



## **AF Bridgeport Academy**

### **Board of Directors**

Zoom Video Conference

Tuesday, July 7, 2020

11:30 am

- I. Call to Order
- II. Public Comment
- III. Discussion and Election of New Director
- IV. Adjourn

### **Recommended Resolution**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby elects Dewey Loselle to serve as a Director with a three year term ending June 30, 2022.



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Brooklyn, NY 11201  
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370 Hartford Avenue  
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## **Achievement First Bridgeport Academy**

### **Board of Directors Meeting**

July 7, 2020, 11:30 am

Zoom Video Conference

#### **I. Call to Order & Attendance**

The meeting was called to order at 11:33 am by Dick Kalt. The following board members, constituting a quorum, and Achievement First Staff were in attendance:

Dick Kalt - Yes	Ruben Felipe - No
Marlene Macauda - Yes	Ebrima Jobe - Yes
Debra Hertz - Yes	Rajeev Lakra - Yes
Kimberly Bruce - Yes	
Michael Strambler - Yes	Sarah Blanton, AF Network Support

Public: Dewey Loselle

#### **II. Open Session for Public Comment**

There was no public comment.

#### **III. Discussion and Election of New Director**

The board had a discussion with prospective board member, Dewey Loselle, about his background and interest in education.

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby elects Dewey Loselle to serve as a Director with a three year term ending June 30, 2022.

Motion by Dick Kalt

Seconded by Marlene Macauda

All in favor

#### **IV. Adjourn**

The meeting was adjourned at 11:58 am by Dick Kalt.

Motion by Rajeev Lakra

Second by Michael Strambler

All in favor



## Achievement First Bridgeport Academy

### Board Meeting

Tuesday, July 14, 11:00 am  
Zoom Video Conference

#### Agenda

- I. Call to Order
- II. Discussion of Remote Learning and the Impact of COVID on Student Achievement
- III. Adjourn



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**Achievement First Bridgeport Academy**

**Board Meeting**

Tuesday, July 14, 2020, 11:00 am

Zoom Video Conference

**Board Members in Attendance:** Dick Kalt, Dewey Loselle, Rajeev Lakra, Debra Hertz, Kimberly Bruce

**Staff and Guests in Attendance:** Chi Tschang, Sarah Blanton, Ken Paul, Katie Rosa Moher

Sarah Blanton recorded the minutes. The meeting was called to order at 11:03 am.

NOTE: This was a joint meeting with all Achievement First school boards.

**1. Public Comment**

There was no public comment.

**2. Discussion on Remote Learning and the Impact of COVID on Student Achievement**

Regional Superintendent, Chi Tschang, led a discussion on Achievement First's remote learning platform and program from the spring 2020. He reviewed the design principals and basics of the remote learning plan, shared what worked well (strong attendance, student and family investment, consistency in family communication, cross-school collaboration, more frequent review/grading of student work) and what will continue when school begins again in the fall. He also reviewed what did not work well (learning loss, class sizes that were too large, instruction that was too procedural) and what AF is working to improve for the next school year.

While the comprehensive plan for school in the 2020-21 school year has not yet been determined, Mr. Tschang reviewed the basics of the hybrid learning plan

**3. Adjourn**

The meeting was adjourned at 12:10 pm.



## Achievement First Bridgeport Academy

### Board Meeting

Tuesday, July 28, 12:00 pm  
Zoom Video Conference

#### Agenda

- I. Call to Order
- II. Discussion of 2020-21 School Reopening Plan
- III. Adjourn



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**AF Bridgeport Academy  
Board Meeting**  
Tuesday, July 28, 2020, 12:00 pm  
Zoom Video Conference

**Board Members in Attendance:**

Dick Kalt, Mike Strambler, Rajeev Lakra, Marlene Macauda, Ruben Felipe, Dewey Loselle

**Staff and Guests in Attendance:** Dacia Toll, Sarah Blanton, Ken Paul, Katie Rosa Moher, Scot Kerr

Sarah Blanton recorded the minutes. The meeting was called to order at 12:04 pm.

NOTE: This was a joint meeting with all Achievement First school boards.

**1. Public Comment**

There was no public comment.

**2. Discussion of 2020-21 School Reopening Plan**

Dacia Toll reviewed the draft plans for the upcoming 2020-21 school year and engaged the board in a discussion about their feedback and questions, especially around the strength and vulnerabilities in the plans, how to address anxiety of staff about returning and how to support students and families who most need in-person school.

The draft plans are influenced by research from public health experts, guidance from local authorities, surveys of students, families and staff, and lessons from other districts around the world who have reopened.

Each of the plans begins with the following guiding principles:

1. Safety first
2. Family choice
3. Prioritize our youngest scholars
4. Flexibility
5. Strong socioemotional support
6. Strong student learning.

Under the AF draft plan, families will be able to choose whether they want their children to learn remotely or in-person and AF is committed to making both options excellent. In Rhode Island, the draft plans calls for kindergarten and first grade returning in person on August 31, with other grades starting remote on that date and returning for in-person on September 15. In Connecticut, all grades will start

remote on September 1 or 2 and in-person learning will be phased in starting on September 15. In New York, all grades will start remote on September 1 or 2 and in person will start no sooner than September 15.

Ms. Toll reviewed a sample schedule for in-person and remote, for elementary, middle and high school. She also reviewed the timeline for each state for gathering input on the plans, sharing them with families, collecting responses on whether they want in-person or remote, and school-specific follow up with families.

**3. Adjourn**

The meeting was adjourned at 1:41 pm.



**AF Bridgeport Academy  
Board of Directors  
Summer Retreat**

Zoom meeting  
Wednesday, August 12, 2020  
6:00 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Business
  - Board Chair Report
    - i. Review Annual Evaluation of Achievement First
    - ii. Complete Conflict of Interest Disclosure Statements
    - iii. Review and Approve Amended Amistad High School Cooperative Agreement
    - iv. Elect Leadership Slate
    - v. Committee Appointments
      - Amistad High School Committee
      - Finance Committee
      - Governance Committee
      - Principal Committee
      - Personnel Committee
  - Discussion with Regional Superintendents
- V. Adjourn



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**Achievement First Bridgeport Academy**

**Board of Directors Meeting**

August 12, 2020, 6:00 pm

Zoom Video Conference

**I. Call to Order and Attendance**

The meeting was called to order at 6:05 pm by Dick Kalt. The following board members, constituting a quorum, and Achievement First Staff were in attendance:

Dick Kalt - Yes

Rajeev Lakra - No

Marlene Macauda - Yes

Dewey Loselle - Yes

Debra Hertz - Yes

Kimberly Bruce - Yes

Christina Ellington, AF Network Support

Michael Strambler - Yes

Michael Hendricks, AF Network Support

Ruben Felipe – No

Sarah Blanton, AF Network Support

Ebrima Jobe - Yes

Ken Paul, AF Network Support

**II. Open Session for Public Comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the meeting minutes from the following dates: May 21, July 7, July 14, and July 28, 2020

Motion by Debra Hertz

Seconded by Marlene Macauda

All in favor

**IV. Discussion and Business**

The Amistad High School Cooperative Agreement is not ready for review and will be postponed until the next board meeting.

Board members received the CMO evaluation in advance of the meeting. Debra Hertz commented that she felt it was completed thoughtfully and accurately.

RESOLVED, the AF Bridgeport Academy Board of Directors hereby accepts the CMO evaluation completed by Dick Kalt and reviewed by the board.

Motion by Ebrima Jobe  
Second, Michael Strambler  
All in favor

Dick Kalt encouraged the board to review the conflict of interest policy and complete the conflict of interest disclosure statements and scan the completed copies to Sarah Blanton.

The board reviewed the proposed leadership slate.

RESOLVED, the AF Bridgeport Board of Directors hereby elects the following leadership slate for the 2020-21 fiscal year:

Dick Kalt, Chair  
Mike Strambler, Vice Chair  
Rajeev Lakra, Treasurer  
Marlene Macauda, Secretary  
Motion by Dewey Loselle  
Second by Ebrima Jobe  
All in favor

The board reviewed the committee appointments, as listed below.

- Executive Committee: Dick Kalt, Michael Strambler, Rajeev Lakra, Marlene Macauda
- Amistad Joint High School Committee: Dick Kalt, Michael Strambler, Kimberly Bruce
- Finance Committee: Rajeev Lakra, Dewey Loselle, Dick Kalt
- Governance Committee: Marlene Macauda, Dick Kalt, Debra Hertz
- Principal Committee: Debra Hertz, Ebrima Jobe, Michael Strambler
- Personnel Committee: Debra Hertz, Michael Strambler, Marlene Macauda

#### V. Regional Superintendent Report

Michael Hendricks joined the meeting and shared that the top priority is to get input and data from families with a plan to get no less than 85% of families responding. School will not open its doors before September 18<sup>th</sup>. It will begin remotely.

Christina Ellington reported that the data is showing that elementary school families want to go remote but the complete data will be available early next week.

For families who want to come back, Michael Hendricks said that we will guarantee two days a week because safety is paramount and we must follow CDC guidelines. If there are fewer than half of kids in a grade who want to come back, they can come four days a week. Whether a scholar is remote or in person, it will be the same instruction. The same would hold true for the

elementary school. Ms. Ellington spoke about repurposing space to create additional classrooms to make a fourth section in a grade level, removing furniture and creating the appropriate social distancing needs.

Right now, AF's plan is slightly different from our host district. There will be a continuous assessment of safety in determining a path forward. Busing remains a challenge but there is transportation for scholars. Classroom set up, which aligns with the CDC guidelines and meets or exceeds the State guidelines, is planned by the operations team. Teachers would be responsible for the day to day enforcement of mask wearing. Similar to a school uniform, it is an expectation to wear a mask.

Staff morale at the middle school is very positive and energized but at the same time staff are nervous about returning. There is a formal process for staff requesting accommodations but there are plenty of healthy staff members who are fearful. Ms. Ellington said that teachers are stressed both with the idea of returning to work and also juggling their own children's school schedules and figuring out how to manage it all. Also, it requires a different type of leadership. Staff need to know content and be able to do live instruction, remote instruction.

Families of the youngest scholars said that remote learning from the spring was challenging because of the video watching and packet completion. Knowing that the instruction will be live has made families more optimistic about remote learning.

If a family wishes to switch between remote and in-person, the switch to remote is always an option. If they wish to go from remote to in-person, there is a runway of a certain amount of time before they can begin again (one or two weeks).

#### VI. Adjourn

The meeting was adjourned at 7:00 pm by Dick Kalt.

Motion by Debra Hertz

Seconded by Marlene Macauda

All in favor



## **AF Bridgeport Academy Board of Directors**

Zoom Video Conference  
Thursday, September 17, 2020  
5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Business
  - a. Principal Reports
  - b. Joint High School Committee Report
  - c. Finance Committee Report
    - i. Budget Amendment
  - d. Board Chair Report
    - i. Amistad High School Cooperative Agreement
    - ii. Mask Policy
    - iii. Lead for Racial Equity Commitment
    - iv. Conflict of Interest Disclosure Statement
- V. Adjourn



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**Achievement First Bridgeport Academy**  
**Board of Directors Meeting**  
September 17, 2020, 5:30 pm  
Zoom Video Conference

**I. Call to Order and Attendance**

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

Dick Kalt - Yes	Samantha Lucky, AFBA School Leadership
Marlene Macauda - Yes	Petrina Hospedales, AFBA School Leadership
Debra Hertz - Yes	Annedrea Coleman, AFBA School Leadership
Kimberly Bruce - Yes	Domonique Marshall, AFBA School Leadership
Michael Strambler - Yes	Christina Ellington, AF Network Support
Ruben Felipe – Yes	Michael Hendricks, AF Network Support
Ebrima Jobe - Yes	Sarah Blanton, AF Network Support
Rajeev Lakra - Yes	Ken Paul, AF Network Support
Dewey Loselle - Yes	

**II. Open Session for Public Comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the meeting minutes from August 12, 2020.

Motion by Debra Hertz  
Seconded by Marlene Macauda  
All in favor

**IV. Discussion and Business**

**A. Principal Reports**

Ms. Samantha Lucky, AF Bridgeport Elementary School Principal, shared how the start of school has been going as the school is fully remote at this time. Attendance has been strong – last week averaged at 93% and today was 95%. Ms. Lucky has weekly town halls every Friday with families. Feedback from families was very positive about their experiences.

Ms. Lucky is giving a survey next week to get feedback from staff. Feedback from scholars about their experiences and their teachers has been positive.

32% of families are planning to come back for in-person instruction in October. There is a four day model, Monday – Thursday. The scholars who will be coming to school in-person will stay with the same teacher throughout the day.

Staff were invited to state their preferences for returning. Currently, 22 teachers will come back to teach in person. Ms. Lucky will review with each of the 22 teachers the safety protocol and hear their concerns.

Parents and teachers will express their preferences (in-person or remote) for each “chapter,” each of which is approximately six weeks long.

Petrina Hospedales, Director of School Operations, gave an overview of safety measures in the building including signs about social distancing, where it is safe to be, and where to walk. Ms. Hospedales reviewed teacher retention, which is strong. All teachers who are not certified have submitted their applications. They are looking to build a buffer in enrollment anticipating that some families may leave or move out of the area. The school is actively working on bringing in new families and has made offers to 24 new families.

Ms. Annedrea Coleman, AF Bridgeport Middle School principal, shared that the start of the school year is going well. The school is doing a lot of family outreach and hosted a virtual back to school night. They are planning a Latin Dancing and Trivia night. In addition to academics, they are offering enrichment and social-emotional learning (SEL) programs for scholars.

Ms. Coleman shared snapshots of different Zoom classes and the use of technology like Jamboard and Nearpod. She also shared quotes from comments and feedback from new teachers. New teachers have been paired with returning teachers as mentors.

Ms. Coleman shared the way in which she's ensuring that AF's Lead for Racial Equity core value is an active part of the work and development the staff is doing.

Pulse surveys for staff are given every 4-6 weeks. Ms. Coleman shared the initial results of the first pulse survey (up from last spring).

63% of families plan to remain remote and 24% wish to come in-person (four days) with no more than 15 scholars per advisory. All entrances to the school building will be used to support a different grade level. Breakfast and lunch will be delivered to classrooms. There are designated staff areas for work and breaks with extra classrooms used as teacher workspaces.

The school is still determining the number of staff who will return in person. All leadership team members and operations staff will be in the building.

Ms. Coleman reviewed teacher retention and certification. There is a plan in place for every teacher who is currently not certified to meet the deadline for certification. Attendance is 96% which exceeds the goal for September which Ms. Coleman credits to the operations team's hard work. Ms. Coleman reviewed enrollment and Domonique Marshall, Director of School Operations, noted that some families are opting for Bridgeport Public School which are already providing in-person instruction.

#### B. Finance Committee Report

Victor De La Paz reviewed the budget amendment presented to the board noting line items that have been eliminated due to changes as a result of COVID, as well as some line items which may be cut or reduced in the future.

Mr. De La Paz also reviewed the balance sheet which shows a strong cash position and the updates to the PPP loan.

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby approves the amended budget as recommended by the Finance Committee and prepared by Achievement First for the 2020-21 fiscal year.

Motion by Rajeev Lakra

Seconded by Dewey Loselle

All in favor

Ken Paul gave a brief philanthropy update noting the PCLB match challenge.

#### C. Joint High School Committee Report

Dick Kalt gave the Amistad Joint High School Committee Report. The target enrollment of Amistad High School is 700 students.

New teachers are paired with returning staff, in a mentoring relationship.

84% of families will continue with remote instruction for the six weeks following the reopening (10/5). All scholars have Chromebooks and MiFis. Mr. Obas, Amistad High School principal, shared lessons learned from last year's remote instruction and the ways they have made improvements both around instruction and operations.

The college counselors are meeting with seniors as they work towards college application deadlines. Professional development for teachers and special education services are continuing without disruption.

The board discussed the two AP science classes that are not offered this year, the approach to special education and the overall class sizes of the remote classes.

#### D. Board Chair Report

Dick Kalt reviewed the following resolutions.

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby renews the updated Cooperative Arrangement Agreement by and between Achievement First Bridgeport Academy, Amistad Academy and Elm City College Preparatory for a term to commence July 1, 2020 and end on June 30, 2025.

Motion by Dick Kalt

Seconded by Marlene Macauda

All in favor

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby approves the facial covering (mask) policy as presented by Achievement First.

Motion by Dick Kalt

Seconded by Michael Strambler

All in favor

The board had a discussion about the Lead for Racial Equity commitment that the board is considering adopting. The board supported a redrafting of a resolution that addresses the nuance and complexity of bigotry and discrimination beyond anti-racism. Michael Strambler shared a letter with the board of his thoughts (Exhibit A) and reservations about the recommended resolution. He noted the lack of specificity of the definition of a) the terminology in the resolution, specifically anti-racism, and b) the goals and outcomes associated with the proposal.

Debra Hertz made a motion not to support the Lead for Racial Equity resolution as presented. Marlene Macauda seconds the motion to reject the recommended resolution. The board unanimously supported the rejection.

The board requested that the resolution be rewritten incorporating the board's feedback. Ruben Felipe thanked Mike Strambler for his leadership in guiding the discussion with his

original letter and thoughtful comments during the meeting.

Dick Kalt reminded the board to submit their conflict of interest disclosure statements.

V. Adjourn

The meeting was adjourned at 8:04 pm by Dick Kalt.

Motion by Rajeev Lakra

Seconded by Marlene Macauda

All in favor



**AF Bridgeport  
Board of Directors**

Zoom meeting

Thursday, November 5, 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
- Board Chair Report
- Treasurer Report
  - i. Approve Financial Report
- Introduction to AF President, Rich Buery

V. Adjourn



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**Achievement First Bridgeport Academy**  
**Board of Directors Meeting**  
November 5, 2020, 5:30 pm  
Zoom Video Conference

**I. Call to Order and Attendance**

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

Dick Kalt - Yes	Samantha Lucky, AFBA School Leadership
Marlene Macauda - No	Petrina Hospedales, AFBA School Leadership
Debra Hertz - Yes	Domonique Marshall, AFBA School Leadership
Kimberly Bruce - No	Christina Ellington, AF Network Support
Michael Strambler - Yes	Michael Hendricks, AF Network Support
Ruben Felipe – Yes	Sarah Blanton, AF Network Support
Ebrima Jobe - No	Ken Paul, AF Network Support
Rajeev Lakra - Yes	Dacia Toll, AF Network Support
Dewey Loselle - Yes	Richard Buery, AF Network Support

**II. Open Session for Public Comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the meeting minutes from September 17, 2020.

Motion by Debra Hertz

Seconded by Dewey Loselle

All in favor

**IV. Discussion and Business**

**A. Principal Reports**

Ms. Samantha Lucky, principal of AF Bridgeport Elementary School, updated the board on the decision to go remote until December 7<sup>th</sup>.

While the priority is still for the students to feel safe and happy, they are also focused on ensuring kids are doing high quality work. The pulse survey of students had an 87% response rate and despite the challenges of hybrid instruction, kids were feeling good about their experience. There will be a family survey in the next week so Ms. Lucky will have a better sense

of how AFBA Elementary School families are feeling.

She shared quotes from staff about their satisfaction with the leadership team.

The board discussed attrition data which is largely because of families leaving the area, especially in kindergarten. Backfilling allowed for the enrollment number to remain steady.

Michael Hendricks, regional superintendent, provided the update for AF Bridgeport Middle. Student and staff safety is the top priority and they feel on track there. All social distancing guidelines and PPE equipment is in place.

AF Bridgeport Middle School is focused on creating a positive classroom culture where kids feel seen and loved and investment is high. The school met its goals for student investment and work completion.

Mr. Hendricks shared student pulse survey results and in December there will be a formal survey. In three weeks there will be an organizational health survey for staff. They just hired a new science teacher and there have been no mid-year departures.

He shared that they are rethinking how to assess academics given all the changes students have been through. AF decided not to run its typical interim assessment (IA) in the fall. There are unit assessments in each class but the data is not normed across schools. There are summative assessments, reading assessments and mock exams for scholars.

#### B. Joint High School Committee Report

Dick Kalt shared that the high school has put safety as the top priority and they will be remote until December 7<sup>th</sup>.

Twenty eight students have applied to college already 22 of whom applied early decision.

Mr. Kalt shared some organizational health data.

#### C. Finance Committee Report

Mr. Rajeev Lakra noted that the schools are in a strong position financially. All three schools, AF Bridgeport Elementary, Middle and Amistad High School are either break even or at a slight surplus.

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby approves the financial report as presented.

Motion by Rajeev Lakra

Seconded by Mike Strambler

All in favor

**D. Introduction to Rich Buery**

Dacia Toll shared with the board her sentiments around her decision to depart after 21 years. She believes that this transition will be healthy and important for AF. There are advantages and disadvantages to having a founder led organization and Ms. Toll deeply believes this is what is best for the organization. She shared her hopes that Rich Buery, AF's current President, will be approved as the next CEO.

Mr. Rich Buery introduced himself and shared his background and engaged the board in a discussion about his leadership and the future of AF.

**V. Adjourn**

The meeting was adjourned at 7:01 pm by Mike Strambler.

Motion by Ruben Felipe

Seconded by Rajeev Lakra

All in favor



## **Joint Meeting of the Achievement First School Boards of Directors**

**Amistad Academy, Elm City College Preparatory,  
AF Bridgeport Academy, AF Hartford Academy,  
AF Brooklyn and AF Rhode Island**

Zoom meeting

Wednesday, January 20, 2021

5:30 pm

- I. Call to Order
- II. Presentation and Discussion of AF Vision Process
  - a. Vision Process Overview
  - b. Deep Dive on Graduate Aims
- III. Adjourn to individual board meeting



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**AF Bridgeport  
Board of Directors**  
Zoom meeting  
Wednesday, January 20

- IV. Call to Order following 15 minute break
- V. Public Comment
- VI. Approve Minutes
- VII. Discussion and Business
  - Board Chair Report
    - i. Elect Teacher Representative
  - Treasurer Report
    - i. Approve Financial Report
    - ii. Accept Audited Financial Statements
- VIII. Adjourn



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## **Joint Meeting of the Achievement First School Boards of Directors**

**Amistad Academy, Elm City College Preparatory,  
AF Bridgeport Academy, AF Hartford Academy,  
AF Brooklyn and AF Rhode Island**

Zoom meeting  
Wednesday, January 20, 2021  
5:30 – 7:00 pm

### **I. Call to Order and Attendance**

The meeting was called to order at 5:32 pm by Dick Ferguson, Elm City College Preparatory Board Chair. The following board members and Achievement First Staff were in attendance:

**Amistad Academy Board Members in Attendance:** Carolyn Greenspan, Lorraine Gibbons, Jane Levin, Ethan Tyminski, Patricia Sweet, Tyra Smallwood, Priyanka Junankar (Yale SOM Board Fellow)

**Elm City College Preparatory Board Members in Attendance:** Dick Ferguson, Laura Saverin, Patric Gregory, Stephanie Ma, Julia Halberstam, LaVonta Bryant, Nicola Fleischer (Yale SOM Board Fellow)

**AF Bridgeport Academy Board Members in Attendance:** Dick Kalt, Rajeev Lakra, Marlene Macauda, Debra Hertz, Ebrima Jobe, Mike Strambler, Kimberly Bruce, Dewey Loselle

**AF Hartford Academy Board Members in Attendance:** Patsy Mundy, Bildade Augustin, Ja Hannah, Alice Turner, Lisa Tanen-LaFontaine

**AF Rhode Island Board Members in Attendance:** Mayor Jorge Elorza, Reshma Singh, Ben Smith, James Wiley, Maryellen Butke

**AF Brooklyn Board Members in Attendance:** Deb Shanley, Romy Coquillette, Jon Atkeson, Kevin Miquelon, Chris Lynch, Warren Young, Will Robalino, Justin Cohen, Theresa Hayes

**Achievement First Staff:** Dacia Toll, Rich Buery, Sarah Blanton, Ken Paul, Katie Rosa Moher, Paul Astuto, Albert Pulido, Elise Major, Connor McGann, Jasmine Jeffers

**Public:** Genevive Walker, Peter Butler, Shalia Garnett, Tanesha Forman

### **II. Presentation and Discussion of AF Vision Process**

Mr. Rich Buery gave a presentation on AF's Vision Process. AF's goal is to bring a broad cross section of the AF community together to define a vision of excellence and create multi-year plan.

Following the presentation, the boards discussed what their dreams are for the AF graduates and the skills and mindsets they hope AF students develop. This discussion will help define the graduate aims which will inform the goals for the network and the strategic plan for the organization.

**III. Adjourn to individual meeting (15 minute break)**

The joint meeting was adjourned at 7:02 pm. Motion by Dick Kalt. Second by Dick Ferguson.

**Achievement First Bridgeport Academy**

**Board of Directors Meeting**

January 20, 2021, 7:15 pm

Zoom meeting

**IV. Call to order**

The AF Bridgeport Board meeting was called to order at 7:21 pm following a break from the joint meeting. The following directors, constituting a quorum, were in attendance: Dick Kalt, Debra Hertz, Marlene Macauda, Rajeev Lakra, Dewey Loselle, Mike Strambler, Shalia Garnett

Sarah Blanton recorded the minutes.

**V. Public Comment**

There was no public comment.

**VI. Approve Minutes**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the meeting minutes from November 5, 2020.

Motion by Debra Hertz

Seconded by Dewey Loselle

All in favor

**VII. Discussion and Business**

**A. Board Chair Report**

Dick Kalt updated the board on the Amistad Joint High School Committee meeting noting the strong organizational health results and early decision college acceptance results. Senior Signing Day is going to take place but is likely to be virtual.

The biggest challenge the high school is facing involves the number of students who are struggling academically and are disengaged from remote learning. The leadership team is working on strategies to engage students for the third and fourth quarter of the school year.

School is scheduled to reopen for hybrid learning on March 2<sup>nd</sup>. Special services are ongoing.

Dick Kalt introduced Shalia Garnett who was nominated by Ms. Samantha Lucky to serve as the teacher representative. Ms. Garnett shared her interest in serving on the board.

**RESOLVED**, the AF Bridgeport Academy Board of Directors elects Ms. Shalia Garnett to serve as a Teacher Representative with a three year term ending June 30, 2023 and does, effective January 20, 2021, set the number of members of the Board of Directors at ten (10).

Motion by Dick Kalt

Seconded by Debra Hertz

All in favor

#### **B. Treasurer Report**

Mr. Rajeev Lakra gave the treasurer report including the year to date financials, the FY20 audited financial statements and the status of the PPP loan.

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby approves the financial report as presented.

Motion by Debra Hertz

Seconded by Marlene Macauda

All in favor

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby accepts the report of the independent auditors CohnReznick prepared in relation to the fiscal year ending 6/30/20.

Motion by Debra Hertz

Seconded by Marlene Macauda

All in favor

#### **VIII. Adjourn**

The meeting was adjourned at 7:45 pm by Dick Kalt.

Motion by Debra Hertz

Seconded by Rajeev Lakra

All in favor



**AF Bridgeport  
Board of Directors**

Zoom meeting  
Thursday, March 18, 2021  
5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Business
  - Principal Reports
  - Joint High School Committee Report
  - Board Chair Report
    - i. Approve Healthy Food Certification
    - ii. Proposed Executive Session: Personnel discussion regarding principal renewal offers for 2021-22 school year
      - Approve principal renewal offers
  - Treasurer Report
    - i. Approve Financial Report
- V. Adjourn



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**Achievement First Bridgeport Academy**

**Board of Directors Meeting**

March 18, 2021, 5:30 pm

Zoom Video Conference

**I. Call to Order and Attendance**

The meeting was called to order at 7:07 pm by Dick Kalt. The following board members and Achievement First Staff were in attendance:

Dick Kalt - Yes

Rajeev Lakra – Yes

Marlene Macauda - No

Dewey Loselle - Yes

Debra Hertz - No

Shalia Garnett - Yes

Kimberly Bruce - Yes

Michael Strambler - Yes

Sarah Blanton, AF Network Support

Ruben Felipe – No

Ken Paul, AF Network Support

Ebrima Jobe – No

**II. Open Session for Public Comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the meeting minutes from January 20, 2021.

Motion by Dewey Loselle

Seconded by Rajeev Lakra

All in favor

**IV. Discussion and Business**

**A. Principal Reports**

The board did not have quorum when the principals were in attendance. The principals were not asked to return when the board achieved quorum.

**A. Treasurer Report**

The board reviewed the financial report.

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the financial report as presented.

Motion by Rajeev Lakra

Seconded by Michael Strambler

All in favor

B. Board Chair Report

RESOLVED, the AF Bridgeport Board of Directors has discussed the performance of the AF Bridgeport Academy Principals intending to return for the 2021-22 school year and the compensation package as proposed by Achievement First, and hereby approves the renewal of the following principals, with a final compensation package to be incorporated in the FY22 Budget to be reviewed and approved in May 2021:

- Samantha Lucky, Principal, AF Bridgeport Academy Elementary School
- Annedrea Coleman, Principal, AF Bridgeport Academy Middle School
- Simon Obas, Principal, Amistad High School

Motion by Dick Kalt

Seconded by Michael Strambler

All in favor

Each individual principal was approved individually and Rajeev Lakra abstained from the vote on the renewal offer for Simon Obas.

Pursuant to C.G.S. Section 10-215f, the board of education or governing authority 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 Connecticut State Department of Education, will comply with the Connecticut Nutrition Standards during the period of July 1, 2021, through June 30, 2022. 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 Dick Kalt

Seconded by Michael Strambler

All in favor

The board of education or governing authority will allow the sale to students of food items that do not meet the Connecticut Nutrition Standards 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 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 Rajeev Lakra

Seconded by Dewey Loselle

All in favor

#### C. Joint High School Committee Report

Dick Kalt gave the Amistad High School Committee report noting that, as of March 2, 2021, the high school is hosting students in person but there is no live instruction. Students come to the building and log into their Zoom classes.

Dr. Obas raised concerns about students' mental health and they are using a program on Google to catch certain search words used on school computers. The school social worker is following up with students individually.

Attendance is strong when students log on in the morning but engagement throughout the day has been inconsistent.

Mr. Kalt reported on college acceptances, summer internships and work with the 11<sup>th</sup> graders to plan for the college application process for senior year.

The board discussed questions that Mr. Kalt will follow up on.

#### III. Adjourn

The meeting was adjourned at 7:37 pm by Dick Kalt.

Motion by Rajeev Lakra

Seconded by Dewey Loselle

All in favor



## **AF Bridgeport Academy Board of Directors**

Zoom meeting  
May 12, 2021  
8:00 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and possible action related to capital improvements to the AF Bridgeport Middle School and Amistad High School Buildings
- V. Adjourn



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495 Blake Street  
New Haven, CT 06515  
203 773 3223

335 Adams Street, Suite 700  
Brooklyn, NY 11201  
718 623 2660

370 Hartford Avenue  
Providence, RI 02909  
401 347 1106 ext. 30610

**Achievement First Bridgeport Academy**

**Board of Directors Meeting**

May 12, 2021, 8:00 pm

Zoom Video Conference

**I. Call to Order and Attendance**

The meeting was called to order at 8:01 pm by Dick Kalt. The following board members and Achievement First Staff were in attendance:

Dick Kalt - Yes

Rajeev Lakra – Yes

Marlene Macauda - Yes

Dewey Loselle - Yes

Debra Hertz - Yes

Shalia Garnett - No

Kimberly Bruce - No

Michael Strambler - Yes

Sarah Blanton, AF Network Support

Ruben Felipe – Yes

Ketki Herale, AF Network Support

Ebrima Jobe – Yes

Eduardo del Valle, AF Network Support

**II. Open Session for Public Comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the meeting minutes from March 18, 2021.

Motion by Debra Hertz

Seconded by Rajeev Lakra

All in favor

**IV. Discussion and possible action related to capital improvements to the AF Bridgeport Middle School and Amistad High School Buildings**

Eduardo del Valle gave an overview of the proposed project, the financial context, the benefits of the solar panels and the educational component included in the proposal.

The proposal for AF Bridgeport Middle School also includes roof repairs. The solar vendor is responsible for delivering the warranty, including installation and penetration on the roof.

WHEREAS, the PPP Loan that AF Bridgeport Academy received during FY21, having been fully allocated to employee compensation, has created opportunities to invest additional funds in capital facility improvements, and

WHEREAS, deploying photovoltaic (solar panel) arrays on the rooftops of AF Bridgeport Academy Middle School, located at 529 Noble Ave, Bridgeport and Amistad High School, located at 580 Dixwell Ave, New Haven, is a capital improvement that will create annual cost savings on future utility expenses while also reducing the Amistad High School's carbon footprint,

BE IT RESOLVED, the AF Bridgeport Academy Board of Directors authorizes the aforementioned facilities improvement project for AF Bridgeport Middle School, as presented, and approves spending up to, but not in excess of, \$180K for the purposes of completing the project, and

BE IT RESOLVED, pending approval by the Amistad Academy Board of Directors and the Elm City College Preparatory Board of Directors, the AF Bridgeport Board of Directors authorizes the aforementioned facilities improvement project for Amistad High School, as presented, and approves spending up to, but not in excess of, \$120K for purposes of completing the project, and

BE IT FURTHER RESOLVED, Achievement First and its designee are, jointly and severally, authorized and directed, in the name of AF Bridgeport Academy, to take any and all actions and/or submit such documents needed to effectuate the foregoing resolution.

Motion by Rajeev Lakra

Seconded by Marlene Macauda

All in favor

V. Adjourn

The meeting was adjourned at 8:24 pm by Dick Kalt.

Motion by Marlene Macauda

Seconded by Debra Hertz

All in favor



**AF Bridgeport  
Board of Directors**

Zoom meeting  
Thursday, May 20, 2021  
5:30 pm

I. Call to Order

II. Public Comment

III. Approve Minutes

IV. Discussion and Business

- Principal Reports
- Joint High School Committee Report
- Board Chair Report
  - i. Vision Process Update
  - ii. Meet AF's new COO, Ms. Xanthe Jory
  - iii. Re-elect Directors
- Treasurer Report
  - i. Re-appoint Auditors
  - ii. Financial Report
  - iii. FY22 Budget
- New Business

V. Adjourn



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- Draft -

**Achievement First Bridgeport Academy**

**Board of Directors Meeting**

May 20, 2021, 5:30 pm

Zoom Video Conference

**I. Call to Order and Attendance**

The meeting was called to order at 5:35 pm by Dick Kalt. The following board members and Achievement First Staff were in attendance:

Dick Kalt - Yes	Samantha Lucky, AF School Leadership
Marlene Macauda - Yes	Annedrea Coleman, AF School Leadership
Debra Hertz - Yes	Christina Ellington, AF Network Support
Kimberly Bruce - Yes	Sarah Blanton, AF Network Support
Michael Strambler - Yes	Ken Paul, AF Network Support
Ruben Felipe – Yes	Neil Shah, AF Network Support
Ebrima Jobe – Yes	Xanthe Jory, AF Network Support
Rajeev Lakra - Yes	
Dewey Loselle - No	
Shalia Garnett - Yes	

**II. Open Session for Public Comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the AF Bridgeport Academy Board of Directors hereby approves the meeting minutes from May 12, 2021.

Motion by Debra Hertz

Seconded by Marlene Macauda

All in favor

**IV. Discussion and Business**

**A. Principal Reports**

Ms. Sam Lucky, AF Bridgeport Elementary School principal, began her report by discussing SBAC testing and the scholar pulse survey results which they feel good about. The annual talent show (virtual) is coming up tomorrow. They are busy planning end of year activities. All grades will participate in a drive through parade.

Ms. Lucky shared her excitement about their community garden, done in partnership with the Green Village Initiative which will include summer opportunities for families to plant. They also have new school colors and a new mascot – the panther!

She reviewed AF guidelines for the next school year. They are going back to in-person learning, five days a week with remote options for students with qualifying conditions. The leadership team will remain the same and staff retention is very high. Her priorities for next year are:

1. Safe and happy school culture,
2. Academic support and excellence for all.
3. Team and family community.

Ms. Lucky discussed strategies for addressing chronic absenteeism and attendance. The board discussed teacher/leader retention, parental engagement and student mental health.

Ms. Annedrea Coleman, AF Bridgeport Middle School principal, shared that they are currently in the middle of SBAC testing which has been both remote and in person. Students are going through end of year assessments which will be used to plan for next year.

She is feeling strong about planning for next year. They are looking forward to 8<sup>th</sup> grade graduation and the ways they are partnering with the elementary school on a Lead for Racial Equity workshop with an outside consultant.

They have a partnership with Great Oaks Foundation to provide tutoring next year. She shared her excitement about the solar panels on the building's roof and a more interactive science program.

Next year will be in person unless a scholar has a medical accommodation. The leadership team will welcome one new leader into the DSO seat when the current DSO moves to an AF school in Brooklyn. The incoming DSO has experience as a DSO at another school. 85% of staff are returning. Ms. Coleman's priorities for next year are:

1. Positive student experience
2. Strong reading program
3. Positive staff experience

#### B. Joint High School Committee Report

Dick Kalt gave the Amistad Joint High School Committee report from the May 12<sup>th</sup> meeting.

A majority of the staff will be returning next year and Principal Simon Obas feels strongly about the new staff who will join the team next year.

He shared the post-secondary plans of the senior class and the hard work of the college counselors. 96% of seniors have received at least one college acceptance but there are still many students who are figuring out their plans for next year.

Virtual Senior Signing Day will be June 3<sup>rd</sup> and graduation is June 24<sup>th</sup> in person. The last day of school for the senior class is May 21<sup>st</sup>.

AP exam results will be available in the summer but for now, because the school did not emphasize assessments over the course of the year, there is not a complete picture of academic performance.

The AFBA cohort at the high school is dropping by approximately 20 students next year.

#### C. Board Chair Report

Dick Kalt gave an update on the Vision Process which has included three Summits, thus far. He described the focus and outcomes of each Summit and encouraged board members to participate if possible.

There are three directors who need to be re-elected and Sarah Blanton explained the different lengths of time presented in the following resolution.

RESOLVED, the AF Bridgeport Academy Board of Directors hereby ratifies the re-election of the following directors:

Ms. Marlene Macauda, with a three year term ending June 30, 2024

Mr. Ebrima Jobe, with a two year term ending June 30, 2022

Ms. Kimberly Bruce, with a two year term ending June 30, 2023

Motion by Shalia Garnett

Seconded by Debra Hertz

All in favor

#### D. Treasurer Report

Rajeev Lakra, treasurer, gave the financial update. The cash position is strong and the schools are on budget. The proposed FY22 budget may be readjusted in the future but for now, the school budgets are based largely on the core AF model along with the COVID program which will include federal stimulus funds.

There is no update on the PPP loan forgiveness. Neil Shah noted the board will be asked to reappoint the audit firm, CohnReznick.

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2020-21 fiscal year.

Motion by Rajeev Lakra

Seconded by Mike Strambler

All in favor

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby approves the financial report as presented.

Motion by Marlene Macauda

Seconded by Ebrima Jobe

All in favor

**RESOLVED**, the AF Bridgeport Academy Board of Directors hereby approves the financial budget as prepared by Achievement First for the 2021-22 fiscal year.

Motion by Rajeev Lakra

Seconded by Marlene Macauda

All in favor

Prior to the conclusion of the meeting, Ms. Xanthe Jory, AF's new Chief Operating Officer, introduced herself. Her background is in education, having founded and led a charter school in the Bronx and she also worked at the NYC Department of Education. She's excited to bring her school leadership experience and also her operations experience to this role. She spoke about areas where she plans to focus her attention in the near term, including enrollment and data systems.

V. Adjourn

There being no addition business before the board, meeting was adjourned at 6:47 pm by Dick Kalt.

Motion by Debra Hertz

Seconded by Marlene Macauda

All in favor

AF Bridgeport Academy  
Zoom Recordings

July 7, 2020

<https://vimeo.com/436144398/ba40f2c942>

July 14, 2020

<https://vimeo.com/438316563/d345070221>

July 28, 2020

<https://vimeo.com/442474169/d3d9a5e8ae>

August 12, 2020

<https://vimeo.com/447688890/2726ca2a49>

September 17, 2020

<https://vimeo.com/461498281/e641eef4a5>

November 5, 2020

<https://vimeo.com/476341063/5a9075a058>

January 20, 2021

<https://vimeo.com/504846033/fe53474ac2>

<https://vimeo.com/504164512/189a84fbb8>

March 18, 2021

<https://vimeo.com/526239456/9e32fff374>

May 12, 2021

<https://vimeo.com/548942241/ed32f31733>

May 20, 2021

<https://vimeo.com/555283123/49141bffdb>