

## **Elm City College Preparatory**

### **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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**Elm City College Preparatory**  
**Board Meeting**  
Tuesday, July 28, 2020, 12:00 pm  
Zoom Video Conference

**Board Members in Attendance:**

Dick Ferguson, Laura Saverin, Julia Halberstam, Prish Pierce, Stephanie Ma

**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.



**Elm City College Preparatory  
Board of Directors  
Summer Retreat**

Zoom meeting  
Monday, August 17, 2020  
10:30 am

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



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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

**Elm City College Preparatory  
Board of Directors**

370 James St, New Haven

Monday, August 17, 2020, 10:30 am

**I. Call to Order and Attendance**

The meeting was called to order at 10:31 am by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson

Laura Saverin

Stephanie Ma

Prish Pierce

Patric Gregory

Julia Halberstam

Christina Ellington, AF Network Support

Riley Bauling, AF Network Support

Sarah Blanton, AF Network Support

Ken Paul, AF Network Support

**II. Open session for public comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from the following dates:

- May 13, 2020

- July 28, 2020

Motion by Laura Saverin

Second by Patric Gregory

All in favor

**IV. Discussion and Business**

**A. Discussion with Regional Superintendents**

Christina Ellington, regional superintendent for Elm City College Prep Elementary, introduced herself and her background at AF. She is working with Shanice Adams who Ms. Ellington originally hired as a dean when she was principal at AF Bridgeport Elementary.

Ms. Ellington is focusing on the following two priorities.

1. Staff org health: is the principal really aware of how people are doing?
2. Parent engagement: surveys went out last week to determine whether

families want to continue remote or come back to in-person school as of September 21<sup>st</sup>.

ECCP is at 74% response from families on the survey. Currently 61% want to continue with remote after September 21<sup>st</sup>. about 16% want four days of in person instruction. 20% are flexible/hybrid where students come in two days (Monday/Tuesday or Thursday/Friday).

The board discussed policies around families taking children's temperatures before school, considerations for when classrooms, grades or schools would shut down if/when positive cases arise.

Riley Bauling introduced himself. He was originally a math teacher in Brooklyn, then a dean and principal. He shared that the leadership team at ECCP Middle School is strong. He has multiple touchpoints with Ashia Parks each week. Together they've been working on the following priorities:

1. Heathy and effective leadership team
2. Excellent execution of summer PD
  - a. Tons of connection, love and care for one another as teammates
  - b. Strong family outreach – understand families interests
  - c. A strong plan for remote instruction
3. Clear remote learning vision and training for teachers

Riley is meeting one-on-one with every teacher and heard consistent excitement about Ms. Parks. Feedback from teachers has been 100% agree or strongly agree with the strength and impact of the summer PD.

71% of families have responded thus far to the parent survey about what options they were interested in for the school year. 70% indicated they want a remote option which would be the 6-8 week period after the all-remote start to the year. They also heard from many families that they want more time to connect with teachers. There will be a daily advisory (25 min), and on Fridays a 45 minute grade-wide block for building connection and community. Families also wanted for enrichment even in a remote environment.

## **B. Board chair report**

The board discussed the categories in the annual CMO evaluation. Each topic was covered. The board emphasized the importance of receiving the PGP or some annual evaluation in advance

of the annual contract renewal.

Ken Paul updated the board on the fundraising goals for this year.

The board gave the highest ratings in each category.

Dick Ferguson asked the board to complete their conflict of interest disclosure forms and send them to Sarah Blanton.

RESOLVED, the Elm City College Preparatory Board of Directors hereby elects the following leadership slate for the 2020-21 fiscal year:

Dick Ferguson, Chair

Julia Halberstam, Vice Chair

Laura Saverin, Treasurer

Stephanie Ma, Secretary

Motion by Prish Pierce

Second by Patric Gregory

All in favor

The board reviewed the committee appointments listed below:

Finance: Laura Saverin (chair), Dick Ferguson, Pat Gregory, Julia Halberstam

Governance: Stephanie Ma (chair), Dick Ferguson, Laura Saverin, Prish Pierce

Amistad Joint High School: Dick Ferguson, Laura Saverin, Julia Halberstam

Personnel: Julia Halberstam, Laura Saverin, Prish Pierce, Patric Gregory, Dick Ferguson

Dick Ferguson shared with the board the desire to bring two parents onto the board. He also articulated a desire to bring more people of color onto the board to have a total of ten or eleven directors.

Prior to adjournment, the board requested an update on the sale of the ECCP Middle School building on Dixwell Ave and the construction at the James St site.

## **V. Adjourn**

The meeting was adjourned by Dick Ferguson at 11:30 am. Motion by Laura Saverin. Seconded by Julia Halberstam. All in favor.



## Elm City College Preparatory Board of Directors

Zoom meeting

Wednesday, September 9, 2020

5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Elect Parent Representative
- V. Discussion and Business
  - Principal Reports
  - Joint High School Committee Report
  - Treasurer Report
    - i. Approve budget amendment
    - ii. Approve CSGF construction loan
  - Board Chair Report
    - i. Approve Amistad High School Cooperative Agreement
    - ii. Approve ECCP Mask Policy
    - iii. Lead for Racial Equity Commitments
- VI. Adjourn



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718 623 2660

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Providence, RI 02909  
401 347 1106 ext. 30610



**Elm City College Preparatory  
Board of Directors**

370 James St, New Haven

Wednesday, September 9, 2020, 5:30 pm

**I. Call to Order and Attendance**

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

Richard Ferguson  
Laura Saverin  
Stephanie Ma  
Prish Pierce  
Patric Gregory  
Julia Halberstam

Shanice Adams, ECCP School Leadership  
Christina Ellington, Regional Superintendent  
Riley Bauling, Regional Superintendent  
Sarah Blanton, AF Network Support  
Ken Paul, AF Network Support  
Victor De La Paz, AF Network Support

Public: LaVonta Bryant

**II. Open session for public comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from August 17, 2020

Motion by Laura Saverin

Seconded by Prish Pierce

All in favor

**IV. Elect Parent Representative**

RESOLVED, the Elm City College Preparatory Board of Directors hereby elects Ms. LaVonta Bryant to serve as a director for a three year term ending June 30, 2023.

Motion by Patric Gregory

Seconded by Julia Halberstam

All in favor

**V. Discussion and Business**

**A. Principal Reports**

Riley Bauling, regional superintendent, updated the board on behalf of Ms. Ashia Parks who

was unable to attend the meeting. Elm City Middle School's priorities have been to ensure strong, impactful summer professional development and the execution of a strong vision for remote instruction.

Attendance is around 90 percent. Based on observations on remote classes, the energy is good. The Leadership Team is unified in their vision for the school and there is a lot of trust and alignment in service of scholars. Mr. Bauling and Ms. Parks are working on coaching deans and driving strong instruction.

Ms. Shanice Adams, Elm City Elementary School principal, shared that the priorities are safety and happiness. She highlighted several moments of connecting with families and scholars. The first few days of remote learning were spent on getting to know one another.

The family survey showed that 22% of families want in-person instruction once the option is available. Ms. Adams shared the breakdown of staffing needed to meet the needs of in-person instruction at that level. The second phase of hybrid learning will be in October which will involve another survey to families and another round of staff assignments. Most staff are remote. Only those involved in live teaching would be in the building.

Attendance is 92% and student retention was 96% from last year to this year.

The building construction has been going well and the operations team is working hard to make sure that scholars will be able to be safely distanced when they return.

Christina Ellington shared that she's proud of the leadership team. She has attended staff meetings and often heard praise for the leadership team.

### **B. Joint High School Committee Report**

Dick Ferguson gave the updated the Elm City Board on the Amistad High School Committee. 83% of families elected to continue remote learning once in-person instruction is available. There are two fewer AP science courses but two new additional AP courses offered (AP Computer Science and AP Art). Teacher PD is still happening on the same schedule as always – just remote instead of in-person.

### **C. Treasurer Report**

Laura Saverin discussed the proposed budget amendment that takes into consideration certain cuts based on COVID. The balance sheet is in a strong position. Ms. Saverin reviewed changes to the PPP loan.

Ken Paul spoke about philanthropy and highlighted the support of the PCLB Foundation.

Ms. Saverin gave an overview of the debt structure and the desire to consolidate the debt facility. There is a need for a bridge loan to replenish the cash for the elementary and middle school work at James Street. Victor De La Paz provided additional context and answered questions from the board about the loan and the Dixwell Avenue property which is on the market.

RESOLVED, the Elm City College Preparatory 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 Laura Saverin

Seconded by Prish Pierce

All in favor

WHEREAS, the Elm City College Preparatory Board of Directors (the "Board") approved the facilities consolidation project and attendant contract with Babbidge Construction Company, Inc., as presented, for a cost not to exceed \$1.2 million, at its May 13, 2020 meeting;

WHEREAS, the design, scope, budget and other relevant facts and circumstances of the foregoing facilities consolidation project, including but not limited the moving, maintenance upgrades and construction, has been presented to and considered by the Board;

WHEREAS, the Board desires to conduct renovations as a part of the above referenced facilities consolidation project and desires a loan to pay for certain costs associated with the renovations;

WHEREAS, the Board desires to enter into a loan agreement by and between the Board and the Charter School Growth Fund ("CSGF") for nine hundred and fifty thousand dollars (\$950,000.00) at a three percent (3%) interest rate, to be repaid at maturity, has been presented to and considered by the Board;

BE IT RESOLVED, that the Board hereby authorizes and directs the obtaining of a loan from CSGF, for nine hundred and fifty thousand dollars (\$950,000.00), binding the Board to the terms and obligations in the Loan Agreement attached as Exhibit A.

BE IT RESOLVED FURTHER, Achievement First Inc., acting through its officers or designees (each an "Authorized Person") are, jointly and severally, authorized and directed, in the name of the Board, to do all such things and acts and to execute and deliver all such applications, documents and instruments in writing and to expend such fees for and on behalf of the Board

as may be necessary or advisable in order to give effect to and, generally, carry out the intent of the foregoing resolution including, without limitation, to execute and deliver any instruments and documents required in connection with the Loan Agreement, in the name and on behalf of the Board, on such terms and conditions and in such form deemed necessary or desirable and approved by such Authorized Person with such changes, modifications and amendments thereto as such Authorized Person may in such person's discretion approve, which approval shall be conclusively evidenced by the execution and delivery of such applications, documents and instruments in writing; and

BE IT FURTHER RESOLVED, that all actions previously taken by any Authorized Person in furtherance of the foregoing resolutions are hereby ratified and confirmed.

Motion by Julia Halberstam  
Seconded by Patric Gregory  
All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the LIIF non-binding term sheet as presented, and grants authorization to Achievement First, through its officers or designees, to negotiate the loan documents, which will require final approval by the Board prior to execution.

Motion by Prish Pierce  
Seconded by Laura Saverin  
All in favor

#### **D. Board Chair Report**

Dick Ferguson reviewed the following resolutions.

RESOLVED, the Elm City College Preparatory Board of Directors hereby renews the Cooperative Arrangement Agreement by and between Amistad Academy, Elm City College Preparatory, and AF Bridgeport Academy as presented for five (5) years.

Motion by Laura Saverin  
Seconded by Prish Pierce  
All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the facial covering (mask) policy as presented by Achievement First.

Motion by Prish Pierce  
Seconded by Stephanie Ma  
All in favor

WHEREAS, Elm City College Preparatory was founded to address the legacy of racism in public education and to support the young people in New Haven to realize their full power and potential;

WHEREAS, Elm City College Preparatory has entered into an Academic and Business Services Agreement with Achievement First, Inc (“AF”), dated as of July 1, 2020;

WHEREAS, Lead for Racial Equity was defined as the lead core value for AF, but AF has acknowledged that it has not -- and does not currently -- consistently live that value in its schools. While AF has made meaningful progress in some areas, AF has not acted urgently or boldly enough to be consistently anti-racist in its instruction and curriculum, school discipline and student experience, talent practices and policies, family engagement, and decision-making; and

WHEREAS, Elm City College Preparatory, in alignment with AF, aspires to lead the education sector not just in what our scholars achieve but also in the values-based way we operate. We believe that when we know better, we must do better. We are committed to becoming the anti-racist school system and community that our scholars, families, and staff deserve. We believe that we must interrogate our current practices, accelerate change, and institutionalize the equity-based mindsets, policies, and practices that are needed to move us collectively toward that vision.

BE IT RESOLVED, the Elm City College Preparatory Board of Directors hereby affirms that Elm City College Preparatory will uphold the values of Lead for Racial Equity and:

1. Vehemently denounce racism and actively work to dismantle it within and outside Elm City College Preparatory;
2. Build structures and accountability to ensure all students, families, and staff are treated equitably and feel heard and valued; specifically, work to amplify Black and Latinx voices and perspectives both internally and externally;
3. Implement an anti-racist approach to the its beliefs, mindsets, policies, and practices with goals and actions in each of the following areas:
  - Adult culture and inclusive decision-making
  - Student Experience/School Culture (including student discipline policies and practices)
  - Talent (including equitable development, promotion, and compensation)
  - Instructional practices and curriculum

4. Instruct the principals of Elm City College Preparatory to report at board meetings on the progress against these commitments, what has been accomplished, how different parts of the Elm City community have been engaged, and what the next phase of the work will be; and
5. Ensure all new Elm City College Preparatory priorities and initiatives are developed, launched, and executed with an intentional and embedded focus on Leading for Racial Equity; take any additional steps necessary to ensure Elm City College Preparatory becomes the powerful, anti-racist engine for equity that we were founded to be - and that our scholars, families and staff deserve.

Motion by Laura Saverin

Seconded by Julia Halberstam

All in favor

#### **I. Adjourn**

The meeting was adjourned at 6:38 pm by Dick Ferguson.

Motion by Stephanie Ma

Seconded by LaVonta Bryant

All in favor



**Elm City College Preparatory  
Board of Directors**

Zoom meeting  
Monday, November 2, 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
  - Treasurer Report
  - Board Chair Report
  - Introduction to AF President, Rich Buery
- V. Adjourn



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New Haven, CT 06515  
203 773 3223

335 Adams Street, Suite 700  
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718 623 2660

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

**Elm City College Preparatory  
Board of Directors**

Zoom Meeting

Monday, November 02, 2020, 5:30 pm

**I. Call to Order and Attendance**

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

|                        |  |
|------------------------|--|
| Richard Ferguson - Yes | Shanice Adams, ECCP School Leadership        |
| Laura Saverin - Yes    | Christina Ellington, Regional Superintendent |
| Stephanie Ma - Yes     | Ashia Parks, ECCP School Leadership          |
| Prish Pierce - Yes     | Karin Gould, ECCP School Leadership          |
| Patric Gregory - Yes   | Riley Bauling, Regional Superintendent       |
| Julia Halberstam - Yes | Sarah Blanton, AF Network Support            |
| LaVonta Bryant - Yes   | Ken Paul, AF Network Support                 |
|                        | Dacia Toll, AF Network Support               |
|                        | Rich Buery, AF Network Support               |

Public: Tanesha Forman, Peter Butler, Mrs. Johnson

**II. Open session for public comment**

Ms. Tanesha Forman commented on the need for improved communication with families.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from September 9, 2020.

Motion by Pat Gregory

Seconded by Laura Saverin

All in favor

**IV. Discussion and Business**

**A. Principal Reports**

The Elm City College Preparatory Elementary School team is preparing to go back to fully remote.

Ms. Shanice Adams, ECCP Elementary School principal, shared some images from the Zoom classes emphasizing the focus on belief and belonging. Most classes have 14-15 scholars in a



zoom with a maximum of 18.

Ms. Adams shared organizational health data and student climate results. They have been prioritizing the student experience and the student investment survey results were positive, with strong year over year improvement around belief and belonging, and teacher relationships.

Ms. Adams noted that they have not seen any significant backsliding in reading skills and they are looking ahead to ensure that reading groups meet the needs for scholars during remote learning.

Ms. Ashia Parks, Elm City College Prep Middle School principal, shared with the board the strong work the school did around social emotional learning. They've been trying to highlight top quality work as well as instill a sense of belief and belonging. She shared feedback from the student investment survey. Students report very high overall favorability around feeling safe and that they feel like they belong.

There was a mini adult pulse survey. The school is proud of the results some of which are up 15 points or more from the spring survey (staff feeling positively about working at ECCP MS, learning and developing in their roles and being able to do what they do best every day). There are areas where Ms. Parks named that they need to address, especially around staff morale which is considerably lower than the positive feeling that individuals have working at ECCP MS. Ms. Parks attributes this to the many changes the team has had to face: the new leadership team, new principal, hybrid learning, shifting from two to four grades.

Attendance looked strong in the first week of school, as measured by the percentage of scholars attending classes each day. However, as they've examined whether students are attending every class every day, the attendance was not as strong. This is concerning given the extent that it correlates with work completion.

The school is providing weekly progress reports.

Ms. Parks believes that because most families have opted for remote learning during chapter one, and because the number one priority is safety for scholars and staff, she believes that the change to fully remote is going to be smooth.

## **B. Joint High School Committee Report**

Dick Ferguson gave the Joint High School Committee report noting enrollment and college

application data, and organizational health results. He shared the experience reported by Mr. Obas about remote learning and the hybrid experience which are remarkably similar because of in-person instruction at the high school often happening via Zoom.

28 students have applied to college, 22 of whom applied early decision.

### **C. Treasurer Report**

Laura Saverin shared that all three schools are expecting break even budgets, given the updated budget approved at the last meeting. Enrollment is solid due to low attrition. The cash position is strong because per pupil funding came in since the last meeting.

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

Motion by Prish Pierce  
Seconded by Julia Halberstam  
All in favor

### **D. Introduction to Rich Buery**

Dacia Toll joined the meeting to talk about her transition out of the CEO role. Rich Buery was introduced as the new President and the individual who will go through a validation process to be considered as her successor. The board asked Rich and Dacia questions about the path ahead and the ways in which they are thinking about ensuring stability and strength.

### **I. Adjourn**

The meeting was adjourned at 6:38 pm by Dick Ferguson.



**Elm City College Preparatory  
Board of Directors**

Zoom meeting  
Thursday, February 4, 2021  
5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Proposed Executive Session – personnel discussion regarding Elm City College Prep Middle School Interim Principal
- V. Board Business: Approve Interim principal
- VI. Adjourn



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**Elm City College Preparatory  
Board of Directors**

Zoom Meeting

Thursday, February 4, 2021, 5:30 pm

**I. Call to Order and Attendance**

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

Richard Ferguson

Stephanie Ma

Prish Pierce

Patric Gregory

Julia Halberstam

LaVonta Bryant

Tanesha Forman, ECCP School Leadership

Riley Bauling, Regional Superintendent

Sarah Blanton, AF Network Support

**II. Open session for public comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from November 2, 2020 and January 20, 2021.

Motion by Julia Halberstam

Seconded by Patric Gregory

All in favor

**IV. Proposed Executive Session – personnel discussion regarding Elm City College Prep Middle School Interim Principal**

The board entered executive session at 5:34 pm to have a personnel discussion regarding ECCP Middle School Interim Principal and invited Sarah Blanton, Riley Bauling and Tanesha Forman to join. Motion by Prish Pierce. Seconded by Julia Halberstam.

The board exited executive session at 5:56 pm.

**V. Board Business: Approve Interim principal**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves Ms. Tanesha Forman to serve as the Interim Principal of Elm City College Preparatory Middle School for the duration of the appointed principal's leave of absence.

Motion by Julia Halberstam

Seconded by Pat Gregory

All in favor

## **VI. Adjourn**

There being no other business before the board, the meeting was adjourned at 5:59 pm by Dick Ferguson. Motion by Pat Gregory. Second by Prish Pierce. All in favor.



**Elm City College Preparatory  
Board of Directors**

Zoom meeting

Tuesday, February 23, 2021

2:00 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Business
  - a. Treasurer Report
    - i. Financial Report
    - ii. Audited Financial Statements
    - iii. Debt Refinancing
  - b. Proposed Executive Session – personnel discussion with Elm City College Prep Middle School Principal Candidate
    - i. ECCP Middle School Principal
- V. Adjourn



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**Elm City College Preparatory  
Board of Directors**

Zoom Meeting

Thursday, February 23, 2021, 2:00 pm

**I. Call to Order and Attendance**

The meeting was called to order at 2:06 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson - Yes  
Stephanie Ma - Yes  
Prish Pierce - Yes  
Patric Gregory - Yes  
Julia Halberstam - Yes  
LaVonta Bryant - No  
Nicole Fleisher

Tanesha Forman, ECCP School Leadership  
Cassidy McKee, AF Network Support  
Riley Bauling, Regional Superintendent  
Sarah Blanton, AF Network Support  
Faisal Jawaid, AF Network Support  
Eduardo del Valle, AF Network Support

Public: Gerald Francese, Susan Kiernan

**II. Open session for public comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from February 4, 2021.

Motion by Stephanie Ma  
Seconded by Julia Halberstam  
All in favor

**IV. Treasurer Report**

Laura Saverin gave the financial report including the year to date financials at the schools (through November) and the FY20 audited financial statements. CohnReznick issued a clean, unmodified opinion. The PPP loan was forgiven.

The board then discussed Elm City College Prep's outstanding debt and the options for refinancing. Cassidy McKee presented the background and three options for refinancing and answered questions from the board.

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

Motion by Prish Pierce  
Seconded by Julia Halberstam  
All in favor

RESOLVED, the Elm City College Prep 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 Stephanie Ma  
Seconded by Laura Saverin  
All in favor

Having reviewed the foregoing materials and options, the Board of Elm City College Prep adopted the following resolutions:

1. **580 Dixwell Refi Loan.** Approval of a loan from Low Income Investment Fund (“LIIF” or “Lender”) in the original face amount of approximately \$2,254,224 plus costs and fees, to refinance the existing CSGF loan and Key Bank loan which are secured by 580 Dixwell Avenue, New Haven, CT (the “580 Dixwell Refi”), upon the terms and conditions described in the Lender’s term sheet. By this resolution, the board of Elm City College Prep grants authority to designated officers and Achievement First (“Authorized Officers”), for and on behalf of and in the name of Elm City College Prep, to negotiate, execute, deliver and perform for and on behalf of Elm City College Prep, (i) the 580 Dixwell Refi as borrower or guarantor, upon substantially the terms set forth on the attached Term Sheet, with such changes as the Authorized Officer executing the same may approve, such execution to be conclusive evidence of such approval, and any other finance documents to which Elm City College Prep is a party with respect to the 580 Dixwell Refi, and (ii) all other instruments, certificates, papers, agreements and other documents (the “Other Documents”) which the Lender may require in connection with the 580 Dixwell Refi in such form and of such content as any such Authorized Officer shall approve, such execution to be conclusive evidence of such approval;  
Motion by Dick Ferguson  
Seconded by Prish Pierce  
All in favor
2. **580 Dixwell Capital Loan.** Approval of a loan from Lender in the original face amount of approximately \$202,000 to establish a capital reserve account for real estate located at 580 Dixwell Avenue, New Haven, CT (the “580 Dixwell Capital Loan”), upon the terms and conditions described in the Lender’s term sheet. By this resolution, the board of Elm City College Prep grants authority to the Authorized Officers, for and on behalf of and in the name of Elm City College Prep, to negotiate, execute, deliver and perform for and on behalf of Elm City College Prep, (i) the 580 Dixwell Capital Loan, substantially accordance with the terms set forth on the attached Term Sheet, with such changes as the Authorized Officer executing the same may approve, such execution to be conclusive evidence of such approval, and any other finance documents to which Elm City College Prep is a party with respect to the 580 Dixwell Capital Loan, and (ii) all other instruments, certificates, papers, agreements and other documents (the “Other Documents”) which the Lender may require in connection with the 580 Dixwell Capital Loan in such form and of such content as any such Authorized Officer shall approve, such execution to be conclusive evidence of such approval;



Motion by Laura Saverin  
Second by Prish Pierce  
All in favor

3. **Preparation of Property Leases.** Approval of preparation of leases by and between Amistad Academy and Elm City College Prep, for 403/407 James St, and 580 Dixwell Avenue.

The terms and conditions to replicate current arrangements as closely as possible to the extent that such terms cover debt service, maintenance of the facilities, and capital reserves. Each party to a lease shall have boards of directors that do not contain any common members who negotiate on an arms' length basis and in good faith. By this resolution, the board of Elm City College Prep grants authority to the Authorized Officers, for and on behalf of and in the name of Elm City College Prep, to negotiate, execute, deliver and perform for and on behalf of Elm City College Prep, (i) the leases, substantially accordance with the terms set forth above, with such changes as the Authorized Officer executing the same may approve, such execution to be conclusive evidence of such approval, and (ii) all other instruments, certificates, papers, agreements and other documents (the "Other Documents") which may be required in connection with the execution of the leases in such form and of such content as any such Authorized Officer shall approve, such execution to be conclusive evidence of such approval;

Motion by Laura Saverin  
Second by Stephanie Ma  
All in favor

**V. Proposed Executive Session – personnel discussion with Elm City College Prep Middle School Principal Candidate**

The board entered executive session at 2:48 pm to discuss a personnel matter involving the ECCP Middle School principal candidate. Motion by Laura Saverin. Seconded by Julia Halberstam. The board invited Tanesha Forman, Riley Bailing and Sarah Blanton to join executive session.

The board exited executive session at 3:01pm. Motion by Julia Halberstam. Seconded by Pat Gregory. All in favor.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves Ms. Tanesha Forman to serve as Principal of Elm City College Preparatory Middle School effective July 1, 2021.

Motion by Julia Halberstam  
Second by Laura Saverin  
All in favor

**VI. Adjourn**

There being no other business before the board, the meeting was adjourned at 3:02 pm by Dick Ferguson. Motion by Laura Saverin. Second by Julia Halberstam. All in favor.



**Elm City College Preparatory  
Board of Directors**

Zoom meeting  
Monday, March 22, 2021  
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. Proposed Executive Session – Personnel discussion regarding principal renewal offers for 2021-22 school year
    - i. Approve principal renewal offers
  - d. Treasurer Report
    - i. Approve financial report
  - e. Proposed Executive Session and Possible Action – Discussion/Update of real estate on the market at 794 Dixwell Avenue (former Elm City MS facility)
  - f. Approve Healthy Food Certification
- 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

**Elm City College Preparatory  
Board of Directors**

Zoom Meeting

Monday, March 22, 2021, 5:30 pm

**I. Call to Order and Attendance**

The meeting was called to order at 5:33 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson – Yes

Laura Saverin - Yes

Stephanie Ma - Yes

Prish Pierce – Yes

Patric Gregory - Yes

Julia Halberstam - Yes

LaVonta Bryant - Yes

Nicola Fleischer - Yes

Christina Ellington, Regional Superintendent

Riley Bauling, Regional Superintendent

Ashia Parks, ECCP School Leadership

Shanice Adams, ECCP School Leadership

Erin Laskey, ECCP School Leadership

Karin Gould, ECCP School Leadership

Sarah Blanton, AF Network Support

Ken Paul, AF Network Support

Eduardo del Valle, AF Network Support

**II. Open session for public comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from February 4, 2021.

Motion by Laura Saverin

Seconded by Prish Pierce

All in favor

**IV. Discussion and Business**

**A. Principal Reports**

Shanice Adams, principal of ECCP Elementary School, updated the board on the successes and challenges of the past few months at Elm City College Prep Elementary School. She began her remarks with the organizational health results, family survey results, and the student investment survey data. She reviewed the positive results, comparing year over year improvement as well as ECCP ES against other AF elementary schools. She also analyzed the data they want to improve.

Ms. Adams reviewed academic data including reading goals and results (growth and absolute), as well as the strategic plan the leadership team is taking to improve results.

Attendance is strong (93%) but the school is seeing trends in chronic absenteeism and making a plan for try to get those scholars back online. Teacher retention is expected to be very strong (89%).

Ashia Parks, Elm City Middle School principal, shared organizational health results and student investment and parent survey results. She reflected on where/why they have been successful and where they are focusing on continuing to push for improvement and build skill.

Academically, they have just finished the second trimester and have started the third trimester. This week there are math assessments and report card nights. She shared that ELA results are outperforming results in STEM courses in internal assessments. They are preparing for state assessments.

Attendance is at 92% with a group of scholars who are chronically absent. The attendance team is working deliberately to support those students and families.

AF has a policy not to retain students unless the family requests it. Ms. Parks spoke about plans for optional summer school.

### **B. Treasurer Report**

Laura Saverin gave the principal report updating the board on the year to date financials and the balance sheet which is strong.

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

Motion by Prish Pierce

Seconded by LaVonta Bryant

All in favor

### **C. Joint High School Committee Report**

Dick Ferguson gave a report from the Amistad High School Committee meeting. Amistad High School students who come in person are still participating in synchronous, online courses. College acceptances have been strong and Mr. Ferguson noted that Simon Obas continues to bring enthusiasm to the work.

### **D. Approve Healthy Food Certification**

Mr. Ferguson confirmed that everyone had had a chance to review the healthy food resolutions. Everyone raised their hand in agreement.

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 LaVonta Bryant

Seconded by Julia Halberstam

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 Laura Saverin

Seconded by Julia Halberstam

All in favor

The board entered executive session at 6:18 pm to have a personnel discussion regarding principal renewal offers for 2021-22 school year and also to discuss real estate on the market at 794 Dixwell Avenue and invited Sarah Blanton, Christina Ellington and Eduardo del Valle to join. Motion by Laura Saverin. Seconded by Julia Halberstam. All in favor.

The board exited executive session at 6:50 pm. Motion by Prish Pierce. Second by Laura Saverin. All in favor.

RESOLVED, the Elm City College Preparatory Board of Directors has discussed the performance of the Elm City College Preparatory 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:

- Shanice Adams, Principal, Elm City College Preparatory Elementary School
- Simon Obas, Principal, Amistad High School

Motion by Laura Saverin

Seconded by Prish Pierce

All in favor

## **V. Adjourn**

There being no other business before the board, the meeting was adjourned at 6:51 pm by Dick Ferguson. Motion by Julia Halberstam. Second by Prish Pierce. All in favor.



## **Elm City College Preparatory Board of Directors**

Zoom meeting

May 7, 2021

10:00 am

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



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495 Blake Street  
New Haven, CT 06515  
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335 Adams Street, Suite 700  
Brooklyn, NY 11201  
718 623 2660

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

**Elm City College Preparatory  
Board of Directors**

Zoom Meeting

Friday, May 7, 2021, 10:00 am

**I. Call to Order and Attendance**

The meeting was called to order at 10:02 am by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Richard Ferguson – Yes

Laura Saverin - Yes

Stephanie Ma - Yes

Prish Pierce – No

Patric Gregory - Yes

Julia Halberstam - No

LaVonta Bryant - Yes

Nicola Fleischer - No

Sarah Blanton, AF Network Support

Gaylord Bourne, AF Network Support

Eduardo del Valle, AF Network Support

Faisal Jawaid, AF Network Support

Ketki Harale, AF Network Support

**II. Open session for public comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from March 22, 2021.

Motion by LaVonta Bryant

Seconded by Laura Saverin

All in favor

**IV. Discussion and possible action related to capital improvements on the Amistad High School Building**

Gaylord Bourne shared the financial context underlying the capital investment.

Eduardo del Valle presented the solar panel project proposed for Amistad High School and the reasons for selecting the vendor, 64Solar. The project would include an educational component as part of the installation and would begin immediately after signing the contract.

There being no other discussion, the board unanimously approved the following resolution:



WHEREAS, the PPP Loan that Elm City College Preparatory 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 rooftop of 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, pending approval by the AF Bridgeport Board of Directors, the Elm City College Preparatory 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 Elm City College Preparatory, to take any and all actions and/or submit such documents needed to effectuate the foregoing resolution.

Motion by Dick Ferguson

Seconded by LaVonta Bryant

All in favor

## **V. Adjourn**

There being no other business before the board, the meeting was adjourned at 10: 22 am by Dick Ferguson.

Motion by Laura Saverin

Second by Patric Gregory

All in favor



**Elm City College Preparatory  
Board of Directors**

Zoom meeting  
Tuesday, May 25, 2021  
5:00 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Elect New Directors
- V. Discussion and Business
  - a. Principal Reports
  - b. Joint High School Committee Report
  - c. Board Chair Report
    - i. Vision Process Update
    - ii. Meet AF's new COO, Ms. Xanthe Jory
    - iii. Re-elect Directors
  - d. Treasurer Report
    - i. Re-appoint Auditors
    - ii. Financial Report
    - iii. FY22 Budget
- VI. Adjourn



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New Haven, CT 06515  
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335 Adams Street, Suite 700  
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718 623 2660

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

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**Elm City College Preparatory**  
**Board of Directors**  
Zoom Meeting  
Tuesday, May 25, 2021, 5:00 pm

**I. Call to Order and Attendance**

The meeting was called to order at 5: 03 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

|                        |                        |
|------------------------|------------------------|
| Richard Ferguson – Yes | Julia Halberstam - Yes |
| Laura Saverin - Yes    | LaVonta Bryant - Yes   |
| Stephanie Ma - Yes     | Nicola Fleischer - Yes |
| Prish Pierce – No      | Tina Wright - Yes      |
| Patric Gregory - No    | Katie Hagen - No       |

Achievement First staff and Elm City School Leadership: Ashia Parks, Shanice Adams, Christina Ellington, Riley Bauling, Sarah Blanton, Neil Shah, Xanthe Jory, Ken Paul

**II. Open session for public comment**

There was no public comment.

**III. Approve Minutes**

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from May 7, 2021.

Motion by Laura Saverin  
Seconded by Julia Halberstam  
All in favor

**IV. Elect New Directors**

Dick Ferguson introduced Tina Wright and Katie Hagen to the board. Both are teachers at Elm City Middle School.

RESOLVED, the Elm City College Preparatory Board of Directors elects Ms. Tina Wright and Ms. Katie Hagen to serve as Teacher Representatives, each with a three year term ending June 30, 2024, and does, pursuant to the bylaws of Elm City College Preparatory, effective May 25, 2021, set the number of members of the Board of Directors at nine (9).

Motion by Dick Ferguson  
Seconded by Julia Halberstam

All in favor

## **V. Discussions and Business**

### **A. Principal Reports**

Shanice Adams shared that the final weeks of school they will focus on strong SBAC execution, passing reading levels, and a strong closeout. They are focusing on meeting end of year goals and that the end of the year feels good. They are collaborating with the middle school to do a Juneteenth celebration and planning for the upcoming year.

They will use end of year reading data to inform planning for next year. They used diagnostic testing for math and mini-STEP testing for reading.

She shared that AF is offering an overnight camp for students across the network and ECCP Elementary is assigning summer homework. There is also virtual summer school which is available to all students It is optional.

Ms. Ashia Parks shared that it's been great to be in the building. They are in week two of state testing and the students are doing well with remote testing which is a new challenge. They are proud of how the students are doing.

She shared GPA data and performance across subjects, academic supports and planning for next year. Next year, the schedule is going to adjust to better support students including daily content office hours, weekly progress reports, work tracking and follow up by the advisor, two intervention blocks, and structured ongoing family partnership.

Riley Bauling, regional superintendent, shared three things they are doing to ameliorate learning loss.

1. ESSER funding will allow for additional hiring to better support reading
2. Great Oaks tutoring which will bring 11 tutors,
3. Centralizing teaching development with AF Network Support providing more support.

There was a slight increase in overall student investment survey results. Ms. Parks shared the social emotional learning (SEL) supports for students with a family advisor structure, a daily SEL block connected to school values and Friday family time with targeted SEL lessons.

The board thanked Ms. Parks for her leadership and wished her well. Ms. Parks shared that it was her great honor to serve the Elm City Community.

### **B. Joint High School Committee Report**

Dick Ferguson shared the update from the Amistad Joint High School Committee meeting. 96% of the seniors have been accepted to a four year college but even with high acceptance rates, approximately 20% of the class is still deciding what their post-secondary plans will be. He shared some of the colleges where seniors was accepted.

Senior Signing Day is June 3<sup>rd</sup> and will be virtual. Graduation is June 24<sup>th</sup> and will be in person.

### **C. Board Chair Report**

Mr. Ferguson updated the board on the Vision Process which has included three Vision Summit's thus far and the fourth is Thursday, May 27<sup>th</sup>. He encouraged directors to attend if their schedules allow it.

Ms. Xanthe Jory, AF's new Chief Operating Officer, introduced herself and shared her background including founding and running a school in NYC and working at the NYC DOE. She has been at AF for three weeks and is excited to be working on facilities, school operations and student enrollment.

Mr. Ferguson introduced the following resolution regarding director re-election.

RESOLVED, the Elm City College Preparatory Board of Directors hereby ratifies the re-election of the following directors, with a three year term ending June 30, 2024:

Mr. Richard Ferguson

Ms. Julia Halberstam

Motion by Laura Saverin

Seconded by Nicola Fleischer

All in favor

### **D. Treasurer Report**

Laura Saverin gave the treasurer report beginning with the request to rehire the auditors. She shared that CohnReznick has done good and timely work. We are currently in year three of five and after these five years there will likely be another RFP process.

The year to date financials show break-even results for all three schools and the balance sheet is in good shape. The PPP loan was forgiven.

The FY22 proposed budget assumes a fully in person model which is more expensive than the remote or hybrid model. The budget includes a per-pupil increase. There are additional ESSER funds which will drive changes in the budget that the board will review at a later date.

RESOLVED, the Elm City College Preparatory Board of Directors hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2020-21 fiscal year.

Motion by Dick Ferguson  
Seconded by Julia Halberstam  
All in favor

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

Motion by Laura Saverin  
Seconded by Dick Ferguson  
All in favor

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the financial budget as prepared by Achievement First for the 2021-22 fiscal year.

Motion by Julia Halberstam  
Seconded by Dick Ferguson  
All in favor

#### **VI. New Business**

Dick Ferguson brought a new item of business that he put before the board for discussion and a vote. Laura Saverin made a motion to add it to the agenda. Julia Halberstam seconded it. The board unanimously voted to approve the addition of a discussion and vote on Tanesha Forman as interim principal from June 2 – June 22, 2021.

Ashia Parks is eligible for a sabbatical and will take that sabbatical from June 2, 2021 – June 22, 2021 during which time Ms. Tanesha Forman has been asked to serve in the role of interim principal, pending board approval. The board noted that Ms. Forman has already served as interim principal and will be taking over as principal effective July 1, 2021 and has their support.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves Ms. Tanesha Forman as interim principal from June 2 – June 22, 2021, the duration of Ms. Ashia Parks sabbatical.

Motion by Dick Ferguson  
Seconded by Laura Saverin  
All in favor

#### **VII. Adjourn**

There being no other business before the board, it was unanimously decided to adjourn the meeting at 6:18 pm.

Motion by Laura Saverin  
Second by Stephanie Ma

All in favor