



Joint Meeting of the Achievement First School Boards of Directors

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

Zoom meeting

Monday, August 2, 2021

1:00 – 3:00 pm

- I. Call to Order
- II. Updates
 - a. Ransomware Attack
 - b. ESSER Funding
- III. Leadership Transition and Vision Process
- IV. 2020-21 Review of Academy Performance and COVID Response Strategies
- V. 2021-22 Goals and School Reopening
- VI. 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

Joint Meeting of the Achievement First School Boards of Directors

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

Zoom meeting
Monday, August 2, 2021
1:00 – 3:00 pm

I. Call to Order and Attendance

The meeting was called to order at 1:05 pm by Dick Ferguson, Elm City College Preparatory Board Chair. The following board members and Achievement First Staff were in attendance:

Amistad Academy Board Members in Attendance: Carolyn Greenspan, Jane Levin, Yashira Agosto, Priyanka Junankar

Elm City College Preparatory Board Members in Attendance: Dick Ferguson, Laura Saverin, Patric Gregory, Tina Wright, Julia Halberstam, Nicola Fleischer, Stephanie Ma, LaVonta Bryant, Prish Pierce

AF Bridgeport Academy Board Members in Attendance: Mike Strambler, Ebrima Jobe, Kimberly Bruce, Ruben Felipe, Debra Hertz

AF Hartford Academy Board Members in Attendance: Patsy Mundy, Billie Augustin, Lisa Tanen-La Fontaine, Erwin Hurst

AF Rhode Island Board Members in Attendance: Maryellen Butke, Ben Smith, Macky McCleary, Reshma Singh

AF Brooklyn Board Members in Attendance: Deb Shanley, Romy Coquillet, Andy Hubbard, Desiree Dalton, Kevin Miquelon, Warren Young, Chris Lynch, Tamika Bradley

Achievement First Staff: Rich Buery, Steph Keenoy, Fatimah Barker, Sarah Blanton, Neil Shah, Scot Kerr, Ken Paul, Elise Major

Public: Akeem Frett

II. Updates

A. Ransomware Attack

Mr. Rich Buery updated the boards on what happened with the REvil ransomware attack and how AF responded.

B. ESSER Funding

Mr. Neil Shah gave an overview of ESSER funding and how Achievement First and the schools are working on aligning ESSER funds with our COVID response strategies.

III. Leadership Transition and Vision Process

Mr. Rich Buery discussed his transition plans, as Ms. Fatimah Barker, AF's current Chief External Officer, will serve as the Interim CEO. Mr. Buery spoke about the organizational structure and the new positions added.

Mr. Buery then led a discussion about the Vision Process. The board gave feedback on the graduate aims and then reviewed the updated vision and mission Statement. Updating these statements was not originally intended to be part of the Vision Process but as the work towards defining our aspirations, updating the mission statement naturally followed. The board gave feedback on the vision and mission statements.

IV. 2020-21 Review of Academy Performance and COVID Response Strategies

Ms. Stephanie Keenoy, AF's Superintendent, led a discussion about the performance of the AF schools during the 2020-21 school year. During that year, AF's New York schools were remote all year, while the Connecticut and Rhode Island schools operated in a hybrid mode, offering in-person learning for interested students during parts of the year.

Ms. Keenoy reviewed her goals for the 2020-21 school year and outcomes in the categories of student safety, student experience, staff experience, family experience and remote and hybrid programming and academic performance.

She then reviewed the academic performance of the elementary, middle and high schools by discussing the tests administered, procedures for assessments and results. Across all academy levels, Ms. Keenoy discussed reading levels as a separate measure from many of the other assessments administered by AF. The board posed question and engaged in discussions around the results.

Ms. Keenoy reviewed AF's guiding principles which helped AF draft the response strategies.

1. Designing for physical safety.
2. Continuing to prioritize student experience.

3. Adapt curriculum materials based on formative data.
4. Strong reading intervention – with prioritized efforts in grades 5-12.
5. External partnerships – with a focus on summer academy and tutoring programs.

The board asked questions on the strategies presented.

V. 2021-22 Goals and School Reopening

Ms. Keenoy shared the goals for the coming year, as aligned with the COVID strategies, and the ways in which AF intends to measure progress towards those goals. She indicated that the goals represent started targets and that the principals are setting school-specific goals aligned to these network goals.

Ms. Keenoy shared her confidence in the goals and COVID response strategies. The boards will have opportunities to assess progress towards goals throughout the year.

VI. Adjourn

The joint meeting was adjourned at 3:04 pm by Dick Ferguson. Motion by Laura Saverin. Second by Prish Pierce.

Achievement First Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, September 30, 2021

Zoom Video Conference

Agenda

- 6:00 pm Call to order
- 6:05 pm Public Comment
- 6:15 pm Student Enrollment Updates
- 6:20 pm Discussion and possible action related to programmatic strategies to address staffing challenges
- 6:50 pm Discussion and possible action related to board succession planning
- 7:20 pm Committee Reports
- Facilities committee
 - o Discussion and possible action: conflict of interest (David Sweeny)
 - Finance committee
 - Academic Committee
- 7:45 pm Board Business
- Minutes
 - Amended FY22 Budget
 - Principal, AF Brownsville Middle
 - Principal, AF Aspire Middle
 - Conflict of Interest (David Sweeny)
 - Family Handbook
 - New Trustees
 - Leadership Slate
 - o Set number of trustees
 - o Bylaws amendment
- 8:00 pm Additional Business
- 8:15 pm Adjourn



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Achievement First (AF) Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, September 30, 2021, 6:00 pm

Zoom Video Conference

- DRAFT MEETING MINUTES -

Board Members in Attendance: Deb Shanley, Romy Coquillette, Jon Atkeson, Chris Lynch, Desiree Dalton, Kevin Miquelon, Amy Arthur Samuels, Rhonda Barros, Justin Cohen, Judith Joseph Jenkins, Tamika Bradley, Warren Young

Staff and Guests in Attendance: Sarah Blanton, Ken Paul, Neil Shah, Xanthe Jory, Anup Menon, Akeem Frett, Stephanie Keenoy, Fatimah Barker

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. Student enrollment

Ms. Xanthe Jory, Chief Operating Officer, led a discussion about enrollment at the AF schools and specifically enrollment gaps in kindergarten. The board discussed AF, NYC and national trends impacting enrollment.

Ms. Jory believes that AF should be able to get to full enrollment with the right strategies, investment and resources.

3. Discussion and possible action related to programmatic strategies to address staffing challenges

Ms. Stephanie Keenoy shared with the board the staffing challenges facing the AF Brooklyn schools and potential programmatic strategies the network is considering to address these challenges. Between staffing vacancies, COVID related absences, teachers leaving NYC, and the vaccine mandate, AF is facing varying levels of staffing vacancies across all schools.



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Following a discussion about strategies for addressing staffing shortages, the board considered and voted on the following resolution.

WHEREAS, Achievement First (AF) staff have detailed novel challenges and concerns in light of COVID-19, and the board has considered such challenges and concerns;

RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes the Superintendent, in collaboration with school principals, to make temporary programmatic and/or structural changes to the instructional model as permitted by law, between October 1, 2021 and January 27, 2022, subject to authorizer approval,

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

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

4. Discussion and possible action related to board succession planning

Board terms are currently limited to two, three-year terms but the board raised concerns that that might not be long enough given the learning curve and length of time it takes to feel like you're adding value. The additional time afforded in a third term is valuable. Due to AF's leadership transitions and COVID challenges, a third term may also provide some needed stability.

The board wishes to request of SUNY an third term for Trustees.

5. Committee Reports

Facilities committee: Mr. Kevin Miquelon gave a report from the facilities committee including updates from Queens, where we will be delaying the second elementary school by one year. Linden is on time and on budget and will likely qualify for the New Markets Tax Credit. He also discussed the conflict of interest waiver the board is asked to approve regarding Mr. David Sweeny.



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WHEREAS, Achievement First (“AF”) has detailed the impact of staffing challenges on the AF Facilities Team, and the board has considered such challenges,

WHEREAS, AF has engaged the consulting services of Mr. David Sweeny, and Mr. Sweeny is a member of the Civic Builders Board of Directors (Civic);

WHEREAS, this Board has engaged the services of Civic in relation to a property located at 2400 Pitkin Ave, Brooklyn NY, 11208, and the New Markets Tax Credit deal relating to the same,

RESOLVED, the AF Brooklyn Board of Trustees hereby knowingly waives any potential conflict of interest arising from Mr. Sweeny serving as a consultant for AF.

Motion by Jon Atkeson
Seconded by Justin Cohen
All in favor

Ms. Ketki Harale shared renderings of the design for the Linden project.

Finance committee: Mr. Neil Shah, Interim Chief Financial Officer, gave the finance committee report beginning with the unaudited FY21 P&L and balance sheet from June. He reviewed ESSER spending and the amended budgets.

Deb Shanley acknowledged Fatimah Barker, Interim CEO, and Ms. Barker made some remarks expressing her gratitude for the executive team for their leadership during this difficult time.

Academic Committee: The Academic Committee presented two strong candidates for principal roles at AF Brooklyn Middle Schools. Ms. Shanley noted she will discuss the candidates when taking the votes.

6. Board Business

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from May 27 and August 2, 2021.

Motion by Jon Atkeson
Seconded by Romy Coquillette
All in favor



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RESOLVED, the AF Brooklyn Board of Trustees hereby approves the amended budget as recommended by the Finance Committee and prepared by Achievement First for the 2021-22 fiscal year.

Motion by Jon Atkeson

Seconded by Warren Young

All in favor

NOTE: The following two resolutions were approved with an error in the school to which each principal was assigned. In consultation with board chair, Romy Coquillette, the corrections can be found below:

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Ms. Hope Fox as principal of Achievement First ~~Brownsville~~ Aspire Middle School effective July 1, 2022.

Motion by Jon Atkeson

Seconded by Kevin Miquelon

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints Ms. Samantha Jones as principal of Achievement First ~~Aspire~~ Bushwick Middle School effective July 1, 2022.

Motion by Jon Atkeson

Seconded by Kevin Miquelon

All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the Family Handbook as presented by Achievement First.

Motion by Romy Coquillette

Seconded by Warren Young

All in favor

Romy noted there are typos in the Handbook she hopes will be a fixed.

RESOLVED, the AF Brooklyn Board of Directors hereby elects Mr. Anup Menon, Mr. Akeem Frett and Mr. Josh Vidro to serve as a trustees, each with a three year term ending June 30, 2024, and does, pursuant to the bylaws of AF Brooklyn, effective September 30, 2021, set the number of members of the Board of Directors at eighteen (18).

Motion by Jon Atkeson



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Seconded by Chris Lynch
All in favor

RESOLVED, the AF Brooklyn Board of Trustees hereby elects the following leadership slate for the 2021-22 fiscal year:

Romy Coquillette, Chair
Alison Richardson, Vice Chair
Jon Atkeson, Treasurer
Andy Hubbard, Secretary

Motion by Chris Lynch
Seconded by Justin Cohen
All in favor

WHEREAS, the AF Brooklyn Board of Trustees discussed the merits of amending the bylaws to change the term limit language from two terms to three terms so as to ensure leadership stability,

RESOLVED, the AF Brooklyn Board of Trustees hereby amends the bylaws as described.

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

Motion by Warren Young
Seconded by Romy Coquillette
All in favor

7. Additional Business

There was no additional business but former Trustee, Judge Priscilla Hall, joined the meeting to thank Ms. Shanley for her service on the board and share her remarks about Ms. Shanley's contributions to AF Brooklyn and education widely.

8. Adjourn

The meeting was adjourned at 9:10 pm by Deb Shanley.



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Motion by Warren Young
Seconded by Romy Coquillet
All in favor



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370 James St., Suite 404
New Haven, CT 06513
203 773 3223

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

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

**Achievement First Brooklyn Charter Schools
Board of Trustees Meeting**

Thursday, November 18, 2021
Zoom Video Conference

Agenda

- | | |
|---------|--|
| 6:00 pm | Call to order |
| 6:05 pm | Public Comment |
| 6:10 pm | Discussion and Possible Action <ul style="list-style-type: none">- Student Enrollment- Vaccine Mandate- Staffing Update- Board Dashboard |
| 7:15 pm | Committee Reports <ul style="list-style-type: none">- Facilities Committee- Finance Committee- Academic Committee |
| 8:00 pm | Board Business <ul style="list-style-type: none">- Minutes with amendments- Financial report- Audited financial statements- Interim principals- School Safety Plan |
| 8:15 pm | Adjourn |



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

Tuesday, January 4th, 2022, 6:00 pm
Zoom Video Conference

-DRAFT MEETING MINUTES-

Board Members in Attendance: Romy Coquillette, Alison Richardson, Andy Hubbard, Josh Vidro, Tamika Bradley, Warren Young, Akeem Frett, Amy Arthur Samuels, Chris Lynch, Will Robalino, Kevin Miquelon, Anup Menon, Rhonda Barros, Judith Jenkins, Desiree Dalton, Jonathan Atkeson

Staff and Guests in Attendance: Ken Paul, Neil Shah, Xanthe Jory, Stephanie Keenoy, Fatimah Barker, Beth Cocuzza, De-Lea Deane-Allen, Patricia Granda-Malaver

Beth Cocuzza recorded the minutes. The meeting was called to order at 6:04 pm by Romy Coquillette.

1. Public Comment

There was no public comment.

2. Safety on Campus

Ms. Fatimah Barker and Ms. Xanthe Jory provided an overview and update on school safety threats prior to the winter break, including the number of incidents, a summary of how they were handled, and some lessons learned from the experiences. Parents, students, and staff were cooperative throughout all of the investigations.

The presentation was followed by Q and A.

- Mr. Atkeson posed a question about whether the uptick we experienced before the holidays was fading or whether we expected it to continue.
- Ms. Coquillette posed a question about why middle schools seemed to be the target of these threats, and whether we saw any underlying commonalities in the underlying reasons behind the threats being made.

Ms. Coquillette moved the board to a discussion of a proposed resolution to spend money on hiring a consultant to review our safety and security operating procedures.

Following a discussion, the board moved and voted on the following resolution.

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WHEREAS, there has been an increase in threats of violence against K-12 schools in recent months; and

WHEREAS, Achievement First Brooklyn Board of Directors ("AF Brooklyn") is committed to ensuring the safety of all scholars, staff and other members of the school community;

RESOLVED, the AF Brooklyn hereby authorizes Achievement First, Inc. ("Achievement First") to hire an independent consultant for an amount not to exceed [20K] to review and recommend changes, as necessary, to current emergency preparedness and operations policies, procedures and practices relating to school safety; and

BE IT FURTHER RESOLVED, Achievement First and its designee are, jointly and severally, authorized and directed, in the name of AF Brooklyn, to take any and all action needed to effectuate the foregoing resolution.

Moved by Jonathan Atkeson
Seconded by Warren Young
All in favor

Ms. Coquillette noted that there is a regular board meeting at the end of the month, and committed to providing an update at that time

3. COVID 19 Update

Ms. Romy Coquillette provided an update to the Board about the challenges of reopening schools in NYC, both in the DOE and in AF Schools.

Ms. Fatimah Barker provided an update on the decision for AF to start virtually this week, as well as the planning that is underway to achieve the goal of bringing students back in person on January 10.

Ms. Dalton asked a question about what the protocol would be that would reverse the decision to go back on the 10th.

Mr. Miquelon posed a question about how we were handling technological or access issues that students might be facing and attendance issues.



4. Adjourn

The meeting was adjourned at 7:00 pm by Romy Coquillette.

Motion by Chris Lynch

Seconded by Kevin Miquelon

All in favor



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

Thursday, January 27th, 2022, 6:00 pm
Zoom Video Conference

Agenda

- | | |
|---------|--|
| 6:00 pm | Call to order |
| 6:05 pm | Public Comment |
| 6:15 pm | Committee Reports <ul style="list-style-type: none">- Facilities Committee- Finance Committee |
| 6:40 pm | Discussion and Possible Action <ul style="list-style-type: none">- Operations Updates- Academic Updates |
| 7:20 pm | Board Business <ul style="list-style-type: none">- Minutes- Proposed Executive Session: Personnel discussion regarding principal hiring for 2022-23 school year |
| 7:30 pm | Adjourn |



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

Thursday, January 27th, 2022, 6:00 pm
Zoom Video Conference

– DRAFT MEETING MINUTES –

Board Members in Attendance: Romy Coquillette, Alison Richardson, Andy Hubbard, Josh Vidro, Tamika Bradley, Warren Young, Akeem Frett, Amy Arthur Samuels, Chris Lynch, Will Robalino, Anup Menon, Desiree Dalton, Jonathan Atkeson

Staff and Guests in Attendance: Fatimah Barker, Beth Cocuzza, Ketki Harale, Ken Paul, Neil Shah, Xanthe Jory, Stephanie Keenoy, De-Lea Deane-Allen, Christina Braganza, Patricia Granda-Malaver, Teghan Delane, Amanda Pinto

Beth Cocuzza recorded the minutes. The meeting was called to order at 6:08 pm by Romy Coquillette.

1. Public Comment

There was no public comment.

2. Committee Reports

Facilities Committee:

Ms. Ketki Harale, Interim VP of Finance, presented the facilities report on behalf of the Finance Committee.

Following the presentation, Ms. Harale entertained questions from the Board regarding her report.

Finance Committee:

Mr. Neil Shah, Chief Financial Officer, presented the Finance Report, which included a review of the FY22 YTD budget and actuals through November 2021.

Following the presentation, Mr. Shah entertained questions from the Board regarding his report.

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3. Discussion and Possible Action

Academic Update:

Ms. Stephany Keenoy, Superintendent, presented an update on Reading programming.

Following the presentation, Ms. Keenoy entertained questions from the Board regarding her report.

No action was taken.

Safety and Enrollment update:

Ms. Xanthe Jory, Chief Operating Officer, presented an update on safety and enrollment.

Following the presentation, Ms. Jory entertained questions from the Board regarding her report.

No action was taken.

4. Board Business

Ms. Coquillette moved the board to a vote on the following resolutions.

Ms. Coquillette suggested edits to the November , 2021 meeting minutes.

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the meeting minutes from November, 2021 with the recommended revisions.

Motion by Will Robalino

Seconded by Anup Menon

All in favor

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the meeting minutes from January 4, 2022.

Motion by Alison Richardson

Seconded by Warren Young

All in favor



The board entered executive session at 7:49 pm to have a personnel discussion regarding principal hiring for 2022-23 school year and invited Fatimah Barker to join. Motion by Warren Young. Seconded by Allison Richardson

The board exited the executive session at 8:41 pm.

5. Adjourn

The meeting was adjourned at 8:42 pm by Romy Coquillet

Motion by Warren Young

Seconded by Will Robalino

All in favor



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

Monday, March 7th, 2022, 6:00 pm
Zoom Video Conference

Agenda

- | | |
|---------|---|
| 6:00 pm | Call to order |
| 6:05 pm | Public Comment |
| 6:10 pm | Proposed Executive Session: <ul style="list-style-type: none">- Personnel discussion regarding board approval of principal candidates for 2022-23 school year |
| 6:25 pm | Board Business <ul style="list-style-type: none">- Approval of principal candidates |
| 6:30 pm | Adjourn |



Achievement First Brooklyn Board of Trustees Recommended Resolutions

Resolution 1:

RESOLVED, the AF Brooklyn Board of Trustees hereby appoints the individuals listed below as principals of the following Achievement First schools effective July 1, 2022.

- Mariama Diallo, AF Linden Elementary School
- Shamel Duncan, AF East New York Middle School
- Katherine Delacruz, AF North Brooklyn Prep Middle School



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

Monday, March 7th, 2022, 6:00 pm
Zoom Video Conference

– DRAFT MEETING MINUTES –

Board Members in Attendance: Romy Coquillette, Alison Richardson, Tamika Bradley, Warren Young, Akeem Frett, Amy Arthur Samuels, Chris Lynch, Will Robalino, Desiree Dalton, Kevin Miquelon (joined while in breakout room)

Staff and Guests in Attendance: De-Lea Deane-Allen, Patricia Granda-Malaver

Patricia Granda-Malaver recorded the minutes. The meeting was called to order at 6:11pm by Romy Coquillette, Board Chair.

1. Public Comment

There was no public comment.

2. Proposed Executive Session: Personnel discussion regarding board approval of principal candidates for 2022-23 school year

The board entered executive session at 6:13pm to hold personnel discussions on principal candidates for 2022-23 school year and invited De-Lea Deane-Allen, Chief Equity and Interim Talent Officer, to join.

Motion by Romy Coquillette
Seconded by Chris Lynch

The board exited the executive session at 6:42 pm.

3. Board Business

Ms. Coquillette moved the board to a vote on the following resolution:



RESOLVED, the AF Brooklyn Board of Trustees hereby appoints the individuals listed below as principals of the following Achievement First schools effective July 1, 2022.

- Mariama Diallo, AF Linden Elementary School
- Shamel Duncan, AF East New York Middle School
- Katherine Delacruz, AF North Brooklyn Prep Middle School

Motion by Romy Coquillette

Seconded by Will Robalino

All in favor

4. Adjourn

The meeting was adjourned at 6:43pm by Romy Coquillette

Motion by Romy Coquillette

Seconded by Will Robalino

All in favor

Achievement First (AF) Brooklyn Charter Schools

Board of Trustees Meeting

Thursday, March 31st, 2022, 6:00 pm

Zoom Video Conference

Agenda

- | | |
|---------|---|
| 6:00 pm | Call to order |
| 6:05 pm | Public Comment |
| 6:15 pm | Discussion and Updates <ul style="list-style-type: none">- COO Operation & Safety Update- AF Summer Camp |
| 6:30 pm | Committee Reports <ul style="list-style-type: none">- Finance Committee<ul style="list-style-type: none">- Approval of Procurement Resolution- Approval of Financial Report- Facilities Committee- Academic Committee<ul style="list-style-type: none">- Special Education- Proposed Executive Session: Personnel discussion regarding board approval of principal candidates for 2022-23 school year |
| 7:30 pm | Board Business <ul style="list-style-type: none">- Approval of Minutes- Approval of Principal Candidates- Principal Renewal Offers- Leadership Slate - Set Number of Trustees |
| 7:45 pm | Adjourn |



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

Thursday, April 11, 2022, 6:00 pm
Zoom Video Conference

Agenda

- I. Call to order
- II. Public Comment
- III. Discussion and Updates on SY 22-23 planning
- IV. Adjourn

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370 James Street, Suite 404
New Haven, CT 06513
203 773 3223

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



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

Monday, April 11, 2022, 6:00 pm
Zoom Video Conference

– DRAFT MEETING MINUTES –

Board Members in Attendance: Romy Coquillette, Alison Richardson, Jon Atkeson, Andy Hubbard, Desiree Dalton, Kevin Miquelon, Warren Young, Josh Vidro, Judith Jenkins, Rhonda Barros, Christopher Lynch, Tamika Bradley, Akeem Frett, Will Robalino

Staff in Attendance: Fatimah Barker, Beth Cocuzza, Stephanie Keenoy, Neil Shah, De-Lea Deane-Allen, Xanthe Jory, Ken Paul, Isabel Tañedo, Patricia Granda-Malaver

Isabel Tañedo recorded the minutes. The meeting was called to order at 6:03 pm by Ms. Romy Coquillette, Board Chair.

1. Public Comment

There was no public comment.

2. Discussion: Report on staff shortages in SY22-23 and proposed mitigation plans

Ms. Coquillette invited Ms. Fatimah Barker, Interim Chief Executive Officer, to lead the discussion on planning around staffing shortages for school year SY2022-2023.

Ms. Barker reported on staffing shortages across all Brooklyn schools, and the planning that has taken place in the last few months to ensure that Achievement First (AF) continues to run joyful and safe campuses for its scholars. By shifting staffing and school schedule models, Ms. Barker noted that the majority of teaching shortage issues have been resolved for SY2022-2023, with the exception of Ujima High School, one of the AF campuses still scaling.

To ensure that AF delivers on its commitment to get Ujima scholars to/through high school, Ms. Barker recommended that rising 10th graders be distributed across the other 3 high school campuses in Brooklyn: Brooklyn High, University Prep and East Brooklyn.

Ms. Barker and members of the AF Cabinet entertained questions from the Board on student enrollment, teacher recruitment, communication plans for engaging families and staff, and other options vetted by AF.



In closing, Ms. Coquillete noted that this was a productive discussion, despite this not being what anyone wanted to be talking about. She added that it is important for the Board to stay abreast of communication plans and be part of that discussion. Ms. Barker committed to setting up touch points with Chair and Vice Chair, and to be in partnership along the way.

3. Adjourn

The meeting was adjourned at 7:06 pm by Romy Coquillette.
All in favor



Achievement First Brooklyn Board Executive Committee Meeting

Zoom Video Conference

<https://achievementfirst.zoom.us/j/8959180848>

Friday, April 29th, 2022 at 11am

- I. **Call to Order**
- II. **Public Comment**
- III. **Discussion:** Planning for SY 2022-2023
- IV. **Adjourn**

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370 James Street, Suite 404
New Haven, CT 06513
203 773 3223

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



**Achievement First (AF) Brooklyn Board
Executive Committee Meeting**

Monday, April 29, 2022, 11:00 am
Zoom Video Conference

– DRAFT MEETING MINUTES –

1. Call to Order

The meeting was called to order at 11:02am by Ms. Romy Coquillette, Board Chair. The following board members, constituting a quorum, and Achievement First staff were in attendance.

Board Members in Attendance: Romy Coquillette, Alison Richardson, Jon Atkeson

Staff in Attendance: Fatimah Barker, Stephanie Keenoy, De-Lea Deane-Allen, Xanthe Jory, Blakely Simoneau, Michael Rabin, Isabel Tañedo

Isabel Tañedo recorded the minutes.

2. Public Comment

There was no public comment.

3. Discussion: Recommended path forward for Ujima scholars in SY22-23

Ms. Coquillette gave the floor to Ms. Fatimah Barker, Interim CEO, to present recommended plans to address staff shortages at Ujima High School.

Ms. Barker reported that, after careful due diligence centering what is in the best interest of scholars, families and staff, it remained Achievement First's (AF) strong recommendation that rising 10th grade scholars from Ujima be transferred to the other 3 high schools in Brooklyn, while Ujima continued to operate a 9th grade class in SY22-23. Ms. Barker highlighted that the lottery process to determine which high school Ujima scholars would be transferred to would be vetted by SUNY to ensure its fairness and equitability.

Ms. Barker and the AF Cabinet then responded to questions from the Executive Committee on seats available at each campus, the lottery process, alternatives for scholars and families who choose not to matriculate at the other AF campuses, family engagement plans and social-emotional support for scholars.

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In closing, Ms. Coquillette requested that other members of the Board also be invited to provide comments on the proposed rollout and communication plans. Ms. Barker committed to receive comments from other Trustees and to invite parent representatives of the Board to engage in further discussion to take into account their perspective and experience as AF families.

4. Adjourn

There being no other business, Ms. Coquillette adjourned the meeting at 11:46 am.



**Achievement First Brooklyn Board
Academic Committee Meeting**

Zoom Video Conference

<https://achievementfirst.zoom.us/j/84789854862>

Wednesday, May 4, 2022, 10:00AM

- I. **Call to Order**
- II. **Public Comment**
- III. **Discussion**
 - a. College and Career Data
 - b. Other business
- IV. **Adjourn**

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203 773 3223

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Providence, RI 02909
401 347 1106 ext. 30610

**Achievement First Brooklyn Board
Executive Committee Meeting**

Zoom Video Conference

<https://achievementfirst.zoom.us/j/89889727816>

Friday, May 6, 2022, 11:30am

- I. **Call to Order**
- II. **Public Comment**
- III. **Discussion**
 - a. Proposed Executive Session to discuss Achievement First CEO transition planning
 - b. Preparation for May 19 board meeting
 - c. Other business
- IV. **Adjourn**

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

Friday, May 5, 2022, 11:30 am
Zoom Video Conference

– DRAFT MEETING MINUTES –

Board Members in Attendance: Romy Coquillette, Alison Richardson, Anup Menon, Andy Hubbard, Chris Lynch, Jonathan Atkeson, Judith Jenkins, Will Robalino, Akeem Frett, Tamika Bradley, Amy Arthur Samuels, Kevin Miquelon

Staff and Guests in Attendance: Andy Boas, Fatimah Barker, Lisa Margosian, Patricia Granda-Malaver

Patricia Granda-Malaver recorded the minutes. The meeting was called to order at 11:32 am by Romy Coquillette, Board Chair.

1. Public Comment

There was no public comment.

2. Discussion and Updates

Executive Session:

The Committee entered executive session at 11:33pm to hold discussions on personnel matters regarding the Achievement First interim CEO transition planning. Ms. Coquillette invited Mr. Boas (AF Inc. Board Chair), Ms. Barker (outgoing AF interim CEO), Ms. Margosian (incoming AF interim CEO), and Ms. Patricia Granda-Malaver.

Motion by Romy Coquillette
Seconded by Jonathan Atkeson

The Committee exited the executive session at 12:05 am. Trustees that were not part of the executive committee were invited to stay for the remainder of the meeting if desired.

Preparation for May 19 board meeting

Ms. Coquillette informed executive committee members that most Trustees were in favor of having an in-person meeting for their May 19 board meeting. No one in the committee was opposed to having it in person.

Ms. Coquillettte also proposed adding a discussion item on amending the Board bylaws to extend Trustee term limits from 2 terms to 3 terms in order to give greater flexibility for board membership. The Committee agreed to take this up at the Board meeting on May 19, 2022, and will work with Ms. Isabel Tañedo, Senior Director of Governance, to formulate the correct wording for this proposed amendment.

3. Other Business

No further board business was discussed.

4. Adjourn

The meeting was adjourned at 12:22pm by Romy Coquillettte

Motion by Jonathan Atkenson

Seconded by Anup Menon

All in favor

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

Thursday, May 19, 2022, 6:00 PM

[Jay Suites](#), 4th Floor, Room D

<https://achievementfirst.zoom.us/j/8959180848>

- I. Call to Order**
- II. Public Comment**
- III. Approve minutes**
- IV. Committee Reports**
 - a. Academic Committee Report
 - b. Finance Committee
 - i. Financial Report
 - ii. FY22-23 Budget
 - iii. Re-approve auditors
 - c. Facilities Committee Report
- V. Discussion and Updates**
 - a. Updates on Ujima SY22-23 rollout
 - b. COO Report on enrollment and safety
 - c. Updates to New York Open Meeting Law
 - d. Board by-laws
- VI. Board Business**
 - a. Approve interim principal list through September 30, 2022
 - b. Re-elect directors
 - c. Upcoming meeting dates
- VII. Adjourn**



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370 James Street, Suite 404
New Haven, CT 06513
203 773 3223

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

DRAFT MINUTES

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

Thursday, May 19, 2022, 6:00 PM

[Jay Suites](#), 4th Floor, Room D

<https://achievementfirst.zoom.us/j/8959180848>

I. Call to Order

The meeting was called to order at 6:05 pm by Romy Coquillette. The following board members, constituting a supermajority of the Board, and AF staff were in attendance.

Trustees: Romy Coquillette, Andy Hubbard, Josh Vidro, Warren Young, Amy Arthur Samuels, Chris Lynch, Will Robalino, Kevin Miquelon, Anup Menon, Desiree Dalton, Jonathan Atkeson Alison Richardson, Tamika Bradley, Akeem Frett

AF Staff and Guests: Fatimah Barker, Lisa Margosian, Neil Shah, Xanthe Jory, De-Lea Deane-Allen, Isabel Tañedo, Sultana Salma, Beth Cocuzza, Stephanie Keenoy, Ken Paul, Adrien Siegfried, Amy Christie, Rod Bowen, Kate Aufiero, David Sweeny, Ketki Harale, Cassidy McKee, Cymone Card

II. Public Comment

There was no public comment.

III. Approve minutes

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby approves the meeting minutes from March 31, 2022 and April 11, 2022.

Motion by Amy Samuels

Second by Kevin Miquelon

All in favor.

IV. Committee Reports

a. Academic Committee Report

Stephanie Keenoy, AF Superintendent, and Amy Christie, AF Senior Director, College and Career, delivered Team College and Career updates. Ms. Keenoy highlighted AF's student-centered approach to college counseling, centering what matters most to students when making post-secondary choices.

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Ms. Keenoy and Ms. Christie entertained questions from the Board on college counseling, bridge funding program (now the “Dacia Toll scholarship program”), students’ postsecondary options, college applications and admissions, STAR reading assessments, and if/how student success is factored in by families when deciding to matriculate at AF.

b. Finance Committee

Neil Shah, AF Chief Finance Officer, and Kate Aufiero, VP of Finance presented YTD financial statements and draft budget for SY22-23.

Mr. Shah and Ms. Aufiero entertained questions from Trustees on digital learning platforms costs, enrollment numbers and salaries reflected in the budget, and board designated reserves.

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby approves the financial report as presented.

Motion by Warren Young

Second by Andy Hubbard

All in favor.

Warren Young asked a follow-up question on staffing models presented in the draft budget. There being no further questions, it was,

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby approves the financial budget for the 2022-2023 fiscal year as presented.

Motion by Kevin Miquelon

Second by Warren Young

All in favor.

The Board briefly discussed the re-appointment of the auditors.

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2021-22 fiscal year and prepare the IRS Form 990s.

Motion by Anup Menon

Second by Chris Lynch

All in favor.

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C. Facilities Committee Report

Ketki Harale, VP of Facilities, provided a brief update on progress made at the Ujima Incubation Space and AF Linden MS. Xanthe Jory, AF Chief Operating Officer, updated the Board on potential permanent spaces for AF Ujima HS and Legacy K-8 and related decision timelines.

Ms. Harale and Ms. Jory entertained follow up questions from Trustees on enrollment assumptions considered in their report. Mr. Young noted that the facilities decisions the Board will make is something that the Board has not had to deliberate on before. Mr. Lynch and Mr. Shah noted that the leases will impact the AF balance sheet and the way debt obligations are managed in the future.

Cassidy McKee, AF Director of Special Projects, presented forecasted projections through 2034. Ms. Coquillet and Mr. Miquelon noted that the Facilities Committee is deep in the analysis phase and noted that the presentation would be updated as they continue to discuss this at Committee level. Ms. Jory and Mr. Shah flagged upcoming deadlines, noting that the AF team has confidence in the long-term viability of these projects. Ms. Coquillet requested that the Board table Facilities-related discussions and take this up at the next Committee session. Ms. Coquillet also invited other Trustees to ask questions and attend Committee meetings to keep abreast of updates.

Amy Samuels followed up about the status of AF's Brooklyn charters and the local political landscape.

V. Board Business

In the interest of time, Ms. Coquillet requested that the Board take up votes before continuing on to other discussions.

a. Amending Board by-laws to extend Trustee term limits

Ms. Coquillet noted that the current bylaws set a limit of two 3-year terms for Trustees. With several Trustees approaching the end of their term limits, and upcoming important decisions that need to be made by the Board, Ms. Coquillet proposed that the Board vote to extend the limit to three 3-year terms, which would give the Board continuity in leadership. The Board discussed the merits of this proposal and found that a limit of 4 three-year terms would be more appropriate, especially in light of real estate decisions that will impact the next 10-15 years.

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves, effective May 19, 2022 the amended and restated by-laws to note the current number of Trustees

(17) and to extend term limits for Trustees, other than Parent Representatives, from two to four terms.

Motion by Will Robalino

Second by Warren Young

All in favor.

b. Re-approve principal renewals for SY22-23

Ms. Coquillette noted the need to re-approve of principal renewals taken up on March 31, 2022, to ensure that motions were captured correctly.

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby re-approves the renewal of the following principals, with the final compensation package as incorporated in the FY23 Budget as approved today:

- Noah Hellman, AF Apollo Elementary School
- Jesse Ugglia, AF Apollo Middle School
- Jordan Hardy, AF Aspire Elementary School
- Hope Fox, AF Aspire Middle School
- Allison Laird, AF Brownsville Middle School
- Courtney Saretzky, AF Bushwick Elementary School
- Sam Jones, AF Bushwick Middle School
- Sade Johnson, AF Crown Heights Elementary School
- Victoria Pierre, AF Crown Heights Middle School
- Martin Palamore, AF East Brooklyn High School
- Merlyn Senter, AF East New York Elementary School
- Colleen Young, AF Endeavor Elementary School
- Jess Eddy, AF Legacy Elementary School
- Alicia Harper, AF North Brooklyn Prep Elementary School
- Nana Effah, AF Ujima High School
- Jason Coalter, AF University Prep High School
- Tamla Frater, AF Voyager Middle School

Motion by Jon Atkeson

Second by Anup Menon

All in favor.

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c. Approve interim principal list through September 30, 2022

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the following individuals to serve as interim principal, as needed, for a period of time not to exceed sixteen weeks, based on the recommendations by Achievement First, between May 20 and September 30, 2022.

AF Apollo ES	Lindsey Smith until 6/24, Jessica McDonald starting 6/25
AF Aspire ES	Nora Watkis until 6/24, Shané Brown starting 6/25
AF Brownsville ES	Ana Samper, until 6/24, Mallory Bodhuin starting 6/25
AF Bushwick ES	Jessica Ziegler
AF Crown Heights ES	Melissa Cantave, Liz Harnett as backup
AF East New York ES	Kiera Gilbert, Katherine Donaldson starting as backup
AF Endeavor ES	Anika Locklear
AF Legacy ES	Ashley Wilson
AF Linden ES	Marrie Diallo until 6/24, Jessica Donovan starting 6/25
AF North Brooklyn ES	Daliza Lawrence
AF Apollo MS	Derrell Melton aa
AF Aspire MS	Hope Fox until 6/24, Skyla Jude starting 6/25
AF Brownsville MS	Caroline Roth, Jose Guerrero as backup
AF Bushwick MS	Sam Jones until 6/24, Keresa Gentry starting 6/25
AF Crown Heights MS	Jesse Balis-Harris (until Regional Superintendent is announced in mid-June)
AF East New York MS	Jesse Balis-Harris (until Regional Superintendent is announced in mid-June)

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AF Endeavor MS	Jadine Joseph until 6/24, Alexa Crawford starting 6/25
AF Linden MS	Stephanie Blika until 6/24, Ty Menardy starting 6/25
AF North Brooklyn MS	Kat Delacruz until 6/24, Trina Russell starting 6/25
AF Voyager MS	Jesse Balis-Harris (until Regional Superintendent is announced in mid-June)
AF Brooklyn HS	Damen Scott until 6/30, Liz Harris starting as 7/1
AF East Brooklyn HS	Tom Ng
AF Ujima HS	Rod Bowen (until Regional Superintendent is announced in mid-June)
AF University Prep HS	Katie McPollom

Motion by Kevin Miquelon
 Second by Will Robalino
 All in favor.

d. Updates to New York Open Meeting Law

Ms. Coquillette noted the change in how board meetings would be run going forward, starting June 9, in line with updates to the Open Meeting Laws in New York.

RESOLVED, that the Achievement First Brooklyn Board of Trustees will utilize the video conferencing options in compliance with the updated Public Officers Law 103, effective June 9, 2022.

Motion by Warren Young
 Second by Anup Menon
 All in favor.

e. Re-elect directors

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby re-elects Tamika Bradley to serve as a Parent Representative for an additional 1-year term ending June 30, 2023.

Motion by Will Robalino
 Second by Chris Lynch achievementfirst.org

All in favor.

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby re-elects Desiree Dalton to serve as a Parent Representative for an additional 1-year term ending June 30, 2023.

Motion by Chris Lynch

Second by Kevin Miquelon

All in favor.

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby re-elects Judith

Jenkins to serve an additional two-years ending June 30, 2024.

Motion by Amy Samuels

Second by Warren Young

All in favor.

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby re-elects Romy

Coquillette to serve an additional three-year term ending June 30, 2025.

Motion by Will Robalino

Second by Anup Menon

All in favor.

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby re-elects Jonathan Atkeson to serve an additional three-year term ending June 30, 2025.

Motion by Warren Young

Second by Will Robalino

All in favor.

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby re-elects Kevin Miquelon to serve an additional three-year term ending June 30, 2025.

Motion by Will Robalino

Second by Chris Lynch

All in favor.

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby re-elects Amy Samuels to serve an additional three-year term ending June 30, 2025.

Motion by Josh Vidro

Second by Chris Lynch

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All in favor.

VI. Discussion and other updates

The Board returned to Board discussions.

a. Updates on Ujima SY22-23 rollout

Ms. Keenoy updated the Board on the implementation of Ujima plans for SY22-23, noting that it has been going well so far. AF has engaged with staff and families in the process and will continue to do so as lottery results are announced and schools welcome students to their new schools.

Ms. Keenoy entertained questions from the Board on families who opted to matriculate at DOE schools and incoming 8th graders at Ujima.

b. COO Report on enrollment and safety

Ms. Jory entertained questions on the recruitment of a safety consultant and updates to COVID-related policies.

c. Other updates

Ms. Coquillette noted that Fatimah Barker, interim AF CEO, would be transitioning out of her role, and welcomed Lisa Margosian, incoming interim CEO. Ms. Barker and Ms. Margosian updated the Board on their work together so far.

VII. Adjourn

There being no other business, the meeting was adjourned at 8:40pm.

Motion by Kevin Miquelon
Second by Amy Samuels
All in favor.

DRAFT MINUTES

**Achievement First (AF) Brooklyn Board
Facilities Committee Meeting**

Friday, June 24, 2022, 4:00 pm

Zoom link: <https://achievementfirst.zoom.us/j/7507345087?from=addon>

I. Call to Order

II. Public Comment

There was no public comment.

III. Board Discussion and Business

- A. Purchase and Sale agreement for 1581 Pitkin Ave
- B. Other business

IV. Adjournment



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370 James Street, Suite 404
New Haven, CT 06513
203 773 3223

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

DRAFT MINUTES

**Achievement First (AF) Brooklyn Board
Facilities Committee Meeting**

Friday, June 24, 2022, 4:00 pm

Zoom link: <https://achievementfirst.zoom.us/j/7507345087?from=addon>

I. Call to Order

The meeting was called to order at 4:10 pm by Romy Coquillette. The following Trustees, constituting a quorum of the Facilities Committee, and AF staff were in attendance.

Board members: Josh Vidro, Romy Coquillette, Jonathan Atkeson, Chris Lynch

AF staff: Ketki Harale, David Sweeny (Consultant)

II. Public Comment

There was no public comment.

III. Board Discussion and Business

A. Purchase and Sale agreement for 1581 Pitkin Ave

WHEREAS, Achievement First, Inc. (“AF Network”) is entering into a certain real estate transaction whereby AF Network, through its wholly-owned subsidiary, AF Brooklyn HS4, LLC (“AF LLC”), will enter into an agreement to purchase real property located at 1514-1522 Pitkin Avenue, Brooklyn, New York (the “Property”) from 120 Equities LLC and 1522 Pitkin LLC (the “Seller”) and develop a school building thereon, as more particularly described in that certain purchase agreement between AF LLC and the Seller (the “Purchase Agreement”) for a purchase price of \$8,550,000.00;

WHEREAS, AF LLC shall lease the Property to AF Brooklyn upon terms and

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subject to the conditions to be negotiated by AF Network and AF Brooklyn;

WHEREAS, AF Brooklyn believes it is in the best interest of AF Network and AF Brooklyn for AF LLC to enter into the Purchase Agreement and to reimburse AF LLC for certain carrying costs for the Property, which costs are being paid by AF LLC in exchange for Seller taking the Property off the market (“the Carrying Costs”), as more particularly set forth in the Purchase Agreement;

WHEREAS, AF Brooklyn believes it is in the best interest of AF Network and AF Brooklyn for AF LLC to continue due diligence activities at the property and to reimburse AF LLC for certain due diligence costs (“Due Diligence costs”);

WHEREAS, the Purchase Agreement provides that AF LLC shall have one hundred and twenty (120) days (the “Inspection Period”) from the date AF LLC’s attorney receives a fully executed copy of this Agreement (the “Delivery Date”) to conduct an inspection of the Property (the “Inspection”), including, without limitation, the suitability and feasibility of the Property, the conformity of the Property with the requirements of any Law, the zoning of the Property, and the topographical, environmental, and engineering condition of the Property;

WHEREAS, AF Brooklyn believes it is in the best interest of AF Network and AF Brooklyn for AF LLC to enter into the Purchase Agreement and to reimburse AF LLC for certain due diligence costs incurred during the Inspection Period, in an amount not to exceed \$150,000.00 (“Due Diligence Costs”);

WHEREAS, AF Brooklyn believes it is in the best interest of AF Brooklyn to reimburse AF LLC for carrying costs incurred by AF LLC by terminating the Purchase Agreement at the direction of AF Brooklyn in an amount not to exceed \$125,000.00;

NOW THEREFORE, BE IT RESOLVED, AF Brooklyn, be, and hereby is, authorized and directed to reimburse AF LLC for the Due Diligence and Carrying Costs in amounts not to exceed the amounts set forth above;

BE IT FURTHER RESOLVED, that AF Brooklyn be, and hereby is, authorized and achievementfirst.org

directed, to negotiate a lease agreement pursuant to which AF Brooklyn shall lease the Property from AF LLC upon separate approval from AF Brooklyn;

BE IT FURTHER RESOLVED, that AF Brooklyn reserves the right to direct AF LLC to terminate the Purchase Agreement at any time;

BE IT FURTHER RESOLVED, that any officer of AF Brooklyn, be, and hereby are, jointly or severally, authorized and directed, at any time and from time to time, 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 AF Brooklyn as may be necessary or advisable in order to give effect to and, generally, carry out the intent of these resolutions including, without limitation, to execute and deliver any instruments and documents required in connection with the foregoing, in the name and on behalf of AF Brooklyn, 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.

IV. Adjourn

There being no other business, the meeting was adjourned at 4:15 pm.

Motion by Jonathan Atkeson

Seconded by Chris Lynch

All in favor.



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