



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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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.

**Elm City College Preparatory
Finance Committee**

Zoom Meeting
Friday, September 24, 2021
1:00 pm

Call to Order

Discussion

- FY21 Balance Sheet
- Amended FY22 Elm City College Preparatory Budget

Adjourn



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**AF Hartford Academy
Personnel Committee**

Zoom Video Conference
Tuesday, October 12, 2021
9:00 am

- I. Call to Order
- II. Discussion of principal performance related to staff complaint at AF Hartford High School
 - a. Proposed Executive Session – Personnel discussion related to principal performance
- III. Adjourn



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**AF Hartford Academy
Personnel Committee**

Zoom Video Conference
Tuesday, October 12, 2021
9:00 am

-Minutes Draft-

I. Call to Order

The meeting was called to order at 9:05 am by Patsy Mundy. The following personnel committee members, constituting a quorum, were in attendance: Patsy Mundy, Billie Augustin, David Dee.

The following Achievement First staff members were in attendance: Sarah Blanton, Christi George, Talia Shaull.

II. Discussion of principal performance related to staff complaint at AF Hartford High School

The personnel committee entered executive session at 9:06 am to discuss a personnel matter involving the high school principal and invited Christi George and Talia Shaull to join. Motion by Billie Augustin. Seconded by Patsy Mundy. All in favor.

The committee exited executive session at 9:39 am. Motion by Patsy Mundy. Seconded by Billie Augustin. All in favor.

Ms. Mundy intends to reconvene for an additional meeting to determine a response to the information discussed during executive session.

III. Adjourn

The meeting was adjourned at 9:40 am by Patsy Mundy. Motion by Patsy Mundy. Seconded by Billie Augustin. All in favor.



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Elm City College Preparatory
Finance Committee
Zoom Meeting
Friday, November 5, 2021
1:00 pm

Call to Order

Discussion

- Review of Year to Date financials
- Update on ESSER funding

Adjourn



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**Elm City College Preparatory
Board of Directors**

Zoom Video Conference
Wednesday, November 17, 2021
5:30 pm

- I. Call to Order
- II. Public Comment
- III. Board membership – set number of directors
- IV. Approve Minutes
- V. Discussion and Possible Action
 - a. Elementary and Middle School Reports
 - b. Joint High School Committee Report
 - c. Finance Committee Report
 - d. Real estate update – Dixwell Ave
 - e. Interim Principals
 - f. Elm City College Prep Board manual
- VI. Additional Business
- VII. Adjourn



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**Elm City College Preparatory
Board of Directors**

Zoom Meeting
Wednesday, November 17, 2021, 5:30 pm

- Draft Meeting Minutes -

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
Laura Saverin – Yes
Stephanie Ma – Yes
Prish Pierce – No
Patric Gregory – No

Julia Halberstam – Yes
LaVonta Bryant – Yes
Nicola Fleischer – No
Katie Hagen - Yes

Achievement First staff and Elm City School Leadership: Shanice Adams, Tanesha Forman, Karin Gould, Erin Laskey, Sarah Blanton, Neil Shah, Chi Tschang, Ketki Herale, Stephanie Keenoy, Ken Paul, Zonya Hicks

II. Open session for public comment

Aaliyah Henry, Jay Forman, Serena Johnson, Alexys Heffernan, Faith Tracey, Kuiana Blackwell, and Trevor Thomas made a public comment about equity at Elm City Middle School, space concerns, staffing issues and structural challenges that Elm City Middle School has faced over the past several years.

III. Board Membership – set number of directors

Tina Wright has transitioned from a teaching position at Elm City to one at AF Rhode Island and consequently is no longer the teacher rep for Elm City.



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RESOLVED, pursuant to the bylaws of Elm City College Preparatory, the Elm City College Preparatory Board of Directors hereby sets the number of members of the Board of Directors at nine (9), effective November 17, 2021.

Motion by Dick Ferguson

Seconded by Lauara Saverin

All in favor

IV. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from September 29, 2021.

Motion by LaVonta Bryant

Seconded by Julia Halberstam

All in favor

V. Discussion and Possible Action

a. Joint High School Committee Report

Dick Ferguson gave the update from the Amistad High School Committee. Mr. Ferguson reviewed staffing challenges and hiring updates noting current vacancies that the school is looking to fill.

b. Elementary and Middle School Reports

Ms. Tanesha Forman shared that they gave ECCP Middle School families a survey which showed some improvement around parent satisfaction. She shared a comment from a parent noting large class sizes. There was also year over year growth in teacher organizational health survey results.

There are currently five open teaching positions at the school. There are, on average, nine teachers out daily which has a significant impact on school culture. The leadership team is taking on most of the coverages which means that deans and the principal are teaching instead of coaching. She noted that teachers are exhausted.



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The length of core classes has decreased and the school has added a student choice block. Ms. Forman noted that she supports the idea raised by teachers during public comment to shorten the school day.

The board discussed current enrollment and Ms. Karin Gould shared that on October 1st, the school was fully enrolled.

Shanice Adams shared that student survey results exceeded their goal. She shared school culture data (attendance, withdrawals, removals, in and out of school suspension data). They started the school year with six open positions and, as a results, adjusted the staffing model. Currently, deans are supporting coverages. Anytime a teacher is absent, a dean provides the coverage.

There is also a tension around outdoor play space.

c. Finance Committee Report

Laura Saverin gave the financial report reviewing the balance sheet and year to date financials. The budget is likely to be revised due to ESSER spending adjustments.

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

Motion by Julia Halberstam

Second by Laura Saverin

All in favor

d. Real estate update – Dixwell Ave

Ms. Ketki Harale updated the board on the sale of the former Middle School building on Dixwell Ave. The closing will be December 15th.

e. Interim Principals



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RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the following individuals to serve as interim principal, as needed, for a term not to exceed four weeks, between November 18, 2021 and June 30, 2022.

Oraina Simmons, Elm City College Preparatory Elementary

Serena Johnson, Elm City College Preparatory Middle

Motion by Dick Ferguson

Second by Laura Saverin

All in favor

- f. Elm City College Prep Board manual

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the Elm City College Preparatory Board Manual as presented by Achievement First.

Motion by Laura Saverin

Seconded by Katie Hagen

All in favor

Dick Ferguson thanked Sarah Blanton, Director of Governance, for her work with the boards.

VI. Additional Business

There was no additional business.

VII. Adjourn

The meeting was adjourned at 6:24 pm by Dick Ferguson.

Motion by Julia Halberstam

Seconded by LaVonta Bryant

All in favor



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Recommended Resolutions

Resolution 1:

Resolution 2:

Resolution 3:



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**Elm City College Preparatory
Board of Directors**

Zoom Video Conference
Wednesday, December 15, 2021
9:15 am

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and possible action related to the sale of property at 794 Dixwell Ave
- V. Adjourn



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**Elm City College Preparatory
Board of Directors**

Zoom Video Conference
Wednesday, December 15, 2021
9:15 am

- Draft Meeting Minutes -

I. Call to Order and Attendance

The meeting was called to order at 9:16 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 – Yes
Patric Gregory – Yes

Julia Halberstam – Yes
LaVonta Bryant – No
Nicola Fleischer – Yes
Katie Hagen - Yes

Achievement First staff: Diana Perez-Alvarado, Ken Paul, Elise Major

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 17, 2021.

Motion by Laura Saverin
Seconded by Pat Gregory
All in favor

IV. Discussion and possible action related to the sale of property at 794 Dixwell Ave



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Dick Ferguson shared that he signed all documents related to the sale of property at 794 Dixwell Ave and the closing is contingent upon the approval of the resolutions before the board.

Katie Hagen, teacher representative, shared that on behalf of the teachers in the building at James St, they do not support the sale of the building due to existing space concerns.

RESOLVED, that Elm City College Preparatory, Inc. ("Elm City") be, and hereby is, authorized and directed to sell to The Apt Foundation, Inc. that certain real property and the improvements thereon commonly known as 794 Dixwell Avenue, New Haven, Connecticut, 13 Elizabeth Street, New Haven, Connecticut, 17 Elizabeth Street, New Haven, Connecticut, 21 Elizabeth Street, New Haven, Connecticut, 808 Dixwell Avenue, New Haven Connecticut, a portion of 10 Cherry Ann Street, New Haven Connecticut and 18 Cherry Ann Street, Hamden Connecticut, 10 Cherry Ann Street, Hamden Connecticut and a portion of 10 Cherry Ann Street, New Haven, Connecticut, 814 Dixwell Avenue, Hamden Connecticut and 814 Dixwell Avenue, New Haven Connecticut, 820 Dixwell Avenue, Hamden, Connecticut and 830 Dixwell Avenue, Hamden, Connecticut for a sum not to exceed TWO MILLION FOUR HUNDRED FIFTY THOUSAND AND 00/100 DOLLARS (\$2,450,000.00);

Motion by Pat Gregory

Seconded by Prish Pierce

In favor: Dick Ferguson, Laura Saverin, Prish Pierce, Julia Halberstam, Stephanie Ma, Nicola Fleischer, Pat Gregory

Opposed: Katie Hagen

RESOLVED, that any officer of Elm City, including the Chair, Vice-Chair and Treasurer of Elm City (each an "Authorized Officer"), be, and each of them individually hereby is, authorized and directed to execute that certain Purchase Agreement by and between Elm City and The Apt Foundation, Inc., in the name of Elm City, and the entering into such purchase agreement by any such Authorized Officer is hereby ratified; and

Motion by Julia Halberstam

Seconded by Laura Saverin

In favor: Dick Ferguson, Laura Saverin, Prish Pierce, Julia Halberstam, Stephanie Ma, Nicola Fleischer, Pat Gregory

Opposed: Katie Hagen

RESOLVED, that any Authorized Officer, be, and each of them individually hereby is, authorized and directed to do and perform or cause to be done and performed all such acts, deeds and



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things, and to make, execute and deliver, or cause to be made, executed and delivered, all such agreements, undertakings, documents, instruments or certificates, in the name of Elm City and to retain such counsel, agents and advisors and to incur and pay such expenses, fees and taxes as shall, in the opinion of such Authorized Officer executing the same, be deemed necessary or advisable (such necessity or advisability to be conclusively evidenced by the execution thereof) to effectuate or carry out fully the purpose and interest of all of the foregoing resolutions; and that any and all such actions heretofore or hereafter taken any Authorized Officer relating to and within the terms of these resolutions be, and they hereby are, adopted, affirmed, approved and ratified in all respects as the act and deed of the Elm City.

Motion by Stephanie Ma

Seconded by Prish Pierce

In favor: Dick Ferguson, Laura Saverin, Prish Pierce, Julia Halberstam, Stephanie Ma, Nicola Fleischer, Pat Gregory

Opposed: Katie Hagen

Dick Ferguson noted the good memories of the building and acknowledged the challenges of the space issues at James Street.

V. Adjourn

The meeting was adjourned at 9:23 am by Dick Ferguson.

Motion by Laura Saverin

Seconded by Katie Hagen

All in favor



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

**Amistad Academy, Elm City College Preparatory, AF Bridgeport Academy,
AF Hartford Academy**

**Zoom meeting
Wednesday, January 19, 2022
5:30 – 7:30 pm**

I. Call to Order

II. Presentation by Interim CEO Fatimah Barker

a. Questions

b. Discussion

III. Adjourn



**Amistad Academy
Board of Directors**

Zoom meeting
Wednesday, January 12, 2022
5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Business
 - Schools Discussion with Regional Superintendents
 - i. Proposed executive session to discuss principal performance
 - Board Chair Report
 - Treasurer Report
 - i. Financial Report
 - ii. Audited Financial Statements
 - iii. Procurement Policy
- V. Adjourn



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- DRAFT -
Amistad Academy Board of Directors
Zoom Video Conference
Wednesday, January 12, 2022
5:30 p.m.

I. Call to Order

The meeting was called to order at 5:37 p.m. by Carolyn Greenspan. The following board members and Achievement First staff were in attendance.

Yashira Agosto - No	Riley Bauling, Regional Superintendent
Jennifer Alexander - Yes	Kristin Damo, Regional Superintendent
Lorraine Gibbons - Yes	Beth Cocuzza, AF Network Support
Carolyn Greenspan - Yes	Elise Major, AF Network Support
Jane Levin - Yes	Connor McGann, AF Network Support
Gayatri Mehra - Yes	Ken Paul, AF Network Support
Tyra Smallwood - Yes	Neil Shah, AF Network Support
Patricia Sweet - Yes	Megan Tokarski, AF Network Support
Ethan Tyminski - Yes	
Shannelle Whyte - Yes	

II. Open Session for Public Comment

There was no public comment.

III. Approve Minutes

RESOLVED, the Amistad Academy Board of Directors hereby approves the meeting minutes from November 3, 2021.

Motion by Tyra Smallwood
Seconded by Jennifer Alexander
All in favor

IV. Discussion and Business

A. Discussion with Regional Superintendents

Riley Bauling gave a Regional Superintendent report about Amistad Academy Middle. The middle school is having a strong year, with some of the highest student, family, and staff investment and satisfaction in the Achievement First network, according to survey results. Anecdotally, Mr. Bauling reported high satisfaction with the performance of Principal Roseann Basile, as well as the school's other leadership team members and teachers. The board engaged in a Q&A and discussion of Mr. Bauling's report:

- Carolyn Greenspan asked if Amistad Academy Middle is experiencing teacher shortages. Mr. Bauling reported that the school has had a handful of teachers out due to illness at any given time, but the leadership team and grade-level chairs have been able to successfully provide coverage for those short-term absences. There are still two open positions, but the school has not received strong candidates for those roles; instead, deans have stepped into teaching roles and/or teachers have taught extra classes as needed. Amistad Academy Middle is currently anticipating strong teacher retention year-over-year, so there should not be significantly more vacancies to fill.
- Jane Levin asked about academics, especially the negative impact of disrupted learning during the pandemic on reading proficiency levels. Mr. Bauling shared that Amistad Academy Middle is using a nationally-normed internal assessment to assess student reading levels and is currently on track to meet its internal growth goals, but the big unknown remains how this will translate to performance on state assessments. The school has doubled down on the amount of in-house intervention provided to students, but it will be a multi-year effort to get students back to grade-level proficiency in reading. Fortunately, as a result of a strong, stable school culture and significant student, family, and staff investment, the school is able to focus on academics and the students who need intervention the most. Ms. Levin suggested leveraging the New Haven area's many colleges and universities for volunteer tutors. Mr. Bauling said this is being piloted at some Achievement First schools now, including Elm City College Preparatory in New Haven, and if it works well, it will likely be rolled out to other schools.
- Carolyn Greenspan inquired if Amistad Academy Middle is able to offer enrichment this year. Mr. Bauling said all students have a daily, one-hour enrichment block, including PE, creative arts and technology, dance, and/or art. On Friday afternoons, students also participate in a choice of clubs (e.g., gaming, debate) for 45 minutes. Patricia Sweet asked if there is an opportunity to partner with New Haven's theater community to offer enrichment. Mr. Bauling said right now, schools are focusing on implementing the "basics" strongly and consistently, but when things reach a more steady state, Amistad Academy Middle can explore opportunities like this. It is something to consider during readiness planning for the 2022-23 school year, which will get underway in a couple months.

Kristin Damo gave a Regional Superintendent report about Amistad Academy Elementary. The elementary school is experiencing very high levels of staff, student, and family investment and satisfaction, according to survey results. The school currently has no teacher vacancies, and while there have been teachers out due to illness or childcare issues, these absences have not risen to substantially impactful numbers. Average daily student attendance is also high at over 90%. Principal Brooke Williams, as well as some other members of the school's leadership team, will be going out on maternity leave this winter and spring. Ms. Williams has been thoughtful and strategic about leave coverage for all critical roles and responsibilities. Ms. Damo reported that Amistad Academy Elementary's mid-year reading assessment cycle begins next week. This will be an opportunity to measure growth since the beginning of the school year. Beginning-of-year reading assessment results showed low reading proficiency levels, and the school has been finding as many opportunities as possible for reading intervention (e.g., students in grades K-2 have two phonics blocks every day), but it will be a multi-year effort to get students back to grade-level proficiency in reading. The board engaged in a Q&A and discussion of Ms. Damo's report:

- Jane Levin asked if the board can see the data from the mid-year reading assessment cycle. Ms. Damo said all data should be available in early February.
- Jennifer Alexander asked how parents reacted to the Achievement First network's decision to switch to remote learning during the first week of January and how they felt about returning to in-person school this week, as well as how the State responded. Both Mr. Bauling and Ms. Damo reported that parents accepted the decision to switch to remote learning, but were not thrilled about it, and welcomed the return to in-person school. Amistad Academy has been a very safe environment so far this school year, and parents feel comfortable sending their children to school given the safety protocols in place. Fatimah Barker, Achievement First's Interim CEO, spoke with CT's Commissioner of Education about the decision to switch to remote learning. The State is counting one day of remote learning, but Amistad Academy will have to make up two days. Ms. Damo reported that Amistad Academy has already adjusted the calendar to replace two teacher Professional Development Days with school days.
- Jane Levin asked if Achievement First is considering a vaccine mandate for students. Ken Paul shared that Achievement First is providing positive encouragement to families to vaccinate eligible children, but are not yet mandating vaccines for students. Shannelle Whyte suggested implementing a lesser quarantine period for vaccinated students, which might motivate more parents to vaccinate.

B. Board Chair Report

Carolyn Greenspan shared the list of AF Amistad High's Early Decision college acceptances so far.

C. Treasurer Report

1. Financial Report

Neil Shah shared Amistad Academy's year-to-date financial statements through November, 30, 2021, as previously presented to the Amistad Academy Finance Committee. He reported that the charter's financials are standard for this point in the fiscal year. Mr. Shah explained a shift in Amistad Academy's ESSER spending plans, namely pushing back some program items, such as tutoring, to Year 2 (2022-23) due to limited staff/capacity. Patricia Sweet asked about the long-term state funding forecast, and Mr. Shah reported that the new Education Cost Sharing (ECS) legislation is positive for charter schools in terms of bridging the gap of free and reduced-price lunch (FRL) and English language learner (ELL) revenue, but it will be a 10-year phase in. There has not been any indication of an increase to the per-pupil allocation for charter schools. Achievement First is continuing to look at how to be more efficient and sustainable in its budgeting.

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

Motion by Carolyn Greenspan

Seconded by Patricia Sweet

All in favor

2. Audited Financial Statements

Neil Shah presented Amistad Academy's Audited Financial Statements for the fiscal year ending June 30, 2021, as previously presented to the Amistad Academy Finance Committee. He reported that Amistad Academy received an "unmodified opinion" from the auditors, indicating no findings and a clean audit.

RESOLVED, the Amistad Academy Board of Directors hereby accepts the report of the independent auditors CohnReznick prepared in relation to the fiscal year ending 6/30/21.

Motion by Patricia Sweet

Seconded by Jane Levin

All in favor

3. Procurement Policy

Neil Shah directed the board to a draft of the updated Achievement First Procurement Policies and talked through a summary of changes.



RESOLVED, the Amistad Academy Board of Directors hereby approves the updated Procurement Policy as presented.

Motion by Tyra Smallwood
Seconded by Lorraine Gibbons
All in favor

V. Adjourn

The meeting was adjourned at 6:38 p.m. by Carolyn Greenspan.

Motion by Patricia Sweet
Seconded by Jane Levin
All in favor

- DRAFT -
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5:30 p.m.

I. Call to Order

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Jennifer Alexander - Yes	Kristin Damo, Regional Superintendent
Lorraine Gibbons - Yes	Beth Cocuzza, AF Network Support
Carolyn Greenspan - Yes	Elise Major, AF Network Support
Jane Levin - Yes	Connor McGann, AF Network Support
Gayatri Mehra - Yes	Ken Paul, AF Network Support
Tyra Smallwood - Yes	Neil Shah, AF Network Support
Patricia Sweet - Yes	Megan Tokarski, AF Network Support
Ethan Tyminski - Yes	
Shannelle Whyte - Yes	

II. Open Session for Public Comment

There was no public comment.

III. Approve Minutes

RESOLVED, the Amistad Academy Board of Directors hereby approves the meeting minutes from November 3, 2021.

Motion by Tyra Smallwood
Seconded by Jennifer Alexander
All in favor

IV. Discussion and Business

A. Discussion with Regional Superintendents

Riley Bauling gave a Regional Superintendent report about Amistad Academy Middle. The middle school is having a strong year, with some of the highest student, family, and staff investment and satisfaction in the Achievement First network, according to survey results. Anecdotally, Mr. Bauling reported high satisfaction with the performance of Principal Roseann Basile, as well as the school's other leadership team members and teachers. The board engaged in a Q&A and discussion of Mr. Bauling's report:

- Carolyn Greenspan asked if Amistad Academy Middle is experiencing teacher shortages. Mr. Bauling reported that the school has had a handful of teachers out due to illness at any given time, but the leadership team and grade-level chairs have been able to successfully provide coverage for those short-term absences. There are still two open positions, but the school has not received strong candidates for those roles; instead, deans have stepped into teaching roles and/or teachers have taught extra classes as needed. Amistad Academy Middle is currently anticipating strong teacher retention year-over-year, so there should not be significantly more vacancies to fill.
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Kristin Damo gave a Regional Superintendent report about Amistad Academy Elementary. The elementary school is experiencing very high levels of staff, student, and family investment and satisfaction, according to survey results. The school currently has no teacher vacancies, and while there have been teachers out due to illness or childcare issues, these absences have not risen to substantially impactful numbers. Average daily student attendance is also high at over 90%. Principal Brooke Williams, as well as some other members of the school's leadership team, will be going out on maternity leave this winter and spring. Ms. Williams has been thoughtful and strategic about leave coverage for all critical roles and responsibilities. Ms. Damo reported that Amistad Academy Elementary's mid-year reading assessment cycle begins next week. This will be an opportunity to measure growth since the beginning of the school year. Beginning-of-year reading assessment results showed low reading proficiency levels, and the school has been finding as many opportunities as possible for reading intervention (e.g., students in grades K-2 have two phonics blocks every day), but it will be a multi-year effort to get students back to grade-level proficiency in reading. The board engaged in a Q&A and discussion of Ms. Damo's report:

- Jane Levin asked if the board can see the data from the mid-year reading assessment cycle. Ms. Damo said all data should be available in early February.
- Jennifer Alexander asked how parents reacted to the Achievement First network's decision to switch to remote learning during the first week of January and how they felt about returning to in-person school this week, as well as how the State responded. Both Mr. Bauling and Ms. Damo reported that parents accepted the decision to switch to remote learning, but were not thrilled about it, and welcomed the return to in-person school. Amistad Academy has been a very safe environment so far this school year, and parents feel comfortable sending their children to school given the safety protocols in place. Fatimah Barker, Achievement First's Interim CEO, spoke with CT's Commissioner of Education about the decision to switch to remote learning. The State is counting one day of remote learning, but Amistad Academy will have to make up two days. Ms. Damo reported that Amistad Academy has already adjusted the calendar to replace two teacher Professional Development Days with school days.
- Jane Levin asked if Achievement First is considering a vaccine mandate for students. Ken Paul shared that Achievement First is providing positive encouragement to families to vaccinate eligible children, but are not yet mandating vaccines for students. Shannelle Whyte suggested implementing a lesser quarantine period for vaccinated students, which might motivate more parents to vaccinate.

B. Board Chair Report

Carolyn Greenspan shared the list of AF Amistad High's Early Decision college acceptances so far.

C. Treasurer Report

1. Financial Report

Neil Shah shared Amistad Academy's year-to-date financial statements through November, 30, 2021, as previously presented to the Amistad Academy Finance Committee. He reported that the charter's financials are standard for this point in the fiscal year. Mr. Shah explained a shift in Amistad Academy's ESSER spending plans, namely pushing back some program items, such as tutoring, to Year 2 (2022-23) due to limited staff/capacity. Patricia Sweet asked about the long-term state funding forecast, and Mr. Shah reported that the new Education Cost Sharing (ECS) legislation is positive for charter schools in terms of bridging the gap of free and reduced-price lunch (FRL) and English language learner (ELL) revenue, but it will be a 10-year phase in. There has not been any indication of an increase to the per-pupil allocation for charter schools. Achievement First is continuing to look at how to be more efficient and sustainable in its budgeting.

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

Motion by Carolyn Greenspan

Seconded by Patricia Sweet

All in favor

2. Audited Financial Statements

Neil Shah presented Amistad Academy's Audited Financial Statements for the fiscal year ending June 30, 2021, as previously presented to the Amistad Academy Finance Committee. He reported that Amistad Academy received an "unmodified opinion" from the auditors, indicating no findings and a clean audit.

RESOLVED, the Amistad Academy Board of Directors hereby accepts the report of the independent auditors CohnReznik prepared in relation to the fiscal year ending 6/30/21.

Motion by Patricia Sweet

Seconded by Jane Levin

All in favor

3. Procurement Policy

Neil Shah directed the board to a draft of the updated Achievement First Procurement Policies and talked through a summary of changes.



RESOLVED, the Amistad Academy Board of Directors hereby approves the updated Procurement Policy as presented.

Motion by Tyra Smallwood
Seconded by Lorraine Gibbons
All in favor

V. Adjourn

The meeting was adjourned at 6:38 p.m. by Carolyn Greenspan.

Motion by Patricia Sweet
Seconded by Jane Levin
All in favor

**Elm City College Preparatory
Board of Directors**

Zoom meeting

Wednesday, February 2, 2022

5:30 pm

- I. Call to Order
- II. Public Comment
- III. Approve Minutes
- IV. Discussion and Business
 - Schools Discussion with Regional Superintendents
 - i. Proposed executive session to discuss principal performance
 - Board Chair Report
 - Facilities Update
 - Treasurer Report
 - i. Financial Report
 - ii. Audited Financial Statements
 - iii. Procurement Policy

- DRAFT -

Elm City College Preparatory Board of Directors

Zoom Video Conference

Wednesday, February 2, 2022

5:30 p.m.

I. Call to Order

The meeting was called to order at 5:40 p.m. by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance.

LaVonta Bryant - Yes	Fatimah Barker, Interim CEO
Dick Ferguson - Yes	Stephanie Keenoy, Superintendent
Nicola Fleischer - Yes	Jesse Balis-Harris, Chief of Schools - Elementary School
Patric Gregory - No	Riley Bauling, Regional Superintendent
Katie Hagen - Yes	Tanesha Forman, Academic Dean
Julia Halberstam - Yes	Beth Cocuzza, AF Network Support
Stephanie Ma - Yes	Ketki Harale, AF Network Support
Prish Pierce - Yes	Xanthe Jory, AF Network Support
Laura Saverin - Yes	Naoko Kudo, AF Network Support
	Elise Major, AF Network Support
	Connor McGann, AF Network Support
	Ken Paul, AF Network Support
	Amanda Pinto, AF Network Support
	Neil Shah, AF Network Support
	Megan Tokarski, AF Network Support

Public: Haneen Hamdan

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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 December 15, 2021.

Motion by Laura Saverin

Seconded by Julia Halberstam

All in favor

IV. Discussion and Business

A. Schools Discussion with Superintendent and Regional Superintendents

The board entered Executive Session at 5:42 p.m. and invited the following members of the Achievement First staff to join: Fatimah Barker, Stephanie, Keenoy, Jesse Balis-Harris, and Riley Bauling. Motion by Julia Halberstam. Seconded by Laura Saverin.

The board exited Executive Session at 6:58 p.m.

B. Board Chair Report

Dick Ferguson shared that Yale SOM Board Fellow Nicola Fleischer's term ends in June 2022. At the next board meeting, currently scheduled for March 9, 2022, a new Yale SOM Board Fellow is expected to join and overlap with Ms. Fleischer through the end of her term.

C. Facilities Update

There was no Facilities Update.

D. Treasurer Report

1. Financial Report

Neil Shah shared Elm City College Preparatory's year-to-date financial statements through November 30, 2021, as previously presented to the board's Finance Committee. He reported that the charter's financials are standard for this point in the fiscal year.

Mr. Shah explained a shift in Elm City College Preparatory's ESSER spending plan, namely pushing back some program spending, such as tutoring, to Year 2 (2022-23) due to limited staff/capacity and allocating more Year 1 (2021-22) funds to operations and staff retention efforts.

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

Motion by Julia Halberstam

Seconded by Prish Pierce

All in favor

2. Audited Financial Statements

Neil Shah presented Elm City College Preparatory's Audited Financial Statements for the fiscal year ending June 30, 2021, as previously reviewed by the board's Finance Committee. He reported that Elm City College Preparatory received an "unmodified opinion" from the auditors, indicating no findings and a clean audit.

Laura Saverin added that the Finance Committee had a good meeting with the auditors, where they reviewed the audit report in detail. The auditors were complimentary of Achievement First's and Elm City College Preparatory's financial management and operations.

RESOLVED, the Elm City College Preparatory Board of Directors hereby accepts the report of the independent auditors CohnReznik prepared in relation to the fiscal year ending 6/30/21.

Motion by Prish Pierce

Seconded by Julia Halberstam

All in favor

3. Procurement Policy

Neil Shah directed the board to a draft of the updated Achievement First Procurement Policies and reviewed the summary of changes.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the updated Procurement Policy as presented.

Motion by Prish Pierce

Seconded by Laura Saverin achievementfirst.org

All in favor

V. Adjourn

The meeting was adjourned at 7:15 p.m. by Dick Ferguson.

Motion by Laura Saverin

Seconded by Prish Pierce

All in favor

**Achievement First ECCP
Treasurer Call**

Zoom Link: <https://achievementfirst.zoom.us/j/4765121702?from=addon>

May 6, 2022

1:00pm

Call to Order

Discussion

- FY21 P&L
- FY21 Balance Sheet
- FY22 Budget
- FY21 990 Tax Return

Adjourn

- DRAFT -

**Amistad Academy, Elm City College Preparatory, AF Bridgeport Academy,
AF Hartford Academy**

Joint Meeting of the School Boards of Directors

Zoom Video Conference

Wednesday, January 19, 2022

5:30 p.m.

I. Call to Order

The meeting was called to order at 5:33 p.m. by Carolyn Greenspan, Amistad Academy Board Chair. The following board members and Achievement First staff were in attendance.

Amistad Academy Board Members in Attendance: Yashira Agosto, Jennifer Alexander, Carolyn Greenspan, Jane Levin, Gayatri Mehra, Tyra Smallwood, Patricia Sweet, Shannelle Whyte

Elm City College Preparatory Board Members in Attendance: LaVonta Bryant, Dick Ferguson, Nicola Fleischer, Stephanie Ma, Laura Saverin

AF Bridgeport Academy Board Members in Attendance: Dick Kalt, Shalia Garnett, Raj Lakra, Marlene Macaуда

AF Hartford Academy Board Members in Attendance: Billie Augustin, Jessica Glover, Erwin Hurst Sr., Patsy Mundy, Lisa Tanen

Achievement First Staff: Fatimah Barker, Beth Cocuzza, Patricia Granda-Malaver, Elise Major, Connor McGann, Ken Paul, Neil Shah, Megan Tokarski

II. Open Session for Public Comment

There was no public comment.

III. Presentation by Interim CEO Fatimah Barker

Fatimah Barker began her presentation by sharing gratitude for all the adults currently working in AF schools. Remote learning last year was not easy, but in-person school is

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challenging right now too. However, Ms. Barker emphasized the importance of in-person school for students and reviewed AF's COVID response plan.

Ms. Barker shared highlights and updates from the first half of the school year, including Early Decision college acceptances and several facilities projects and improvements across AF's CT schools. She also reviewed student enrollment and attendance, days in school, and staffing data.

Looking ahead to the remainder of the school year, Ms. Barker said the focus will be on keeping schools fully and safely open, including preparing for the possibility of a state and/or district vaccine mandate for students.

A. Questions and Discussion

Billie Augustin prompted a review by Ms. Barker and Neil Shah of how AF schools are using ESSER dollars to support staff recruitment and retention in both the short and long term. Ms. Augustin also reiterated her belief that AF schools need to take steps to become more community-based, including better leveraging community resources and partnering with community organizations to benefit students. She suggested ESSER dollars could be used for this purpose.

Patricia Sweet asked if there is an opportunity for AF to pilot cutting-edge solutions to the issues of staff recruitment/retention and student mental health in ways that could be exported for the benefit of the education sector more broadly. Ms. Barker agreed that the way things have previously been done in schools is insufficient for the current situation and the road ahead. She is in conversations with other CEOs in the education sector and also with consultants about ways to reimagine school going forward.

Dick Ferguson and Patsy Mundy asked about the current and future status of student vaccinations. Ms. Barker said a voluntary survey will go out to families at the beginning of February to begin collecting student vaccination information. She is also creating a video message for families emphasizing the importance of vaccinating students against COVID in order to stabilize and normalize AF schools.

IV. Adjourn

The meeting was adjourned at 6:33 p.m. by Carolyn Greenspan.

Motion by Patricia Sweet

Seconded by Dick Ferguson

All in favor

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Elm City College Prep Finance Committee

Zoom: <https://achievementfirst.zoom.us/j/4765121702?from=addon>

Friday, January 28, 2022, 1:00 pm

-Minutes draft-

Call to Order

The meeting was called to order at 1:04 pm by Laura Saverin. The following board members, constituting a quorum, were in attendance: Laura Saverin, Patrick Gregory, Richard Ferguson.

The following Achievement First and Elm City College Prep staff were in attendance: Neil Shah, Faisal Jawaid, Kate Aufiero, Gaylord Bourne, Devin Devanney, Ariana Rosa, Karin Gould, Erin Laskey.

Discussion

Mr. Neil Shah reviewed the FY22 November YTD balance sheet.

Mr. Shah then reviewed the FY22 November YTD P&L (profit and loss) statements. On a consolidated level, Elm City College Prep per pupil revenue is higher than budget by \$107k. The increase is due to the ECS Foundation weighted per pupil phase in for FRL (free and reduced lunch) and ELL (English Language Learner) students. This has allowed for a decrease in the anticipated private philanthropy need for the charter.

Elm City Elementary has 2.3 less teachers than budgeted. The school overall is projecting \$47k less in expenses than budgeted and will breakeven at yearend.

Elm City Middle has 1 less FTE and less tutoring staff than budgeted and is projecting \$117k less in expenses than budgeted and will breakeven at yearend.

Amistad High is 4 students higher than budgeted and -2.6 teachers and -1 college staff member from budget. The school overall is projecting \$105k more in expenses than budgeted and will have a \$28k surplus at yearend.

Mr. Shah then provided an update on ESSERII/III spending plans. The updated priorities for spending in FY22 are safety/facilities/technology, staff retention, and school led capacity additions. Gratitude bonuses were paid out to all staff members in December and replaced the

originally budgeted professional development and tutoring programs planned. These programs were not able to be run due to lack of staff.

Adjourn

The meeting was adjourned at 1:28 pm by Laura Saverin. Motion by Richard Ferguson. Seconded by Patrick Gregory. All in favor.

- DRAFT -

Elm City College Preparatory Board of Directors

Zoom Video Conference

Wednesday, February 2, 2022

5:30 p.m.

I. Call to Order

The meeting was called to order at 5:40 p.m. by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance.

LaVonta Bryant - Yes	Fatimah Barker, Interim CEO
Dick Ferguson - Yes	Stephanie Keenoy, Superintendent
Nicola Fleischer - Yes	Jesse Balis-Harris, Chief of Schools - Elementary School
Patric Gregory - No	Riley Bauling, Regional Superintendent
Katie Hagen - Yes	Tanesha Forman, Academic Dean
Julia Halberstam - Yes	Beth Cocuzza, AF Network Support
Stephanie Ma - Yes	Ketki Harale, AF Network Support
Prish Pierce - Yes	Xanthe Jory, AF Network Support
Laura Saverin - Yes	Naoko Kudo, AF Network Support
	Elise Major, AF Network Support
	Connor McGann, AF Network Support
	Ken Paul, AF Network Support
	Amanda Pinto, AF Network Support
	Neil Shah, AF Network Support
	Megan Tokarski, AF Network Support

Public: Haneen Hamdan

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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 December 15, 2021.

Motion by Laura Saverin

Seconded by Julia Halberstam

All in favor

IV. Discussion and Business

A. Schools Discussion with Superintendent and Regional Superintendents

The board entered Executive Session at 5:42 p.m. and invited the following members of the Achievement First staff to join: Fatimah Barker, Stephanie, Keenoy, Jesse Balis-Harris, and Riley Bauling. Motion by Julia Halberstam. Seconded by Laura Saverin.

The board exited Executive Session at 6:58 p.m.

B. Board Chair Report

Dick Ferguson shared that Yale SOM Board Fellow Nicola Fleischer's term ends in June 2022. At the next board meeting, currently scheduled for March 9, 2022, a new Yale SOM Board Fellow is expected to join and overlap with Ms. Fleischer through the end of her term.

C. Facilities Update

There was no Facilities Update.

D. Treasurer Report

1. Financial Report

Neil Shah shared Elm City College Preparatory's year-to-date financial statements through November 30, 2021, as previously presented to the board's Finance Committee. He reported that the charter's financials are standard for this point in the fiscal year.

Mr. Shah explained a shift in Elm City College Preparatory's ESSER spending plan, namely pushing back some program spending, such as tutoring, to Year 2 (2022-23) due to limited staff/capacity and allocating more Year 1 (2021-22) funds to operations and staff retention efforts.

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

Motion by Julia Halberstam

Seconded by Prish Pierce

All in favor

2. Audited Financial Statements

Neil Shah presented Elm City College Preparatory's Audited Financial Statements for the fiscal year ending June 30, 2021, as previously reviewed by the board's Finance Committee. He reported that Elm City College Preparatory received an "unmodified opinion" from the auditors, indicating no findings and a clean audit.

Laura Saverin added that the Finance Committee had a good meeting with the auditors, where they reviewed the audit report in detail. The auditors were complimentary of Achievement First's and Elm City College Preparatory's financial management and operations.

RESOLVED, the Elm City College Preparatory Board of Directors hereby accepts the report of the independent auditors CohnReznik prepared in relation to the fiscal year ending 6/30/21.

Motion by Prish Pierce

Seconded by Julia Halberstam

All in favor

3. Procurement Policy

Neil Shah directed the board to a draft of the updated Achievement First Procurement Policies and reviewed the summary of changes.

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the updated Procurement Policy as presented.

Motion by Prish Pierce

Seconded by Laura Saverin achievementfirst.org

All in favor

V. Adjourn

The meeting was adjourned at 7:15 p.m. by Dick Ferguson.

Motion by Laura Saverin

Seconded by Prish Pierce

All in favor

**AF Elm City College Preparatory
Finance Committee Meeting**

Zoom Link: <https://achievementfirst.zoom.us/j/4765121702?from=addon>

March 7th, 2022

12:30pm

Call to Order

Discussion

- FY22 YTD Balance Sheet
- FY22 YTD P/L Forecast

Adjourn

**AF Elm City College Preparatory
Finance Committee Meeting**

Zoom Link: <https://achievementfirst.zoom.us/j/4765121702?from=addon>

March 7th, 2022
12:30pm

Call to Order at 12:32pm

Attendees: Laura Saverin, Kate Aufiero, Devin Devaney, Neil Shah, Patrick Gregory, Karin Gould, Erin Laskey, Richard Ferguson

Discussion

- FY22 YTD Balance Sheet
 - Increase in cash and decrease in liability
 - Reflects sale of the Dixwell building
- FY22 YTD P/L Forecast
 - Over \$10K surplus this period
 - Public revenue increase

Adjourn at 12:46pm

- DRAFT -

Elm City College Preparatory Board of Directors

Zoom Video Conference
Wednesday, March 9, 2022
5:30 p.m.

I. Call to Order

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

LaVonta Bryant - Yes	Stephanie Keenoy, Superintendent
Erica DeMond - Yes	Jesse Balis-Harris, Chief of Schools - Elementary School
Dick Ferguson - Yes	Chi Tschang, Chief of Schools - Middle School
Nicola Fleischer - Yes	Shanice Adams, Amistad Academy Elementary
Patric Gregory - Yes	Tanesha Forman, Amistad Academy Middle
Katie Hagen - Yes	Beth Cocuzza, AF Network Support
Julia Halberstam - Yes	De-Lea Deane-Allen, AF Network Support
Stephanie Ma - Yes	Elise Major, AF Network Support
Prish Pierce - Yes	Connor McGann, AF Network Support
Laura Saverin - Yes	Ken Paul, AF Network Support
	Neil Shah, AF Network Support
	Megan Tokarski, AF Network Support

II. Open Session for Public Comment

There was no public comment.

III. Board Business

A. Approve Minutes

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from February 2, 2022.

Motion by Patric Gregory

Seconded by LaVonta Bryant

All in favor

B. Principal Reports

Shanice Adams gave the report for Amistad Academy Elementary. The school culture is stable, and student attendance is above 90% daily. Amistad Academy Elementary students demonstrated among the top growth in the AF network in reading during the mid-year assessment cycle. The adult culture is challenging. Many staff are feeling tired and/or stressed, and there has been an uptick in absences due to illness, but the staff continues to rally together to provide coverage when needed.

- Dick Ferguson asked if the school is fully staffed. Ms. Adams reported that Amistad Academy Elementary is down approximately seven staff members from the school's original staffing plan for the 2021-22 school year.

Tanesha Forman delivered the report for Amistad Academy Middle. School and staff culture are stabilizing, and the Leadership Team is continuing to prioritize supporting both. Amistad Academy Middle currently has five open positions, all STEM-related, and is working with a staffing company to hire additional school assistants to provide some coverage.

- Julia Halberstam asked for clarification about incidents that Ms. Forman had called "student walkouts." Ms. Forman clarified that individual students are sometimes deciding to leave class in response to social-emotional challenges and/or academic frustrations. A member of the Leadership Team supervises the hallways to help facilitate these individual student "walkouts," including tracking incidents, communicating with families, and helping students return to and remain in class. The school is finding that, in many instances, students just need a break from the lack of movement throughout the classroom/building due to COVID restrictions, so staff is introducing more proactive ways to give students more breaks.
- Dick Ferguson asked about the current masking policy. Ms. Forman said that masks will continue to be required at Amistad Academy Middle for at least as long as they are required across New Haven Public Schools.

C. Financial Report

Neil Shah, Chief Financial Officer, presented Elm City College Preparatory's year-to-date financial statements, through January 31, 2022, including the balance sheet and profit-and-loss statements for the charter and individual schools, as previously reviewed with the Board's Finance Committee. Overall, Elm City College Preparatory is projecting a balanced budget.

In May 2022, the Board will review Elm City College Preparatory's year-to-date financial statements, through March 31, 2022, as well as vote on the budget for FY23 (2022-23).

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

Motion by Patric Gregory

Seconded by Prish Pierce

All in favor

IV. Discussion and Additional Business

A. Proposed Executive Session: Personnel Discussion Regarding Principal Renewal Offers for 2022-23 School Year

The board entered Executive Session at 5:49 p.m. and invited the following members of the Achievement First staff to join: principal supervisors/managers (Stephanie Keenoy, Jesse Balis-Harris, Chi Tschang, and De-Lea Deane-Allen) and Elise Major. Motion by Dick Ferguson. Seconded by Laura Saverin.

The board exited Executive Session at 6:37 p.m. Motion by Laura Saverin. Seconded by Julia Halberstam.

B. Board Chair Report

Dick Ferguson summarized Principal Simon Obas's school report from the Amistad Academy Joint High School Committee Meeting, as recorded and published in the committee meeting minutes dated March 2, 2022.

C. Approve Yale SOM Board Fellow

RESOLVED, the Elm City College Preparatory Board of Directors hereby approves Ms. Erica DeMond, to serve as a Yale SOM Board Fellow for an 18-month term ending June 30, 2023.

Motion by Laura Saverin
Seconded by Katie Hagen
All in favor

V. Adjourn

The meeting was adjourned at 6:47 p.m. by Dick Ferguson.

Motion by Stephanie Ma
Seconded by Prish Pierce
All in favor

**Elm City College Preparatory
Board of Directors**

Zoom meeting
March 9, 2022 5:30 pm

I. Call to Order

II. Public Comment

III. Board Business

- a. Approve Minutes
- b. Principal Reports
- c. Approve Financial Report

IV. Discussion and Additional Business

- a. Proposed Executive Session: Personnel discussion regarding principal renewal offers for 2022-23 school year
- b. Board Chair Report
- c. Approve Yale SOM Fellow

V. Adjourn

**Elm City College Preparatory
Board of Directors**

Zoom: <https://achievementfirst.zoom.us/j/8959180848>
Wednesday, May 11, 2022
5:30 pm

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Business and Discussion**
 - A. Principal reports
 - B. COO Report
 - C. Treasurer report
 - 1. Financial Report
 - 2. Financial budget for FY22-23
 - D. Joint HS Committee report
 - E. Proposed Executive Session: Personnel discussion regarding Amistad High School principal renewal offer for SY22-23
- V. Other Business**
 - A. Discussion and possible action regarding formation of Board of Directors Personnel Subcommittee
 - B. Re-appoint Auditors
 - C. Healthy Foods Certifications Statement for SY2022-23
 - D. Re-elect Directors
- VI. Adjourn**

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- DRAFT MINUTES -

**Achievement First (AF) Elm City College Preparatory
Board of Directors Meeting**

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

Wednesday, May 11, 2020, 5:30 pm

I. Call to Order and Attendance

The meeting was called to order at 5:35 pm by Dick Ferguson. The following board members, constituting a quorum, and Achievement First staff were in attendance:

Board Members: Richard Ferguson, Laura Saverin, Stephanie Ma, Prish Pierce, Patric Gregory, LaVonta Bryant, Julia Halberstam, Erica DeMond, Nicola Fleischer
AF Staff Fatimah Barker, Lisa Margosian, Beth Cocuzza, Xanthe Jory, Blakely Simoneau, De-Lea Deane-Allen, Stephanie Keenoy, Neil Shah, Ken Paul, Rod Bowen, Jesse Balis-Harris, Chi Tschang, Elise Major, Isabel Tañedo, Tanesha Forman, Shanice Adams, Karin Gould

Mr. Ferguson gave the floor to Fatimah Barker, current AF interim CEO, to introduce Lisa Margosian, incoming interim AF CEO.

II. Open session for public comment

There was no public comment.

III. Approve Minutes

BE IT RESOLVED, that the Elm City College Preparatory Board of Directors hereby approves the meeting minutes from March 9, 2022.

Motion by Prish Pierce

Seconded by Patric Gregory

All in favor.

IV. Reports and Discussion

A. Principal reports

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1. Middle School

Tanesha Forman, Middle School Principal, began her report noting that 14 of 19 teachers and 100% of the leadership would return next school year. Ms. Forman also highlighted results of the student survey and an update on state testing. Finally, Ms. Forman also noted that staff shortages were a pain point for the school.

Ms. Forman entertained questions from the Board around org health and student experience, her leadership journey, results from mock assessments, priorities, staffing challenges, and teacher recruitment.

2. Elementary School

Shanice Adams, Elementary School principal, reported on org health survey results, attendance and suspensions. Highlights included: 85% teacher retention, 100% leadership team retention, strong results from org health survey, student investment survey and family engagement results all ranking very highly within AF Network. Ms. Adams shared that attendance is close to 90%, but there have been spikes in COVID rates resulting in increased absences. Finally, Ms. Adams noted that there had been 2 suspensions since the last board meeting.

Ms. Adams entertained questions on priorities through the end of the year, including keeping kids in class, creating joyful and safe environments for students, and making sure staff felt invested in and wanted to stay on. For the upcoming year, Ms. Adams is focusing on academic results for kids, catching up with learning losses, particularly in reading.

B. Treasurer report

Laura Saverin gave the floor to Neil Shah, AF CFO, who first presented the interim financial report, and noted balanced budgets across the board. Mr. Shah entertained questions from the Board on the use of the English Language Learners funding.

Mr. Shah then presented the draft FY23 budget, noting that this was not yet representative of the actual staffing across schools. Mr. Shah also covered staffing and enrollment variances and ESSER spending plans, and alerted the board to a centralized interim principal stipend policy effective FY23.

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

Motion by Laura Saverin
Seconded by Julia Halberstam
All in favor.

BE IT RESOLVED, that the Elm City College Prep Board of Directors hereby approves the financial budget as prepared by Achievement First for the 2022-23 fiscal year.

Motion by Prish Pierce
Seconded by Julia Halberstam
All in favor.

C. COO Report

Xanthe Jory, AF COO, updated the Board on enrollment, COVID safety and space issues at the ECCP campus.

Ms. Jory reported that enrollment is in a strong place both at Elementary and Middle schools. On COVID, she noted that COVID rates in schools are on the rise. AF is doubling down on safety measures, in accordance with local and CDC guidelines, encouraging students, families and staff to continue masking. Ms. Jory entertained a question about quarantine periods, explaining that AF's guidance follows that of the CDC, but that families ultimately determine how long their children quarantine.

Ms. Jory next updated the Board on space constraints at the ECCP campus, where this year, for the first time, both Elementary and Middle Schools attended class in person. AF is working with both schools' leadership teams and staff to better understand pain points and hear recommendations to improve conditions. AF has already implemented some changes to make space feel more comfortable (e.g. renovating playground, clearing indoor space).

Ms. Jory also presented another potential temporary solution to help alleviate space issues: to partner with Amistad Middle School and offer rising ECCP 8th graders the option to matriculate at Amistad. Rising 8th grade ECCP students who elect to transfer to Amistad Middle School would then be able to continue on to Amistad High School without further disruption to their matriculation. If both Amistad Academy and ECCP Boards were in support of that proposed solution, AF would continue its due diligence in consultation with CSDE, and present to the board an implementation plan.

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Ms. Jory and Stephanie Keenoy, AF Superintendent, entertained questions from the Board on support from the Amistad Board, which charter scholars who transferred to Amistad would be under, staffing plans, how this solution would alleviate space issues, transfer of funding to Amistad to support transfer students, and other long term solutions. Ms. Jory and Ms. Keenoy explained that this would be a temporary one year solution, with AF continuing to strategize on longer term solutions.

D. Executive Session: Personnel discussion regarding principal renewal offers for SY22-23

The board entered into executive session to discuss principal renewal for school year 2022-2023, and invited Ms. Keenoy, Rod Bowen, Elise Major and Isabel Tañedo to join.

Motion by Julia Halberstam
Seconded by Laura Saverin
All in favor.

The board moved out of Executive Session at 6:34 pm

Motion by Prish Pierce
Seconded by Julia Halberstam
All in favor.

BE IT RESOLVED, that the Elm City College Prep Board of Directors has discussed the performance of Simon Obas, Amistad High School Principal intending to return for the 2022-23 school year, and the compensation package as proposed by Achievement First, and hereby approves his offer renewal, with a final compensation package as incorporated in the FY22-23 budget.

Motion by Laura Saverin
Seconded by Prish Pierce
All in favor.

E. Joint HS Committee Report

Mr. Bowen updated the Board on Amistad High School, which is experiencing staffing shortages. Still, he is confident in school leadership's ability to bring stability to the school. Mr. Bowen also highlighted senior class postsecondary decisions to date, with 70% planning to attend 4-year colleges and universities, 11% planning to attend 2-year

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colleges and universities and 1% who plan to enroll into CTE programs. Mr. Bowen also noted that students are facing motivational challenges, but that the school has credit recovery structures in place for students to catch up. Additionally, Mr. Bowen will work with school leaders to motivate scholars in their academics. Finally, Mr. Bowen noted that Mr. Obas has led a solid year out of the pandemic, and will continue to support him in his work moving forward.

Mr. Bowen entertained follow-up questions from the Board on Team College and Career.

VI. Board Chair Report

A. Formation of a Personnel Committee

BE IT RESOLVED, that the Elm City College Prep Board of Directors form an ad hoc Personnel Committee for the purpose of reviewing evaluation information from the 2021-22 school year and taking possible personnel action with respect to the 2022-23 school year.

Pursuant to Article VII, Section 3.a of the Elm City College Preparatory, Inc. Board Bylaws the following Board members are hereby appointed to serve on the Board's ad hoc Personnel Committee:

- Dick Ferguson
- Laura Saverin
- Patric Gregory
- Prish Pierce
- Stephanie Ma
- Julia Halberstam

Motion by Dick Ferguson

Seconded by Julia Halberstam

All in favor.

B. Re-appoint Auditors

On behalf of the Finance Committee, Ms. Saverin recommended the reappointment of auditors.

BE IT RESOLVED, that the Elm City College Prep Board of Directors 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 Laura Saverin
Seconded by Julia Halberstam
All in favor

C. Renewal of Healthy Food Certification

BE IT RESOLVED, pursuant to C.G.S. Section 10-215f, that the Elm City College Preparatory Board of Directors 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 Department of Education, will comply with the Connecticut Nutrition Standards during the period of July 1, 2020, through June 30, 2021. 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.

BE IT FURTHER RESOLVED, that the Elm City College Preparatory Board of Directors will allow the sale to students of food items that do not meet the Connecticut Nutrition Standards and beverages not listed in Section 10-221q of the Connecticut General Statutes 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 and beverage 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 Prish Pierce
Seconded by Julia Halberstam
All in favor

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D. Re-election of Directors

BE IT RESOLVED, that the Elm City College Prep Board of Directors hereby ratifies the re-election of the following directors for 3 years, ending June 30, 2025.

Motion by Prish Pierce
Seconded by LaVonta Byrant
All in favor

Mr. Ferguson shared that Julia Halberstam would be stepping down from the Board at the end of the school year, and thanked her for her service. He also noted Nicola Fleischer would be rotating off as the Yale School of Management (SOM) director, and welcomed Erica DeMond, new Yale SOM director, to the board.

V. Adjourn

The meeting was adjourned at 6:53 pm by Dick Ferguson.

Motion by Laura Saverin
Seconded by Julia Halberstam
All in favor.



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**Elm City College Preparatory
Board of Directors**

Zoom: <https://achievementfirst.zoom.us/j/8959180848>
Wednesday, May 18, 2022
8:00 am

- I. Call to Order**
- II. Public Comment**
- III. Board Business and Discussion**
 - A. Proposed Executive Session: Personnel discussion regarding Elementary School and Middle School principal renewal offers for SY22-23
 - B. Interim Principal at Elementary School
- IV. Adjourn**

**Achievement First
Elm City College Preparatory
Personnel Committee Meeting**

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

Friday, May 20, 2022

8:00 am

I. Call to Order

The meeting was called to order at 8:01 by Dick Ferguson. The following Directors, constituting a quorum, and Achievement First (AF) Staff were in attendance.

Directors: Dick Ferguson, Laura Saverin, Julia Halberstam, Prish Pierce, Stephanie Ma, Patric Gregory

AF Staff: Isabel Tañedo

Isabel Tañedo recorded the minutes.

II. Public Comment

There was no public comment.

III. Board Business and Discussion

The Board entered Executive Session with all in attendance at 8:02 am to discuss the performance of and offer renewals in the SY22-23 for the Elementary School and Middle School principals.

Motion by Julia Halberstam

Second by Prish Pierce

All in favor.

The Board exited Executive Session at 8:45am

Motion by Laura Saverin

Second by Prish Piece

All in favor.

WHEREAS, the Committee discussed the performance of the Elm City College Prep Elementary School and Middle School principals, be it

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RESOLVED, that the Committee will recommend to the Board the approval of Shanice Adams' renewal offer to serve as Elm City College Prep Elementary School Principal for the 2022-2023 school year.

Motion by Laura Saverin

Second by Julia Halberstam

All in favor

RESOLVED, that the Committee will recommend to the Board the approval of Tanesha Forman's renewal offer to serve as Elm City College Prep Middle School Principal for the 2022-2023 school year.

Motion by Julia Halberstam

Second by Prish Pierce

In favor: Dick Ferguson, Laura Saverin, Prish Pierce, Julia Halberstam, Stephanie Ma

Opposed: Patric Gregory

Motion passed, 5-1.

The Committee did not discuss agenda item 2, interim principal approval.

Before moving to adjourn the meeting, Mr. Ferguson reminded the Committee to attend the next Board meeting scheduled for May 20, 2022 at 8:00 am.

IV. Adjourn

The meeting was adjourned at 8:48am.

Motion by Laura Halberstam

Second by Patric Gregory

All in favor.

**Achievement First
Elm City College Preparatory
Board of Directors
Draft Meeting Minutes**

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

Wednesday, May 20, 2022

8:00 am

I. Call to Order

The meeting was called to order at 8:05am by Dick Ferguson. The following Directors, constituting a quorum, and Achievement First (AF) Staff were in attendance.

Directors: Dick Ferguson, Laura Saverin, Julia Halberstam, Prish Pierce, Stephanie Ma, Katie Hagen

AF Staff: Isabel Tañedo

Isabel Tañedo recorded the minutes.

II. Public Comment

There was no public comment.

III. Board Business and Discussion

A. Personnel Committee Report: Elementary School and Middle School principal renewal offers for SY22-23

Mr. Ferguson reported to the Board that the Personnel Committee met on May 18, 2022 and discussed, in executive session, the performances of the Elm City College Prep Elementary and Middle School principals.

WHEREAS, the Personnel Committee voted to recommend the approval of the renewal of both principals next school year, be it

RESOLVED, that the Elm City College Prep Board of Directors hereby approves Shanice Adams' offer to serve as Elm City College Prep

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Elementary School Principal for the 2022-2023 school year, and her final compensation package as included in the 2022-2023 budget presented at the Board meeting on May 11.

Motion by Dick Ferguson
Seconded by Laura Saverin
All in favor.

RESOLVED, that the Elm City College Prep Board of Directors hereby approves Tanesha Forman's offer to serve as Elm City College Prep Middle School Principal for the 2022-2023 school year, and her final compensation package as included in the 2022-2023 budget presented at the Board meeting on May 11.

Motion by Dick Ferguson
Second by Laura Saverin
All in favor.

B. Interim Principal at Elementary School

Mr. Ferguson reported that Shanice Adams is on leave from May 18 to June 18, for medical reasons. Accordingly, the Board should provide its approval of an interim principal in her absence.

RESOLVED, that the Elm City College Prep Board of Directors hereby approves Oraina Simmons to serve as the Elementary School interim principal, retroactive from May 18, 2022, to June 18, 2022.

Motion by Dick Ferguson
Second by Katie Hagen
All in favor.

IV. Adjourn

The meeting was adjourned at 8:09 am.

Motion by Laura Saverin
Second by Julia Halberstam.
All in favor.

**Achievement First
Elm City College Preparatory
Personnel Committee Meeting**

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

Friday, May 20, 2022

8:00 am

I. Call to Order

The meeting was called to order at 8:01 by Dick Ferguson. The following Directors, constituting a quorum, and Achievement First (AF) Staff were in attendance.

Directors: Dick Ferguson, Laura Saverin, Julia Halberstam, Prish Pierce, Stephanie Ma, Patric Gregory

AF Staff: Isabel Tañedo

Isabel Tañedo recorded the minutes.

II. Public Comment

There was no public comment.

III. Board Business and Discussion

The Board entered Executive Session with all in attendance at 8:02 am to discuss the performance of and offer renewals in the SY22-23 for the Elementary School and Middle School principals.

Motion by Julia Halberstam

Second by Prish Pierce

All in favor.

The Board exited Executive Session at 8:45am

Motion by Laura Saverin

Second by Prish Piece

All in favor.

WHEREAS, the Committee discussed the performance of the Elm City College Prep Elementary School and Middle School principals, be it

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RESOLVED, that the Committee will recommend to the Board the approval of Shanice Adams' renewal offer to serve as Elm City College Prep Elementary School Principal for the 2022-2023 school year.

Motion by Laura Saverin

Second by Julia Halberstam

All in favor

RESOLVED, that the Committee will recommend to the Board the approval of Tanesha Forman's renewal offer to serve as Elm City College Prep Middle School Principal for the 2022-2023 school year.

Motion by Julia Halberstam

Second by Prish Pierce

In favor: Dick Ferguson, Laura Saverin, Prish Pierce, Julia Halberstam, Stephanie Ma

Opposed: Patric Gregory

Motion passed, 5-1.

The Committee did not discuss agenda item 2, interim principal approval.

Before moving to adjourn the meeting, Mr. Ferguson reminded the Committee to attend the next Board meeting scheduled for May 20, 2022 at 8:00 am.

IV. Adjourn

The meeting was adjourned at 8:48am.

Motion by Laura Halberstam

Second by Patric Gregory

All in favor.