charter Management Agreement Amendments
 - Establish and Appoint Personnel Committee
 - Approve Family Handbook
 - Approve Expansion Plan

Adjourn



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Achievement First Rhode Island

Board of Directors Retreat

October 7, 2019, 11:30 am

370 Hartford Avenue, Providence

I. Call to Order & Attendance

The meeting was called to order at 11:40 pm by Mayor Jorge Elorza. The following board members, constituting a quorum, and Achievement First Staff were in attendance:

Jorge Elorza, AFRI Board - Yes

Brian Gallogly, AFRI Board - Yes

Macky McCleary, AFRI Board - Yes (phone)

Reshma Singh, AFRI Board - Yes

John Iglizzi, AFRI Board - Yes

Soraida Morales, AFRI Board - No

Ben Smith, AFRI Board - Yes

Maryellen Butke, AFRI Board - Yes

James Wiley, AFRI Board - Yes (phone)

Robert Luciano, AFRI Board - No

Percy Ballah, AFRI Board - Yes

Jorge Cardenas, AFRI Board - Yes

Sarah Blanton, AF Network Support - Yes

Elizabeth Winangun, AF Network Support - Yes

Ken Paul, AF Network Support - Yes

Public: Jillian Fain, Linda Borg

II. Public Comment

There was no public comment.

III. Approve Minutes

RESOLVED, the AF Rhode Island Board of Directors hereby approves the meeting minutes from August 19, 2019.

Motion by Maryellen Butke

Second by Reshma Singh

All in favor

IV. Reports and Business

A. External Relations Update

Elizabeth Winangun, Director of External Relations, noted the ribbon cutting at AF Illuminar Elementary and Middle School at 85 Garfield St, Cranston, from 10-11am on October 8th. All are welcome.

B. Board Chair Report

Sarah Blanton, Director of Governance, presented the Charter Management Agreement updates and the Personnel Committee which will be created in the resolution to follow. John Igliazzi made requests for procedural clarity for the Personnel Committee's work.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the amendments to the Charter Management Agreement as presented.

Motion by Ben Smith

Second by Reshma Singh

All in favor

RESOLVED, the AF Rhode Island 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 John Igliazzi

Second by Maryellen Butke

All in favor

The Board discussed the Family Handbook template as presented including ways to ensure that it is accessible to all families.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the Family Handbook as presented.

Motion by John Igliazzi

Second by Reshma Singh

All in favor

The final resolution before the board involves the expansion of Achievement First. Mayor Elorza referenced the resolution from three years ago that supported expansion but with limitations regarding the financial impact that expansion would have on the district. Mayor Elorza has worked with the State and is pleased to support the expansion. Maryellen Butke and Reshma Singh voiced their appreciation for the Mayor's efforts to find a path forward.

The timeline is aggressive. In voting today, a K-1st grade school could potentially open in August or September 2020. Elizabeth Winangun articulated the need to find a facility, a school leader, and philanthropy.

WHEREAS, the AF Rhode Island Board of Directors held a vote on September 29, 2016, regarding the expansion of AF Rhode Island, and

WHEREAS, the State of Rhode Island approved the expansion of an additional AF Rhode Island K-

8 school in December 2016,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of AF Rhode Island authorizes Achievement First to move forward in opening a new school serving grades K-8, starting in grades K-1.

BE IT FURTHER RESOLVED, that the Board of Directors of AF Rhode Island hereby authorizes and directs Achievement First Network Support to prepare, execute, and deliver such documentation and to take and carry out any other action required to effectuate the foregoing resolution.

Motion by John Iglizzi
Second by Maryellen Butke
All in favor

Following the vote, Mayor Elorza needed to depart and Brian Gallogly, vice chair, led the meeting.

C. Chief Financial Officer Report

Victor De La Paz dialed in to the meeting by phone to give a financial report on how FY19 wrapped up and how FY20 is going thus far. The audit for FY19 is not complete. Mr. De La Paz offered to meet with board members who are interested in having a call to review the mechanics of the funding formula.

V. Adjourn

The meeting was adjourned at 12:45 pm by Brian Gallogly.

Motion by Maryellen Butke
Seconded by Ben Smith
All in favor



Achievement **First**

Achievement First Rhode Island Board of Directors

85 Garfield Ave, Cranston
Wednesday, December 11, 2019
5:30 pm

Call to Order

Public Comment

Accept Resignation and Set Number of Directors

Approve Minutes

Reports and Business

- ✓ **Principal Reports**
- ✓ **External Relations Update**
- ✓ **Treasurer Report**
 - Approve financial report
 - Approve budget amendment
 - Approve use of board designated reserve
- ✓ **Board Chair Report**
 - Approve Wellness Policy
 - Approve Truancy Officers

Adjourn



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Achievement First Rhode Island

Board of Directors Retreat

December 11, 2019, 5:30 pm

85 Garfield St, Cranston

I. Call to Order & Attendance

The meeting was called to order at 5:36 pm by Mayor Jorge Elorza. The following board members, constituting a quorum, and Achievement First Staff were in attendance:

Jorge Elorza, AFRI Board - Yes

Macky McCleary, AFRI Board - No

Reshma Singh, AFRI Board - No

John Igliazzi, AFRI Board - Yes

Soraida Morales, AFRI Board - Yes

Ben Smith, AFRI Board - Yes

Maryellen Butke, AFRI Board - No

James Wiley, AFRI Board - No

Robert Luciano, AFRI Board - Yes

Percy Ballah, AFRI Board - Yes

Jorge Cardenas, AFRI Board - No

Kevin Lohela, AFRI School Leadership - Yes

Cassidy McKee, AF Network Support - Yes

Sarah Blanton, AF Network Support - Yes

Elizabeth Winangun, AF Network Support - Yes

Ken Paul, AF Network Support - Yes

AF Staff and School Leaders Joining the meeting by phone: Victor De La Paz, Andrew Malone, Ashia Parks, Andrew Walker.

Approximately twenty five members of the public joined the meeting, largely families from AF Providence Middle School.

II. Public Comment

Several parents and AF Providence Middle School scholars spoke about concerns with the school.

III. Accept Resignation and Set Number of Directors

Brian Gallogly communicated his resignation on November 22, 2019 to Mayor Elorza via email expressing his pleasure for having served and his best wishes for continued success.

RESOLVED, the AF Rhode Island Board of Directors hereby accepts the resignation of Brian Gallogly and does, effective December 11, 2019, set the number of members of the Board of Directors at eleven (11).

Motion by John Igliazzi

Second by Ben Smith

All in favor

IV. Approve Minutes

RESOLVED, the AF Rhode Island Board of Directors hereby approves the meeting minutes from October 7, 2019.

Motion by John Igliazzi

Second by Percy Ballah

All in favor

V. Reports and Business

A. Principal Report

Kevin Lohela gave a report on AF Illuminar Elementary School. Attendance is 98 percent, student attrition is 0%, suspensions are very low and teacher retention is very high. Org health results are the strongest they have ever been and student achievement, based on RICAS and interim assessments, is strong.

Andrew Walker, principal of AF Illuminar Middle School, gave a report about school culture, the focus on belonging (both scholars and teachers), and the ways in which the schools proactively address student concerns.

Aja Davis was sick and was unable to attend the meeting.

Ashia Parks, principal of AF Providence Middle School, began her report by addressing issues of school culture, especially those named during public comment. The school is not currently meeting her vision of excellence nor is she surprised by the public comments.. She expressed the desire for partnership with families and for support from the network

The board asked whether there was a way in which they could help. Ms. Parks said she welcomed help and support and invited the board to the town hall meeting in January with families.

B. Treasurer Report

Ben Smith shared that, on an operating basis, the four schools are in good financial shape.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the financial report as presented.

Motion by John Igliazzi

Second by Soraida Morales

All in favor

The philanthropy need for AF Rhode Island this fiscal year is \$1.2MM and the two resolutions before the board would reduce the current year philanthropy by \$500K by using board designated reserves. The balance sheet will be used in the short term while AF builds a reliable donor base in Rhode Island. Board

members expressed their appreciation for having this discussion so early in the fiscal year and want to revisit at the next board meeting, scheduled for February 5, 2020. John Iglizzi made a motion to postpone voting on the following two resolutions until the next board meeting. Seconded by Percy Ballah. All in favor.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the budget amendment, as presented in Request 1 of the Executive Summary of the Financial Materials.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the requested use of board designated reserves, as presented in Request 2 of the Executive Summary of the Financial Materials.

C. Board Chair Report

Andrea Summers, Regional Director of Operations, gave an overview of the Wellness Policy which lays out the importance of healthy food. It was approved by RIDE and requires approval by the board. This is the first year the board is approving this policy because AFRI is now a School Food Authority.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the Wellness Policy as presented.

Motion by John Iglizzi

Second by Soraida Morales

All in favor

Elizabeth Winangun shared that the operations team at AF Illuminar Middle School would like the opportunity to serve as truancy officers, as they are most close to the attendance process.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the following individuals to serve as Truancy Officers to serve in an authorized capacity on behalf of the scholars of AF Rhode Island.

Katya Rodriguez, MEd - Student Services Manager

Ruby Lazo, MEd - Office Coordinator

Ezra Gonzalez, MEd – Director of School Operations

Motion by John Iglizzi

Second by Percy Ballah

All in favor

VI. Adjourn

The meeting was adjourned at 7:50 pm by Ben Smith.

Motion by Percy Ballah

Seconded by Robert Luciano

All in favor



Achievement First Rhode Island Board of Directors

370 Hartford Ave, Providence
Wednesday, February 5, 2020
5:30 pm

Call to Order

Public Comment

Approve Minutes

Elect New Director and Set Number of Directors

Reports and Business

- ✓ **Principal Reports**
- ✓ **Treasurer Report**
 - Approve financial report
 - Approve budget amendment
 - Approve use of board designated reserve
 - Accept audited financial statements
- ✓ **Executive Session: Principal Interview for new AF Rhode Island Elementary School**
- ✓ **Approve Principal**
- ✓ **External Relations Update**

Adjourn



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**Achievement First Rhode Island
Board of Directors**

370 Hartford Avenue, Providence

Wednesday, February 5, 2020

5:30 pm

I. Call to Order & Attendance

The meeting was called to order at 5:38 pm by Maryellen Butke. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Jorge Elorza, AFRI Board - No

Ben Smith, AFRI Board - Yes

Reshma Singh, AFRI Board - No

John Igliazzi, AFRI Board - No

Soraida Morales, AFRI Board - Yes

Macky McCleary, AFRI Board - No

Maryellen Butke, AFRI Board - Yes

James Wiley, AFRI Board - Yes

Robert Luciano, AFRI Board - No

Percy Ballah, AFRI Board - Yes

Jorge Cardenas, AFRI Board - Yes

Mayor Charles Lombardi, AFRI Board - Yes

Victor De La Paz, AF Network Support - Yes

Dacia Toll, AF Network Support - Yes (phone)

Sarah Blanton, AF Network Support - Yes

Ken Paul, AF Network Support - Yes (phone)

Elizabeth Winangun, AF Network Support - Yes

II. Open session for public comment

Representatives from the bus company made brief comments.

III. Elect New Director and Set Number of Directors

RESOLVED, the AF Rhode Island Board of Directors hereby elects Mayor Charles Lombardi to the Board of Directors for a one year term, ending June 30, 2020, and does, effective February 5, 2020, set the number of members of the Board of Directors at twelve (12).

Motion by James Wiley

Seconded by Ben Smith

All in favor

IV. Reports and Discussion

A. Principal Reports

Kevin Lohela gave a brief report on the success of Illuminar. He talked about his excitement about Mindy Rice, the AF Illuminar Academic Dean, who has helped the school get some of its very strong results.

Aja Davis, AF Providence Elementary School Principal, Ashia Parks, AF Providence Middle School Principal, and Andrew Walker, AF Illuminar Middle School Principal, each gave academic and school culture updates on their schools.

B. Treasurer Report

Victor De La Paz, AF Chief Financial Officer, was present at the meeting and led a discussion about the financials.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the financial report as presented.

Motion by James Wiley

Second by Percy Ballah

All in favor

Victor De La Paz explained the following two resolutions. Resolution 1 addresses a budget revision to the revenue. If the resolution is passed, the budget will be revised. The second request is for a request to use the board designated reserves for an allowable use.

Ben Smith reminded the board that during the budget approval process in spring 2019, AF flagged that there would be a budget reduction request and this is that request.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the budget amendment, as presented in Request 1 of the Executive Summary of the Financial Materials.

[Request 1: In this memo we are asking the AF Providence board to amend the current year revenue budget downwards to reflect an excess philanthropy grant (Private Revenues provided by AF) that was awarded in fiscal year 2019 in the amount of \$184,014. Please see the accompanying reconciliation of prior year results showing that AFRI did not need a \$300,000 grant award and note that AF is only requesting a reduction equivalent to ~60% of the over-payment. Depending on other operating results, this may impact net income in the current fiscal year negatively, and the strength of the balance sheet (cash and net assets) would be used to offset the loss. On an audited basis, AFRI had \$3.26M of cash and \$2.34M of net assets per the audited financial statements on June 30, 2019.]

Motion by James Wiley

Seconded by Ben Smith

All in favor

RESOLVED, the AF Rhode Island Board of Directors hereby approves the requested use of

board designated reserves as presented in Request 2 of the Executive Summary of the Financial Materials.

[Request 2: In addition, we are requesting that board designated reserves be utilized in this current fiscal year for purposes allowed in the board policy in the amount of \$315,986. The AF Providence schools remain in a growth phase, and the addition of a second site this year has placed additional burden on the philanthropy challenge in the region. As a reference point, last year's philanthropy need was \$402,579, and this year it is \$1,266,001. After these two amendments, the philanthropic need for this year will be \$766,001 on a budgeted basis, which still represents a significant YOY increase. As the board knows, we have a limited philanthropic base in RI (less than \$100,000 of the ~ \$400,000 we raised last year came from RI donors), although we are working to build it. Currently, most of the philanthropy we use for our RI schools comes from NY and CT donors. This request would have an impact to net assets as well, in the amount of \$315,986 to the downside.]

Motion by James Wiley
Seconded by Soraida Morales
All in favor

Following the financial report, Ben Smith needed to leave the meeting which meant the board lost quorum and did not conduct any board business. Shortly thereafter, Mayor Lombardi needed to depart.

C. Executive Session - Principal Interview for new AF Rhode Island Elementary School

The remaining members of the board had a discussion with Mindy Rice, the principal candidate for AF Rhode Island Elementary School #3.

D. Approve Principal

The board did not have quorum and did not approve the principal. Sarah Blanton will work to schedule a follow up meeting to handle the unfinished board business from this agenda.

E. External Relations Update

Elizabeth Winangun briefly presented the remaining board members with an update.

V. Adjourn

With no additional business, and no quorum, the remaining directors decided to adjourn the meeting.



Achievement **First**

**Achievement First Rhode Island
Board of Directors**

25 Dorrance St, Providence
Friday, March 6, 2020
4:00 pm

Call to Order

Public Comment

Reports and Business

- ✓ Approve minutes
- ✓ Accept audited financial statements
- ✓ Approve principal

Adjourn



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**Achievement First Rhode Island
Board of Directors**

370 Hartford Avenue, Providence

Friday, March 6, 2020, 4:00 pm

I. Call to Order and Attendance

The meeting was called to order at 4:17 pm by Mayor Jorge Elorza. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Jorge Elorza, AFRI Board - Yes

Ben Smith, AFRI Board - Yes

Reshma Singh, AFRI Board - No

John Iglizzi, AFRI Board - No

Soraida Morales, AFRI Board - No

Macky McCleary, AFRI Board - No

Maryellen Butke, AFRI Board - Yes

James Wiley, AFRI Board - Yes

Robert Luciano, AFRI Board - Yes

Percy Ballah, AFRI Board - Yes

Jorge Cardenas, AFRI Board - Yes

Mayor Charles Lombardi, AFRI Board - No

Sarah Blanton, AF Network Support - Yes (phone)

II. Open session for public comment

There was no public comment.

III. Reports and Business

A. Approve Minutes

RESOLVED, the AF Rhode Island Board of Directors hereby approves the meeting minutes from February 5, 2020.

Motion by Ben Smith

Seconded by Maryellen Butke

All in favor

B. Accept Audited Financial Statements

RESOLVED, the AF Rhode Island 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 Robert Luciano

Seconded by James Wiley

All in favor

C. Approve Principal

The board had a discussion about their positive impressions of Mindy Rice based on the conversation with her at the prior board meeting on February 5, 2020.

RESOLVED, the AF Rhode Island Board of Trustees hereby accepts Achievement First's nomination of Mindy Rice as principal of Achievement First Rhode Island Elementary School #3 effective July 1, 2020.

Motion by Maryellen Butke
Seconded by Jorge Cardenas
All in favor

IV. Adjourn

The meeting was adjourned at 4:31 pm by Mayor Jorge Elorza

Motion by Maryellen Butke
Seconded by James Wiley
All in favor



AF Rhode Island Board of Directors

Zoom meeting
Tuesday, April 28, 2020
1:00 pm

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



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**Achievement First Rhode Island
Board of Directors**

Zoom Video Conference

Tuesday, April 28, 2020, 1:00 pm

I. Call to Order and Attendance

The meeting was called to order at 1:08 pm by Maryellen Butke. The following board members, constituting a quorum, and Achievement First staff were in attendance by video conference:

Jorge Elorza, AFRI Board - No

Ben Smith, AFRI Board - Yes

Reshma Singh, AFRI Board - Yes

John Igliazzi, AFRI Board - No

Soraida Morales, AFRI Board - Yes

Macky McCleary, AFRI Board - Yes

Maryellen Butke, AFRI Board - Yes

James Wiley, AFRI Board - Yes

Robert Luciano, AFRI Board - No

Percy Ballah, AFRI Board - Yes

Jorge Cardenas, AFRI Board - Yes

Mayor Charles Lombardi, AFRI Board - No

Elizabeth Winangun, AF Network Support - Yes

Sarah Blanton, AF Network Support - Yes

II. Open session for public comment

There was no public comment.

II. Authorize Acceptance of SBA Backed Payroll Protection Program Loan

Victor De La Paz, AF's CFO, gave an overview of the federal PPP loan for which AF Rhode Island has been approved through Washington Trust

The CARES stimulus package authorized support on a first come first served basis and AF Rhode Island received an award in the amount of \$2.3MM. At best, this will be a fully forgivable loan.

At worst, it will be a 1% interest loan over a 24 month period.

- The loan is based on employment (209 employees on payroll).
- 75% of that loan must be for payroll costs and the first payment would be due in six months.

The board asked questions of Mr. De La Paz about some of the specifics of the loan and the ways in which it can be spent. The board had a discussion about education revenue this year, next year, related risks, community needs and the impact of this loan.

We, the undersigned, being the directors of AF Rhode Island, a Rhode Island non-profit corporation with a principal office located in Providence, Rhode Island ("the Board"), in

accordance with the bylaws and laws of the State of Rhode Island 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 Achievement First Chief Financial Officer, Victor De La Paz, 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 AF Rhode Island, 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 Bylaws of this Board.

Motion by Macky McCleary

Seconded by Reshma Singh

All in favor

III. Adjourn

The meeting was unanimously adjourned at 1:34 pm by Maryellen Butke. Motion by Ben Smith. Seconded by Percy Ballah.



AF Rhode Island Board of Directors

Zoom meeting
Tuesday, May 19, 2020
5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Reports and Business
 - a. Principal Reports
 - b. Facilities Discussion and Possible Action related to the due diligence for the future AF Rhode Island High School
 - c. Board Chair Report
 - i. Approve AF Providence Middle School Principal
 - ii. Re-elect Directors
 - d. Treasurer Report
 - i. Discussion and Possible Action related to the Board Designated Reserves
 - ii. Approve Financial Report
 - iii. Approve FY21 Budget
 - iv. Re-hire CohnReznick
- V. Adjourn



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Achievement First Rhode Island Board of Directors Retreat

May 19, 2020, 5:30 pm
Zoom Video Conference

I. Call to Order & Attendance

The meeting was unofficially to order at 5:36 pm by Mayor Jorge Elorza to begin discussions despite not initially having quorum. The following attendance of board members and Achievement First Staff represents all who were in attendance for at least some part of the meeting:

Jorge Elorza, AFRI Board - Yes	Jesse Balis Harris, AF Network Support
Macky McCleary, AFRI Board - Yes	Aja Davis, AFRI School Leadership
Reshma Singh, AFRI Board - Yes	Andrew Walker, AFRI School Leadership
John Igliazzi, AFRI Board - No	Kevin Lohela, AFRI School Leadership
Soraida Morales, AFRI Board - No	Mindy Rice, AFRI School Leadership
Ben Smith, AFRI Board - Yes	Salvador Pellerano, AFRI School Leadership
Maryellen Butke, AFRI Board - Yes	Christien Laible, AFRI School Leadership
James Wiley, AFRI Board - Yes	Cassidy McKee, AF Network Support
Percy Ballah, AFRI Board - Yes	Sarah Blanton, AF Network Support
Jorge Cardenas, AFRI Board - No	Ken Paul, AF Network Support - Yes

Public: Jillian Fain

Mr. Kevin Lohela spoke about how AF Illuminar Elementary School is taking an individualized approach to working with families. They are creating multiple opportunities and formats for families to give feedback. 97% of families shared that they feel positive about the distance learning program. And, while much of the feedback showed appreciation for the consistency of math and ELA, parents also expressed the desire for it to not to feel stale. Mr. Lohela shared that teachers responded to that feedback by making lessons more creative including virtual field trips and science weather reports, for example.

Mr. Lohela said they are providing individualized support for scholars with paraprofessionals. They've worked to be creative about leveraging the knowledge, talents and creativity of staff, while being flexible about scheduling to ensure scholars continue to receive the services they need. Ms. Aja Davis, principal of AF Providence Elementary, added that some students are getting additional supports, with multiple personalized touch points per day, scaffolding, pulling back or adjusting assignments in any ways that the IEP specifies. She thanked AF's Team Special Services and how they have provided related services like speech or occupational therapy.

To address concerns among the students, Ms. Davis said they are using resources from Yale's RULER program and taking time on conferences to check in on how students are doing and feeling.

Mr. Lohela spoke about how they are taking care of the stresses and challenges that the adult team is

experiencing.

Ms. Davis applauded the operations team in how they got Chromebooks and mifis to scholars. In a recent staff survey, 100% of the staff at AF Providence Elementary responded positively that their principal, coach or someone at the school cares for them. One of AF's values is Care for the Whole Person and she is proud that her staff feel that way. Teacher retention is strong (85%) and she is fully hired for next year. She noted that AF has been phenomenal in supporting the schools. They are in the middle of a family survey and are working hard to get responses.

Sal Pellerano, Director of School Operations, spoke about the impact that the AF Team and Family Fund which is being raised by AF and disbursed directly to families who need urgent financial assistance. Approximately \$160K has been raised to date, and \$90K has been given out across the network. Some gifts have been one-off and others are recurring donations. Each gift is currently capped at \$500.

At this point in the meeting, Macky McCleary joined the Zoom Room and Mayor Elorza called the meeting officially to order (6:02 pm) with a quorum.

II. Public Comment

There was no public comment.

III. Approve Minutes

RESOLVED, the AF Rhode Island Board of Directors hereby approves the meeting minutes from March 6 and April 28, 2020.

Motion by Macky McCleary

Second by Maryellen Butke

All in favor

IV. Reports and Business

Mindy Rice, who will be principal of AF Promesa Elementary School, thanked the board and expressed her gratitude for approving her. She has hired her leadership and 26 of 28 staff members for next year some of whom are coming from AF Illuminar and AF Providence Elementary Schools. She's excited about the diversity of her staff – 40% identify as Black, Latino, multiracial, six are AF parents and there are several men on the team which is not typical for an elementary school.

A. Facilities Discussion and Possible Action related to the due diligence for the future AF Rhode Island HS

Cassidy McKee introduced David Sweeny, AF's new VP of Facilities. AF Rhode Island will have high school students in 2021 and will need a building to house the high school starting in 2022. There are currently two building opportunities that AF is exploring – one is in Providence and the other would be to expand the site at Garfield Ave. The AF Facilities team wishes to begin due diligence with test kits, site planning, and initial environmental work.

WHEREAS, the AF Rhode Island Board of Directors (the “Board”) approved expansion of the AF Rhode Island charter by opening a high school in the fall of 2022, pending approval by RIDE, at its meeting on September 29, 2016;

WHEREAS, the Rhode Island Department of Education approved the expansion at its meeting on December 20, 2016;

BE IT RESOLVED, that the Board approves the due diligence portion of the AF Rhode Island High School expansion project, as presented, for a cost not to exceed \$130,000.

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 execute such documents needed in order to effectuate the foregoing resolution.

Motion by Macky McCLeary
Seconded by Percy Ballah
All in favor

B. Board Chair Report

Mayor Elorza shared summer learning opportunities for Providence students. Without knowing the eventual financial impact of this pandemic, the Mayor is holding to his commitment to investments in youth, such as high quality summer camp, enrichment programs, summer jobs programs (serving 1500-1600 kids), and summer learning programs.

They have asked all service providers to come up with two plans: in-person and virtual. Summer camps can open in June but that is subject to change. The commitment to youth and education, however, remains and they will fight to preserve dollars in the next year’s budget.

The board discussed the principal candidate, Mr. Donovan Tracey, for AF Providence Middle School. They felt he was a strong candidate for a variety of reasons, especially his commitment to building strong relationships and his community engagement within and beyond AF. They noted the high leadership turnover at AF Providence Middle School, the challenges a new principal will face, and the way the board can support his success.

RESOLVED, the AF Rhode Island Board of Directors hereby accepts Achievement First’s nomination of Mr. Donovan Tracey as principal of Achievement First Providence Middle School effective July 1, 2020.

Motion by Maryellen Butke
Seconded by Ben Smith
All in favor

Mr. Donovan Tracey joined the Zoom Room following the approval and was congratulated by the board.

Sarah Blanton noted the resignation of Robert Luciano who expressed his gratitude and appreciation for the opportunity to serve on the board.

RESOLVED, the AF Rhode Island Board of Directors hereby ratifies the re-election of the following directors with a one year term ending June 30, 2021 and does, set the number of directors at eleven (11).

- Mayor Jorge Elorza
- Ben Smith
- Reshma Singh
- Maryellen Butke
- James Wiley
- Macky McCleary
- Percy Ballah
- Mayor Charles Lombardi
- Jorge Cardenas
- Soraida Morales
- John Igliazzi

Motion by Macky McCleary

Second by Percy Ballah

All in favor

Following the voting, Mayor Elorza noted Andrew Walker had joined the meeting and could give his principal report. Mayor Elorza had to leave the meeting and passed to Ben Smith to continue to lead the meeting.

Andrew Walker reflected, with gratitude, on his first year as principal of AF Illuminar Middle School. They've been working to provide the same high level of rigor and fun, despite not being in school. Family survey results have been very strong. They're doing regular town hall meetings ("Pastries with the Principal" continues), consistent check points with families, and strong interventions for scholars. They're working on virtual community events including an end of year expedition. They are almost fully hired for next year. He noted two mid-year departures and 100 percent retention of the teaching staff and leadership team.

Mr. Walker said that the Greenfield model helped support strong mindsets around valuing independence. They had operational systems already in place that supported remote learning, self-directed learning. Students already had Chromebooks. Thus, they were able to quickly pivot but despite being relatively well set up, remote learning is challenging so they sought to simplify the program for kids.

C. Treasurer Report

Victor De La Paz, AF CFO, joined the meeting and gave an overview of the budget process and considerations including an expectation for flat or decreased funding, philanthropy, and many unknowns (costs, transportation, cleaning, and equipment). AF is planning for different scenarios.

Mr. De La Paz spoke about the basis for which the PPP loan was applied for and approved.

The budget assumes flat funding but if revenues decline there are four levers to lean on:

- (1) a cushion from this year based on moderate savings (utilities, transportation, maintenance) despite the spending on technology,
- (2) stimulus funds: Title I and PPP, which is currently a loan,
- (3) balance sheet, which amounts to just under two months of operating expenses,
- (4) mid-year budget cuts.

While on May 19th, financials are stable, information is going to change and AF anticipates returning to the board with revisions to the budget at a later date.

RESOLVED, the AF Rhode Island Board of Directors hereby approves the financial report as presented.

Motion by Maryellen Butke
Seconded by Macky McCleary
All in favor

RESOLVED, the AF Rhode Island 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 Percy Ballah
Seconded by Reshma Singh
All in favor

RESOLVED, the AF Rhode Island Board of Directors hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2019-20 fiscal year.

Motion by Macky McCleary
Seconded by Reshma Singh
All in favor

V. Adjourn

The meeting was unanimously adjourned at 7:04 pm

Motion by Maryellen Butke
Seconded by Percy Ballah
All in favor