

Achievement First Brooklyn Charter Schools

Board of Trustees Meeting

Tuesday, July 14, 11:00 am

Zoom Video Conference

Agenda

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



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Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Tuesday, July 14, 2020, 11:00 am
Zoom Video Conference

Board Members in Attendance:

Deb Shanley, Romy Coquillette, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Warren Young, Kevin Miquelon, Theresa Hayes, Jon Atkeson, Judith Jenkins

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 Brooklyn Charter Schools

Board of Trustees 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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Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Tuesday, July 28, 2020, 12:00 pm
Zoom Video Conference

Board Members in Attendance:

Deb Shanley, Romy Coquillette, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Warren Young, Kevin Miquelon, Theresa Hayes, Jon Atkeson

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.

Achievement First Brooklyn Charter Schools

Board of Trustees Meeting

Monday, August 3, 11:00 am

Zoom Video Conference

This board meeting is part of a series of summer presentations held jointly with other AF boards.

Agenda

- I. Call to Order
- II. Discussion of Principal Preparation and Placement
- III. Adjourn



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Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Monday, August 3, 2020
Zoom Video Conference

Board Members in Attendance: Deb Shanley, Romy Coquillette, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Kevin Miquelon, Judith Jenkins

Staff and Guests in Attendance: Hilary Cymrot, Sarah Blanton, Ken Paul, Katie Rosa Moher, Elise Major, Jasmine Jeffers

Sarah Blanton recorded the minutes. The meeting was called to order at 11:04 pm by Deb Shanley.

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

1. Discussion on Principal Preparation and Placement

Hilary Cymrot, Senior Director of Principal Placement, gave an overview of the Principal in Residence (PIR) program. The program's goal is to develop a deep, diverse bench of leaders who are truly ready to be principals, whom we can name early, so they can have a long runway to prepare to lead transformational schools.

She explained how her team undertook a learning agenda to identify what makes some principals successful and others not. The process began with identifying principals who did not sustain in their roles, principals who sustained with breakthrough results, and those who sustained with mid-level results. They then interview regional superintendents to assess strengths and liabilities, reviewed 360 feedback as deans then principals, and revised threshold competencies and interview modules based on that learning. The conclusions reveals that the strongest leaders were especially strong in people leadership, school culture, self-awareness and had a track record of success.

Ms. Cymrot then reviewed the growth and evolution of the program, citing data around efficacy, racial diversity and participation rates across the network and by geography.

2. Adjourn

The meeting was adjourned at 12:01 pm.

**Achievement First Brooklyn Charter Schools
Board of Trustees Meeting**
Thursday, August 20, 2020
Zoom Video Conference

Agenda

- 5:00 pm Call to order**
- 5:05 pm Public Comment**
- 5:10 pm Bridge Scholarship Update**
- 5:30 pm National Summer School Institute Discussion**
- 5:50 pm Real Estate Committee Update**
- 6:05 pm Reopening Update**
- 6:20 pm Executive Session – Discussion of principal candidate for the new AF Brooklyn high school (opening date 2021)**
- 6:30 pm Board Business**
- 6:45 pm Other Announcements**
- 7:00 pm Adjourn**



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Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Thursday, August 20, 2020
Zoom Video Conference

Board Members in Attendance: Deb Shanley, Romy Coquillette, Chris Lynch, Andy Hubbard, Amy Arthur Samuels, Kevin Miquelon, Alison Richardson, Justin Cohen, Judith Jenkins, Theresa Hayes, Jon Atkeson

Staff and Guests in Attendance: Amy Christie, Jasmine Daniels, Sarah Blanton, Ken Paul, Fatimah Barker, Dacia Toll, Maura Bonnani, Victor De La Paz

Sarah Blanton recorded the minutes. The meeting was called to order at 5:05 pm by Deb Shanley.

1. Public Comment

There was no public comment.

2. Bridge Scholarship Update

Jasmine Daniels and Amy Christie shared with the board the ways in which the college landscape is shifting and how that's impacting the financial aid packages for our alumni. AF anticipates having final numbers on Bridge Funding in October.

Amy Christie shared that they are seeing admissions offices working hard to maintain strong access and equity programs.

In order to receive the Bridge Funding, students submit revised bills and AF engages in an individualized review process to determine what is within the bounds of what we can support. Those conversations and that calculus are happening right now.

3. National Summer School Institute

The board tabled this discussion until the next meeting (October 1, 2020).

4. Real Estate Committee Update

The board entered executive session at 5:30 pm to discuss sensitive matters related to real estate. Motion by Kevin Miquelon. Seconded by Jon Atkeson. All in favor.

5. Executive Session – discussion of principal candidate for the new AF Brooklyn high school (opening 2021)

The board remained in executive session at 5:43 to discuss the principal candidate for the new AF Brooklyn High School. The board exited executive session at 5:54 pm.

6. Board Business

Deb Shanley reviewed the three resolutions before the board.

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from July 14, July 28 and August 3, 2020.

Motion by Romy Coquillette

Seconded by Chris Lynch

All in favor

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

Deb Shanley, Chair

Romy Coquillette, Vice Chair

Jon Atkeson, Treasurer

Motion by Justin Cohen

Seconded by Chris Lynch

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Ms. Nana Effah as principal, effective July 1, 2021, of the new Achievement First High School to open in August 2021.

Motion by Deb Shanley

Seconded by Alison Richardson

All in favor

7. Reopening Update

Dacia Toll updated the board on the plans to reopen AF Brooklyn schools. Kindergarten, fifth and 9th grades will start remote on September 1. All other grades will start remote on September 2. All schools will phase-in, in-person instruction for those who need it starting on Monday, October 5.

The board discussed the feedback from families around their decisions to keep their children home for remote learning instead of going in-person. Many families have been directly impacted by COVID, there are concerns about transportation and shared space in DOE buildings, and there is a general sense of fear and concern. AF is working on upgrading safety protocols in our facilities, but it is challenging in DOE buildings.

This work on remote learning/reopening is happening concurrently with our Lead for Racial Equity work. Dacia Toll and Fatimah Barker shared feedback AF has received from our alumni who have gathered in a series of town halls. Much of the feedback was around school culture and discipline, the emphasis on college as the primary marker for how AF defines success, the role of student voice and the diversity of the teaching staff.

8. Additional Updates

Deb Shanley updated the board that the AF Voyager renewal application was submitted and we are awaiting guidance from SUNY on the virtual site visit.

9. Adjourn

It was unanimously decided to adjourn the meeting at 6:46 pm.

Motion by Jon Atkeson



**Achievement First Brooklyn Charter Schools
Board of Trustees
Special Meeting**
Thursday, September 10, 2020
Zoom Video Conference

Agenda

- I. Call to order**
- II. Public Comment**
- III. Discussion and Possible Action Regarding AF Brooklyn Reopening**
- IV. Adjourn**



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370 Hartford Avenue
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Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Thursday, September 10, 2020
Zoom Video Conference

Board Members in Attendance: Deb Shanley, Romy Coquillet, Amy Arthur Samuels, Warren Young, Chris Lynch, Kevin Miquelon, Theresa Hayes, Jon Atkeson, Judith Joseph Jenkins, Will Robalino, Andy Hubbard

Staff and Guests in Attendance: Sarah Blanton, Dacia Toll, Amelia Hanley, Rich Buery

Sarah Blanton recorded the minutes. The meeting was called to order at 6:04 pm by Deb Shanley.

1. Public Comment

There was no public comment.

2. School reopening

Dacia Toll introduced Amelia Hanley, co-VP of Operations before beginning a presentation including data from surveys to all AF Brooklyn families which show low rates of interest in in-person instruction in October. Of all the NY families, 17% want to be in-person but only 4% indicated that a continued remote delay would be a hardship.

Ms. Hanley shared that the operations team has been working since August to get buildings ready for scholars to return safely. The challenges are ventilation and bathrooms. The facilities and operations teams have plans in place to address these challenges but there is high concern that despite our willingness to plan, pay for, and do the work, the Department of Education (DOE) may not allow it. Fifteen of our seventeen locations are in DOE buildings.

Ms. Toll shared the plans of other charter management organizations and how AF is considering those options. In particular, AF ruled out shared learning centers because only two of our 17 locations would be usable and very few of the families who might need the shared learning centers are not on subway lines where our families live.

The three options AF is considering are

1. Stay the course with reopening on October 5
2. Delay until November 2
3. Delay until at least January 4, 2021

AF sought input from principals and directors of school operations and they were largely in favor of option 3. The DOE is not committing to providing busing and a vast majority of teachers and staff use public transportation to get to school.

AF's recommendation is to go with option 2 and announce now that we are delaying until at least November 2nd but also signal to families that this may get pushed back to January or later.

AF is planning several steps to support families including advocating for the DOE to open the "Learning Bridges" program for charter parents, cataloguing childcare options by neighborhood, and working with community based organizations to provide childcare.

The board discussed the options and recommendations considering the advantages and risks of reopening in November. The board unanimously supported AF's preference for delaying opening in person until at least November. They encouraged AF to consider whether the specific date should be the day before Election Day or November 9th.

3. Adjourn

It was unanimously decided to adjourn at 7:12 pm.

Motion by Justin Cohen

Seconded by Romy Coquillette

**Achievement First Brooklyn Charter Schools
Board of Trustees Meeting**
Thursday, October 1, 2020
Zoom Video Conference

Agenda

- 6:00 pm** **Call to order**
- 6:05 pm** **Public Comment**
- 6:15 pm** **Bridge Scholarship Update and Proposal**
- 6:45 pm** **Enrollment Updates**
- 7:00 pm** **Committee Reports**
- Facilities committee
 - Finance committee
- 7:15 pm** **National Summer School Institute (NSSI) Update and Proposal**
- 7:30 pm** **Board Business**
- Minutes
 - Bridge Funding
 - NSSI
 - Budget update
- 7:45 pm** **Other Announcements**
- 8:00 pm** **Adjourn**



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Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Thursday, October 1, 2020
Zoom Video Conference

Board Members in Attendance: Deb Shanley, Romy Coquillette, Jon Atkeson, Amy Arthur Samuels, Kevin Miquelon, Chris Lynch, Judith Joseph Jenkins, Andy Hubbard, Warren Young, Will Robalino

Staff and Guests in Attendance: Amy Christie, Sarah Blanton, Ken Paul, Eduardo Del Valle, Dacia Toll, Jasmine Daniels, Maura Bonnani, Victor De La Paz, Richard Buery

Sarah Blanton recorded the minutes. The meeting was called to order at 5:05 pm by Deb Shanley.

1. Public Comment

There was no public comment.

2. Bridge Scholarship Update

Amy Christie updated the board on the success of early decision results from the prior year and the improvement in Estimated College Completion (ECC) as a result of Bridge Funding. Ms. Christie shared some of the lessons learned from the first two years of the pilot program. AF anticipates fewer early decision applications will be submitted this fall because students could not visit campuses.

Dacia Toll thanked the board for their support of the program. She believes it has achieved strong results. The board has pushed AF to pursue private philanthropy.

Ms. Toll presented for consideration a private fundraising commitment of \$100K per cohort. Ken Paul shared that raising private philanthropy for Bridge Funding was always something he anticipated given the growing size of our network and graduating classes.

The board was supportive of AF launching a strategy to raise private philanthropy and shared some initial ideas especially around events and corporate support.

RESOLVED, the AF Brooklyn Board of Trustees hereby supports AF in exploring possibilities for private philanthropy to support the Bridge Scholarship.

Motion by Chris Lynch

Second by Warren Young

All in favor

Deb Shanley encouraged board members to participate and help think through fundraising possibilities.

3. Enrollment Update

Fatimah Barker shared enrollment data. Of the 23 schools in New York, 75% are in solid shape, meeting or exceeding their enrollment. Ms. Barker reviewed data and challenges facing schools that are currently under enrolled.

Today, AF launched the recruitment for next school year. This is the earliest AF has ever started this process. AF is using a robust digital marketing effort to recruit new families including a video about remote learning that we will send out widely.

Warren Young inquired about how we're engaging parents, as the board heard from the AF Voyager Elementary School parents that they would have wanted to be involved in helping to grow enrollment. Ms. Barker commented that many of the suggestions from parents have been incorporated into our strategies.

4. Committee Reports

Real Estate Committee: Victor De La Paz updated the board on AF Linden Middle School, the Queens expansion with elementary school #1, and space for high school #4. AF has decided that four high schools is the right number so feeder patterns will be reviewed to ensure those four high schools meet the needs of our rising eighth graders.

Finance Committee: Mr. De La Paz presented the budget revisions and noted that he anticipates there will be additional revisions over the course of this fiscal year. There are several budget line items that have been eliminated because of COVID and several others that are likely to be reduced or cut in the future.

5. National Summer School Institute (NSSI) Update and Proposal

Doug McCurry recapped the NSSI program which provided five weeks of strong instruction. The program came in over budget and AF is covering the gap with philanthropy and an additional ask for an allocation from budget surplus as a supplement the allocation given in May towards the program.

The board inquired about the amount of surplus from the spring which Victor shared as being nearly \$6M.

6. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from August 20 and September 10, 2020.

Motion by Romy Coquillette

Seconded by Andy Hubbard

All in favor

WHEREAS, AF Brooklyn Board of Trustees authorized an allocation of \$700K to support AF Brooklyn scholars' participation in the National Summer School Institute at its May 18, 2020 meeting, and

WHEREAS, Achievement First seeks additional funding of \$180K in FY21 from the AF New York budget surplus to supplement philanthropy used to cover the final expenses of the program,

RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes up to \$880K from any available AF New York budget surplus funds to support all AF Brooklyn scholars' participation in the NSSI.

BE IT FURTHER RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes Achievement First to take such actions to carry out the foregoing resolution.

Motion by Warren Young

Seconded by Amy Samuels

All in favor

RESOLVED, the AF Brooklyn 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 Chris Lynch

Seconded by Romy Coquillette

All in favor

7. Other Announcements

Deb Shanley asked the board to consider serving on the executive board. If interested, directors should reach out to her directly.

8. Adjourn

It was unanimously decided to adjourn the meeting at 8:18 pm.

Motion by Deb Shanley

Second by Romy Coquillette

All in favor

Achievement First Brooklyn Board of Trustees

Thursday, November 12, 2020

Zoom Video Conference

Agenda

- 6:00 pm Call to Order
- 6:05 pm Public Comment
- 6:10 pm Assessing Learning and Growth with Stephanie Keenoy, Chi Tschang and Amy D'Angelo
- 6:40 pm Committee Reports
- Finance Committee
 - Facilities Committee
- 7:00 pm Board Business
- Financial Report
 - FY20 Audited Financial Statements
 - Minutes
 - Family Handbook
 - School Safety Plan
- 7:15 pm CEO Transition Discussion with Dacia Toll and Rich Buery
- 8:00 pm Adjourn



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Achievement First (AF) Brooklyn Charter Schools
Board of Trustees Meeting
Thursday, November 12, 2020
Zoom Video Conference

Board Members in Attendance: Deb Shanley, Romy Coquillet, Jon Atkeson, Amy Arthur Samuels, Kevin Miquelon, Chris Lynch, Judith Joseph Jenkins, Andy Hubbard, Warren Young, Will Robalino, Justin Cohen

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Stephanie Keenoy, Amy D'Angelo, Chi Tschang, Dacia Toll, Richard Buery

Sarah Blanton recorded the minutes. The meeting was called to order at 6:05 pm by Deb Shanley.

1. Public Comment

There was no public comment.

2. Assessing Learning and Growth with Stephanie Keenoy, Chi Tschang and Amy D'Angelo

Stephanie Keenoy is AF's new Superintendent and is also serving as the elementary school academy lead. At all academy levels, measuring student growth and development is very different this year. Student experience, in elementary school, is being evaluated by students via monthly pulse surveys which ask questions like "my teacher likes me," "I like my teacher," and "someone at school cares about me." Twice per year there will be formal surveys.

Academic achievement is normally evaluated by way of interim assessments which are given two or three times per year. This year, students take bi-weekly reading and math quizzes. STEP/F&P (reading) will be given twice a year. In math, students will take a Math Growth Test in the middle of the year to assess whether students are making progress and determine what supports students will need, and then again at the end of the year. There are not likely to be state tests in NY.

94% of ES classrooms are scoring a three or higher on belief and belonging based on the AF essentials rubric (3+ represents proficiency in both academic and school culture). On the October pulse survey, 85% feel known, loved and are learning (up double digits from last year). Student experience data ranges from 82% - 89% which is tighter than in the past.

There is a big gap when it comes to gender. Boys are liking school and their teachers less than girls, in particular. This is the first year that we have sub-population data that we can examine and strategize around. Schools come up with action plans aligned to sub-population data.

Overall, attendance is 95%. There have been no suspensions or removals, not surprisingly, because schools have been remote. Attrition data is less than it has been in past years (0.5%). Teacher retention, as measured by mid-year departures, is at 3%.

In reading, 44% of kids are on track to being on grade level at the end of the year. Compared to last year, 57% were on grade level. The elementary school schedule has been modified to include small group reading every day, many are either one-on-one or one on two every day. All schools have a 30 minute intervention block each day. Based on data, schools are creating intervention groups and all schools have at least 30 minutes of intervention built into the schedule every day.

There is an hour-long humanities block that focuses on critical thinking, innovation and project based learning. There is a math block that is problem solving and kids are expected to solve problems in multiple ways. There is also a science block. AF is working hard on both getting kids to reading levels but also on critical thinking.

Chi Tschang, Regional Superintendent and Middle School Academy lead, grounded the discussion in the focus on classroom environment. They set goals around belief and belonging, student work submission, attendance and scholar investment.

- Goal Met: Student investment surveys. The schools are up approximately 15 percent in terms of how much students feel like they belong in school. The data suggests that students feel that classrooms are warm and positive.
- Goal Met: Students Attendance. Average daily attendance (measured in advisory in the morning) is 96.4% and the average across all academic subjects is 91% so schools are working to close that gap to increase attendance in each class over the course of the day.

AF Middle Schools did not meet the goal in student work completion (80%). The range between the highest and lowest schools are wide (55 – 84%).

Mr. Tschang reviewed areas where he feels that AF is struggling. Given the spring 2020 COVID slide, our students entered this year with severe learning loss. On top of that, we know that this year's learning loss is also concerning but we don't have enough reliable data to know how bad it might be. The board discussed with Mr. Tschang the issues around learning loss and remediation.

Amy D'Angelo, Regional Superintendent and High School Academy lead, shared headlines around what is working and not working at the high school level, as well as what is being done to address the challenges.

In terms of what is working well, Ms. D'Angelo shared that they chose to keep the rigor high with a combination of synchronous and asynchronous instruction. AP enrollment looks strong. Average daily attendance looks good (95%) but there is variability when looking course by course during the school day. Four of the five principals are in their first year and they are doing well. All schools are focusing on a

“building with not for” (highly collaborative processes) regarding remote learning and adapting the grading policy for the remote/hybrid context. Two of the three Brooklyn HS hit the goal of 80% passing all classes.

Challenges at the high school level include too many students failing classes at the end of the first quarter, period by period attendance and student engagement, and it is also challenging to get reliable clarity on learning given testing conditions, student investment. It’s hard to get clarity with tools we have.

What are we doing about it?

- Aligning network resources to really focus on how to support students who are struggling the most. One of the challenges is that there are many reasons for student struggles.
- Revising core program assumptions.
- Further modifying remote learning assumptions.

Ms. D’Angelo reviewed the revised academic assessment plan with the common AF high school assessments, AP exams, and mock Regents exams.

3. Committee Reports

Finance Committee: Jon Atkeson reported that the early days of this fiscal year are relatively positive, with a surplus on the updated budget. The finance committee met with the auditors and reviewed the clean audit. The finance committee is working on getting clarity on understanding the surplus to best make allocations.

It is unclear whether there will be a mid-year State budget adjustment that would impact per-pupil funding.

Real Estate Committee: Kevin Miquelon, updated the board on the progress made by the real estate committee. The lease for Pitkin Ave was signed. Civic Builders is the developer. Jon Atkeson added that the lease for the Queens school was also signed.

4. CEO Transition Update

Dacia Toll reflected on her decision to depart AF after 21 years. She feels it is the best for the organization. She truly believes that Rich Buery, AF’s current President, is the leader who can take AF into its next chapter.

Mr. Buery shared his gratitude to Dacia and the entire Achievement First community. Deb Shanley expressed her support of Mr. Buery.

5. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Jon Atkeson

Seconded by Warren Young

All in favor

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

Motion by Deb Shanley

Seconded by Andy Hubbard

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from October 1, 2020.

Motion by Deb Shanley

Seconded by Romy Coquillette

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the Family Handbook Addendum as presented in Exhibit A.

Motion by Deb Shanley

Seconded by Chris Lynch

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the school safety plan as presented in Exhibit B.

Motion by Jon Atkeson

Seconded by Warren Young

All in favor

Deb Shanley abstained

6. New Business

Ken Paul gave a philanthropy update including an update of a meeting with some members of the AF Brooklyn Board.

7. Adjourn

It was unanimously decided to adjourn the meeting at 8:08 pm.

Motion by Romy Coquillette

Second by Warren Young

All in favor

Achievement First Brooklyn Board of Trustees

Thursday, January 28, 2021, 6:00 PM

Zoom Video Conference

Agenda

- 6:00 pm Call to Order
- 6:05 pm Public Comment
- 6:15 pm Committee Reports
- Finance Committee
 - Facilities Committee
- 6:30 pm AF through College: Early Decision Update and Bridge Funding Update
- 7:00 pm Board Business
- Re-elect Director
 - Financial Report
 - Meeting Minutes
 - AF Voyager Middle School
 - Interim Principal Policy
- 7:20 pm Additional Updates
- Board recruitment
 - School reopening – March 9, 2021
- 7:30 pm Adjourn



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Achievement First (AF) Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, January 28, 2021

Zoom Video Conference

Board Members in Attendance: Deb Shanley, Romy Coquillette, Jon Atkeson, Warren Young, Andy Hubbard, Kevin Miquelon, Chris Lynch, Alison Richardson, Theresa Hayes, Will Robalino, Amy Samuels

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Dacia Toll, Amy Christie, Jasmine Daniels, Maura Bonanni

Sarah Blanton recorded the minutes. The meeting was called to order at 6:05 pm by Deb Shanley.

1. Public Comment

There was no public comment.

2. Committee Reports

Real Estate Committee: Eduardo del Valle updated the board on the current projects.

- Having closed the deal with Civic Builders for AF Linden MS, AF is currently in the process of selecting an architect for the building.
- AF is finalizing negotiations for incubator site in Bushwick for AF Ujima HS which would be a good space for the first three years.
- The work is ongoing for AF Queens ES #1 work is ongoing.

Finance Committee: Victor De La Paz shared the year to date financials through November (the most recent closed month) with AF Brooklyn schools. Enrollment, which drives revenue, is strong. Warren Young drew attention to the new schedule which shows how cash on hand is being earmarked for future expenses.

3. AF through College: Early Decision Update and Bridge Funding Update

Amy Christie updated the board on the early decision results from AF Brooklyn HS, AF University Prep, AF East Brooklyn HS. This year, almost every college was SAT optional which led to significant increases in the size of the applicant pool for early decision. Nonetheless, the team feels good about these results.

Ms. Christie gave a quick overview of Bridge Funding and the awards for the class of 2020. FAFSA is based on prior year taxes so the team anticipates having to work with colleges on the financial realities that our families may be currently facing because of COVID.

Dacia Toll praised the College Team for their hard work and the outstanding Early Decision results, as well as the board's commitment to Bridge Funding as a means to get kids into schools where they are more likely to persist.

AF will support Bridge Funding with philanthropy. There is a philanthropy line item in the Brooklyn budget. The board expressed support for allocating this philanthropy towards Bridge Funding. In addition to that amount, AF is committing to raising additional philanthropy for Bridge Funding.

4. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby earmarks up to \$250K of private revenue from the FY21 budget to be invested in the Bridge Funding program.

Motion by Jon Atkeson

Second by Warren Young

All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to article IV of its by-laws, hereby elects Theresa Hayes to serve an additional one-year term that shall expire on June 30, 2021.

Motion by Warren Young

Second by Romy Coquillette

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Deb Shanley

Second by Andy Hubbard

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from November 12, 2020.

Motion by Deb Shanley

Second by Jon Atkeson

All in favor

WHEREAS the Achievement First Brooklyn Board of Trustees has reviewed, considered and vetted the relevant facts and circumstances concerning the subject of these Resolutions;

BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees approves the plan to revise the enrollment plan of Achievement First Voyager Middle School to serve grades 6-8 beginning in the 2021-22 school year, subject to approval by the charter authorizer; and

RESOLVED FURTHER, that the Achievement First Brooklyn Board of Trustees hereby authorizes and directs Achievement First Network Support and the schools to take and carry out such action as required in connection with the foregoing Resolution.

Motion by Deb Shanley

Second by Alison Richardson

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby delegates to the Academic Committee the authority to consider and approve recommendations of individuals to serve in the role of interim principal for a period of time not to exceed six months; and make a recommendation to the full Board in the event that an interim principal shall serve for a period of time longer than six months.

Motion by Deb Shanley

Second by Romy Coquillette

All in favor

5. Additional Updates

Victor De La Paz shared that he is likely to be departing AF as CFO to pursue an opportunity to be the Chief Financial Officer for the Peace Corp under the Biden Harris administration.

Deb Shanley shared that she and Romy are working to identify strong candidates for the AF Brooklyn Board. She also reminded the board that schools plan to reopen on March 9th with hybrid learning. Rich Buery shared that reopening is a very challenging decision for teachers, leaders and families. AF is working very hard to ensure a safe reopen.

Ms. Shanley thanked all board members who were able to attend the joint meeting on January 20th to discuss AF's Vision Process.

6. Adjourn

It was unanimously decided to adjourn the meeting at 8:15 pm.

Motion by Warren Young

Second by Will Robalino

All in favor

Achievement First Brooklyn Board of Trustees

Thursday, 25, 2021, 6:00 pm
Zoom Video Conference

Agenda

- 6:00 pm Call to Order and Welcome
- 6:05 pm Public Comment
- 6:10 pm Discussion
- Leading for Racial Equity: Discussion with De-Lea Deane Allen, Chief Equity Officer
 - AF Summer Camp: Presentation and discussion with Marc Michaelson, Briana Mitchell and Josh Phillips
- 7:00 pm Committee Reports
- Finance Committee
 - Facilities Committee
 - Academic Committee
 - Proposed Executive Session: Personnel discussion regarding principal renewal offers for 2021-22 school year
- 7:45 pm Board Business
- Minutes
 - Financial Report
 - AF North Brooklyn Prep Elementary School Principal
 - Principal Renewal Offers
 - AF #11 Additional Planning Years
 - Enrollment Revisions
- 8:00 pm Additional Updates
- 8:05 pm Adjourn



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Achievement First (AF) Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, March 25, 2021, 6:00 pm
Zoom Video Conference

Board Members in Attendance: Deb Shanley, Romy Coquillette, Jon Atkeson, Justin Cohen, Amy Arthur Samuels, Judith Jenkins, Alison Richardson, Warren Young, Kevin Miquelon, Will Robalino

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Dacia Toll, Marc Michaelson, De-Lea Deane Allen, Briana Mitchell, Joshua Phillips, Faisal Jawaid, Neil Shah, Eduardo del Valle, Dacia Toll, Emma White, Jacquelyn Martel, Desiree Dalton, Tamika Bradley, Kelvin Spooner, Rhonda Barros, Jed Sunden

Sarah Blanton recorded the minutes. The meeting was called to order at 6:08 pm by Deb Shanley.

1. Public Comment

There was no public comment.

2. Discussion

Leading for Racial Equity: Discussion with De-Lea Deane Allen, Chief Equity Officer

Ms. De-Lea Deane-Allen gave a brief overview of the history of AF's commitment to diversity and inclusion, especially around retention and recruitment of teachers, staff and leaders. She shared the evolution, as AF shifted the values and mindsets, to where the schools are today with the current organizational values and priorities.

Ms. Deane-Allen spoke about AF's work on relationship building, talent practices, and aligning around an intentional strategy for outreach. She also addressed the way in which students are experiencing the changes and how teachers are trying to create, largely in a virtual world, a strong community and classrooms where students feel a sense of belonging.

This work also involves orienting leaders to be listeners with empathy and engaging with families to assess how they are experiencing the changes. AF has included families in the Vision Process and with selection processes for senior leaders such as the CEO, Chief of Staff and Superintendent.

AF Summer Camp: Presentation and discussion with Marc Michaelson, Briana Mitchell and Josh Phillips

Marc Michaelson introduced himself and gave an overview of the history of AF's efforts to offer summer camp. Change Summer is an organization that has partnered with Uncommon Schools and is now partnering with AF to provide a summer camp experience for our students.

Ms. Briana Mitchell is the camp director and shared the priorities for a safe and inclusive culture at summer camp which is intended to be at the University of Rhode Island, where the students would live in dorms, eat in dining halls and use the campus facilities and resources.

There will be two, 2-week sessions serving 500 rising 4th-9th graders this summer and 1000 next summer. Some of the counselors will be AF alumni and rising AF twelfth graders are eligible to be junior counselors.

Ms. Mitchell shared the COVID safety policies and procedures, as well as the financial projections.

3. Committee Reports

Finance Committee: Jon Atkeson gave an overview of the year to date financials which are in good shape, supported by strong enrollment and budget management. The cash position is healthy. The board discussed federal stimulus funds.

Real Estate Committee: Kevin Miquelon shared that there is good progress on AF Linden MS. Queens came in under budget. Dacia Toll and Emma White joined the meeting to update the board on some facilities and enrollment challenges facing our schools and how AF is working to be proactive in addressing the challenges.

AF is not opening HS #5 because that school would have had one feeder middle school which would not have been sustainable.

Ms. Toll reviewed the revised feeder patterns and the proposed changes. There are no changes to the feeder pattern for AF Brooklyn High School. The goal is to find a permanent location for AF Ujima HS that is close to the feeder middle schools with AF Aspire MS going to AF Ujima HS.

Emma White shared the student recruitment efforts the team is making to recruit for AF Legacy ES for both kindergarten and first grade. It was significantly more difficult to recruit for first grade because it requires people to leave their elementary school after kindergarten.

The board discussed concerns about the underlying reasons for the low numbers of families applying. Ms. Toll shared that the charter applications are down significantly across NYC. The board expressed hope that post-COVID, families who left the city will come back and our demographic studies that showed a demand in Queens will still prove to be accurate.

AF wishes to have an additional planning year before opening AF #11 for reasons related to student recruitment and facilities.

Ms. White gave an overview of the challenges facing the student recruitment team. At the conclusion of the discussion, the board reviewed and passed the following resolution:

WHEREAS the Achievement First Brooklyn Board of Trustees has reviewed, considered and vetted the relevant facts and circumstances concerning the subject of these Resolutions;

BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees approves the plan to:

- 1) seek an additional planning year prior to opening AF 11 in the 2022-23 school year and revise the enrollment plan to serve only Kindergarten in the 2022-23 school year, subject to authorizer approval;
- 2) revise the enrollment plan of Achievement First Legacy ES to serve only Kindergarten in the 2021-22 school year, subject to authorizer approval; and
- 3) revise the feeder pattern of high schools, as presented, subject to authorizer approval.

RESOLVED FURTHER, that the Achievement First Brooklyn Board of Trustees hereby authorizes and directs Achievement First Network Support and the schools to take and carry out such action as required in connection with the foregoing Resolution.

Motion by Jon Atkeson
Second by Will Robalino
All in favor

Academic Committee

The board entered executive session at 8:16 pm to have a personnel discussion regarding principal renewal offers for the 2021-22 school year and invited Sarah Blanton and Ken Paul to join. Motion by Jon Atkeson. Second by Warren Young.

The board exited executive session at 8:33 pm. Motion by Romy. Second by Warren Young.

4. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from January 28, 2021.

Motion by Deb Shanley
Second by Warren Young
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Jon Atkeson
Second by Romy Coquillette
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Alicia Harper as principal of Achievement First North Brooklyn Prep Elementary School effective July 1, 2021.

Motion by Deb Shanley
Second by Kevin Miquelon
All in favor

RESOLVED, the AF Brooklyn Board of Trustees has discussed the performance of the AF Brooklyn 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:

- Noah Hellman, AF Apollo Elementary School Principal
- Jordan Hardy, AF Aspire Elementary School Principal
- Zonya Hicks, AF Brownsville Elementary School Principal
- Courtney Saretzky, AF Bushwick Elementary School Principal
- Sade Johnson, AF Crown Heights Elementary School
- Meryl Senter, AF East New York Elementary School
- Colleen Young, AF Endeavor Elementary School
- Ashley Baez, AF Linden Elementary School
- Jesse Ugglá, AF Apollo Middle School
- Zach Segall, AF Aspire Middle School
- Allison Laird, AF Brownsville Middle School
- Bob Bridges, AF Bushwick Middle School
- Victoria Pierre, AF Crown Heights Middle School
- Max Milliken, AF East New York Middle School
- Shannon Williams-Paden, AF Endeavor Middle School
- Rochelle Murray, AF Linden Middle School
- Kate Carroll, AF North Brooklyn Prep Middle School
- Tamla Frater, AF Voyager Middle School
- Dumar Paden, AF Brooklyn High School
- Martin Palamore, AF East Brooklyn High School
- Jason Coalter, AF University Prep High School

Motion by Will Robalino
Second by Jon Atkeson
All in favor

5. Additional Updates

Romy Coquillette shared her reflections on the second Vision Summit.

6. Adjourn

It was unanimously decided to adjourn the meeting at 8:37 pm.

Motion by Amy Arthur Samuels
Second by Jon Atkeson
All in favor

Achievement First Brooklyn Board of Trustees

Thursday, May 27, 2021

Zoom Video Conference

6:00 pm

Agenda

- 6:00 pm Call to Order
- 6:05 pm Public Comment
- 6:10 pm Meet AF's new COO, Xanthe Jory
- 6:15 pm Post-Secondary Plans for the Class of 2021
- 6:30 pm Committee Reports
- Academic Committee
 - Finance Committee
 - Facilities Committee
- 7:15 pm Board Business
- Minutes
 - Elect new Trustees
 - Re-elect Trustees
 - Approve AF Legacy Middle School Name
 - Approve AF Ujima High School Name
 - Re-appoint CohnReznick
 - Approve Finance Report
 - Approve Budget
- 7:30 pm Additional Business
- 7:45 pm Adjourn



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Achievement First (AF) Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, May 27, 2021, 6:00 pm
Zoom Video Conference

- DRAFT MEETING MINUTES -

Board Members in Attendance: Deb Shanley, Romy Coquillette, Jon Atkeson, Judith Joseph Jenkins, Alison Richardson, Warren Young, Chris Lynch, Andy Hubbard, Kevin Miquelon, Amy Arthur Samuels, Theresa Hayes

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Neil Shah, Xanthe Jory, Desiree Dalton, Tamika Bradley

Sarah Blanton recorded the minutes. The meeting was called to order at 6:08 pm by Deb Shanley.

1. Public Comment

There was no public comment.

2. Post-Secondary Plans for the Class of 2021

Amy Christie shared the context behind this challenging year for applying to college. Between COVID, senior leadership changes, and AF's Vision Process, AF is reexamining the extent to which we are exclusively a college-focused school system. College counselors are working on partnering with families to ensure they are supporting scholars in making the best, most informed decisions possible.

She discussed projections of college attendance next year, changes to the average Expected College Completion (ECC) rates for the colleges where our students intend to matriculate, and plans for those students not going on to college. Ms. Christie also reviewed some trends they saw in college admissions this past year and those they anticipate for next year.

Students will be attending some outstanding colleges and universities including Stanford University, Cornell University, University of Virginia, Smith College, Yale University, Barnard College, and Wellesley College. There are six Posse Scholars.

She briefly updated the board on the application numbers for Bridge Scholarships.

3. Meet AF's new COO, Xanthe Jory

Ms. Xanthe Jory, AF's new Chief Operating Officer, introduced herself and shared her background in education and the focus areas of her work at AF including student enrollment, facilities and school operations.

4. Committee Reports

Facilities Committee: Kevin Miquelon gave the Facilities Committee report starting with AF Linden Middle School's progress. The build out is complete for the Queens elementary school and enrollment exceeded the projections (105 instead of 93). AF Ujima HS is moving forward with construction and looking for a permanent location.

Finance Committee: Chris Lynch gave the Finance Committee report including the year to date financials and how AF is going to close out the year. Neil Shah reviewed federal stimulus funds, directly related to COVID relief, that AF can apply for and spend over the next four years.

The cash position is strong. The finance committee will work with Neil Shah and AF's General Counsel on guidelines and allowable options for potential strategies to generate a yield on that cash pool.

The board discussed the proposed budget for the 2021-22 school year noting particular areas that will increase because school will be back in session in the 2021-22 school year compared to the completely remote 2020-21 school year.

Academic Committee: Alison Richardson shared the high level summary that, across the network, there are significant challenges around basic reading skills. She differentiated between performance on state exams and grade level reading. AF has been successful at teaching students to effectively take state exams but those same students may still be below grade level in reading.

AF is clarifying its curriculum and reading strategies and is looking at a multi-year approach to improving reading levels across all grade levels. AF is hiring a Director of Reading, will have more professional development on reading instruction, and will focus on partnering with parents.

The board expressed interest in seeing a full scope of remedial measures AF is going to take with the federal stimulus funds to address academic performance.

5. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from March 25, 2021.

Motion by Jon Atkeson

Seconded by Alison Richardson

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby elects Rhonda Barros to serve as a Trustee with a term ending June 30, 2023.

Motion by Romy Coquillette
Seconded by Amy Arthur Samuels
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby elects Tamika Bradley, to serve as a Parent Representative with a term ending June 30, 2022.

Motion by Romy Coquillette
Seconded by Amy Arthur Samuels
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby elects Desiree Dalton, to serve as a Parent Representative with a term ending June 30, 2022.

Motion by Jon Atkeson
Seconded by Kevin Miquelon
All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to article IV of its by-laws, hereby elects Warren Young to serve an additional three-year term that shall expire on June 30, 2024.

Motion by Jon Atkeson
Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to article IV of its by-laws, hereby elects Will Robalino to serve an additional three-year term that shall expire on June 30, 2024.

Motion by Alison Richardson
Seconded by Andy Hubbard
All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to article IV of its by-laws, hereby elects Alison Richardson to serve an additional three-year term that shall expire on June 30, 2024.

Motion by Deb Shanley
Seconded by Andy Hubbard
All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to article IV of its by-laws, hereby elects Theresa Hayes to serve an additional one-year term that shall expire on June 30, 2022.

Motion by Jon Atkeson
Seconded by Judith Joseph Jenkins
All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to Article IV of its by-laws, hereby elects Deborah Shanley to continue to serve as a Trustee for the shorter of (A) six months and (B) the time until her successor has been elected.

Motion by Jon Atkeson

Seconded by Andy Hubbard

All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to Article IV of its by-laws, hereby elects Amy Arthur Samuels to continue to serve as a Trustee for the shorter of (A) six months and (B) the time until her successor has been elected.

Motion by Warren Young

Seconded by Kevin Miquelon

All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to Article IV of its by-laws, hereby elects Judith Jenkins to continue to serve as a Trustee for the shorter of (A) six months and (B) the time until her successor has been elected.

Motion by Jon Atkeson

Seconded by Andy Hubbard

All in favor

RESOLVED, the AF Brooklyn Board of Trustees, pursuant to Article IV of its by-laws, hereby elects Justin Cohen to continue to serve as a Trustee for the shorter of (A) six months and (B) the time until his successor has been elected.

Motion by Amy Arthur Samuels

Seconded by Judith Joseph Jenkins

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves changing the name of "Achievement First Charter School 10" to "Achievement First Legacy," subject to authorizer approval.

RESOLVED FURTHER, that the AF Brooklyn Board of Trustees hereby authorizes and directs Achievement First Inc. officers and/or designees to take and carry out such action as required in connection with the foregoing Resolution.

Motion by Romy Coquillette

Seconded by Kevin Miquelon

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the name "Achievement First Ujima High School," for Achievement First High School #4, subject to authorizer approval.

RESOLVED FURTHER, that the AF Brooklyn Board of Trustees hereby authorizes and directs Achievement First Inc. officers and/or designees to take and carry out such action as required in connection with the foregoing Resolution.

Motion by Jon Atkeson

Seconded by Andy Hubbard

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2020-21 fiscal year.

Motion by Jon Atkeson

Seconded by Andy Hubbard

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Romy Coquillette

Seconded by Judith Joseph Jenkins

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the financial budget as prepared by Achievement First for the 2021-22 fiscal year.

Motion by Jon Atkeson

Seconded by Romy Coquillette

All in favor

6. Additional Business

There was no additional business.

7. Adjourn

The meeting was adjourned at 7:47 pm by Deb Shanley.

Motion by Warren Young

Seconded by Chris Lynch

All in favor

AF Brooklyn
Zoom Recordings

July 14, 2020

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

July 28, 2020

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

August 3, 2020

<https://vimeo.com/444357288/d3e06ab17b>

August 20, 2020

<https://vimeo.com/450217319/82305b4493>

September 10, 2020

<https://vimeo.com/457834401/2a2c85ce6d>

October 1, 2020

<https://vimeo.com/464235517/44b00c91ec>

November 12, 2020

<https://vimeo.com/478930347/2d25339331>

January 20, 2021

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

March 25, 2021

<https://vimeo.com/529148169/fc4815e224>

May 27, 2021

<https://vimeo.com/557797434/35da98ff53>