

**DRAFT AGENDA**

**Achievement First (AF) Brooklyn  
Academic Sub-Committee Meeting**

Wednesday, October 26th, 2022, 5:00pm EST

Zoom link: <https://achievementfirst.zoom.us/j/2772604089>

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
  - A. Academic Progress and Updates**
  - B. School Tiering and Support Plans**
- V. Other Business**
- VI. Adjourn**



**AGENDA**  
**AF Brooklyn**  
**Board of Trustees Meeting**

Venue: Virtual Meeting

Zoom: <https://achievementfirst.zoom.us/j/8424626361>

Tuesday, April 4, 2023, 12:00-12:30 pm

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion**
  - A. Proposed Executive Session: Personnel discussion regarding board approval of principal candidates and principal renewal offers for the 2023-24 school year
- IV. Adjourn**

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**Minutes**  
**AF Brooklyn**  
**Board of Trustees Meeting**

Venue: Virtual Meeting

Zoom: <https://achievementfirst.zoom.us/j/8424626361>

Tuesday, April 4, 2023, 12:00-12:30 pm

**I. Call to Order**

The meeting was called to order by Ms. Romy Coquillette at 12:03 pm.

**Attendees:**

The following Trustees, constituting a quorum, were in attendance:

Name	Present	Name	Present
Romy Coquillette	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	N
Warren Young	Y	Anup Menon	N
Alison Richardson	Y	Kevin Miquelon	Y
Jon Atkeson	Y	Will Robalino	N
Rhonda Barros	N	Amy Arthur Samuels	N
Tamika Bradley	Y	Josh Vidro	Y
Paul Cabana	N	Shawn Warren	Y

AF Staff: Sulafa Bashir, Jesse Balis-Harris, Charmayne Joseph, Rod Bowen

**II. Public Comment**

There was no public comment.

**III. Board Discussion**

- A. Proposed Executive Session: Personnel discussion regarding board approval of principal candidates and principal renewal offers for the 2023-24 school year

Ms. Coquillette took the board through a motion to enter into executive session to discuss principal candidates and principal renewals and appointments for next school year.

Motion by Warren Young.  
Second by Kevin Miquelon.  
All in favor.

The board entered executive session at 12:04 pm and exited at 12:16 pm.

Ms. Coquillette then took the board members through voting on the principal renewals and appointments as follows:

It was:

- RESOLVED, the AF Brooklyn Board of Trustees hereby approves the renewal of the following principals, with a final compensation package to be incorporated in the FY24 Budget to be reviewed and approved in May 2023:
  - Noah Hellman, Apollo Elementary School
  - Jordan Hardy, Aspire Elementary School
  - Ana Samper, Brownsville Elementary School
  - Courtney Saretzky, Bushwick Elementary School
  - Sade Johnson, Crown Heights Elementary School
  - Meryl Senter, East New York Elementary School
  - Collen Young, Endeavor Elementary School
  - Jess Eddy, Legacy Elementary School
  - Mariama Diallo, Linden Elementary School
  - Alicia Harper, North Brooklyn Elementary School
  - Jesse Ugglia, Apollo Middle School
  - Allison Liard, Brownsville Middle School
  - Sam Jones, Bushwick Middle School
  - Victoria Pierre, Crown Heights Middle School
  - Shamel Duncan, East New York Middle School
  - Jadine Joseph, Endeavor Middle School
  - Stephanie Blieka, Linden Middle School
  - Katherine Delacruz, North Brooklyn Middle School
  - Damen Scott, Brooklyn High School
  - Nana Effah, Ujima High School
  - Jason Coalter, University Prep High School

Motion by Chris Lynch.

Second by Josh Vidro.  
All in favor.

It was:

- RESOLVED, the AF Brooklyn Board of Trustees hereby appoints the individuals listed below as principals of the following Achievement First schools effective July 1, 2023:
  - Christopher Ford, Voyager Middle School
  - Roseann Basile, Aspire Middle School
  - Thomas Ng, East Brooklyn High School

Motion by Warren Young.  
Second by Chris Lynch.  
All in favor.

It was:

- RESOLVED, the AF Brooklyn Board of Trustees hereby approves Shai Phillips to serve as interim principal for Aspire Middle School between April 4, 2023 and June 30, 2023, based on the recommendations by Achievement First.

Motion by Jon Atkeson.  
Second by Chris Lynch.  
All in favor.

#### **IV. Adjourn**

The meeting was adjourned by Ms. Romy Coquillet at 12:23 pm.

Motion by Warren Young.  
Second by Jon Atkeson.  
All in favor.



## **AGENDA**

### **Achievement First (AF) Brooklyn Finance Committee Meeting**

Monday, May 8th, 2023, 4pm EST

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

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
  - A. FY23 Q3 Financials
  - B. FY24 Proposed Budget
  - C. Banking Consolidation Plan
  - D. Fiscal & Procurement Policy Revisions
  - E. FY22 990 Tax Return
  - F. FY23 Audit and Tax Return Engagement with CohnReznick
- V. Other Business**
- VI. 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



## **AGENDA**

### **Achievement First (AF) Brooklyn Finance Committee Meeting Part 2**

Wednesday, May 10th, 2023, 4pm EST

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

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
  - A. FY23 Q3 Financials
  - B. FY24 Proposed Budget
  - C. Banking Consolidation Plan
  - D. Fiscal & Procurement Policy Revisions
  - E. FY22 990 Tax Return
  - F. FY23 Audit and Tax Engagement with CohnReznick
- V. Other Business**
- VI. Adjourn**

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**DRAFT AGENDA**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room  
Zoom: <https://achievementfirst.zoom.us/j/82020104817>  
Monday, May 15, 2023, 6:00-8:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Discussion with Achievement First**
  - A. Welcome and Mission Moment
  - B. State of Our Students - student wellness, academic progress, and high school update
  - C. Schools Portfolio - approach to growth and consolidation
  - D. SY 2023/2024 Strategic Imperatives
- IV. Board Business**
  - A. Finance Committee Report
    - 1. FY 24 Budgets
    - 2. Banking and Fiscal Policies and Procedures
  - B. Board Resolutions: Approval of Minutes Membership, Code of Ethics, Board Manual
  - C. Proposed Executive Session: CEO Search and Talent Update
- V. Other Business**
- VI. Adjourn**

**DRAFT Minutes**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room  
Zoom: <https://achievementfirst.zoom.us/j/82020104817>  
Monday, May 15, 2023, 6:00-8:00 pm

**I. Call to Order**

The meeting was called to order by Ms. Romy Coquillette at 6:04 pm.

**Attendees:**

The following Trustees, constituting a quorum, were in attendance:

Name	Present	Name	Present
Romy Coquillette	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	Y
Warren Young	Y	Anup Menon	N
Alison Richardson	N	Kevin Miquelon	Y
Jon Atkeson	Y	Will Robalino	N
Rhonda Barros	N	Amy Arthur Samuels	Y
Tamika Bradley	Y	Josh Vidro	N
Paul Cabana	Y	Shawn Warren	Y

AF Staff: Lisa Margosian, Karolyn Belcher, Xanthe Jory, Blakely Simoneau, Neil Shah, Michael Rabin, John Sharkey, Christi George, Beth Cocuzza, Sulafa Bashir, Rod Bowen, Kate Aufiero, Barbara Forti, Vernell Harris

**II. Public Comment**

No members of the public were present.

**III. Discussion with Achievement First**

**A. Welcome and Mission Moment (5 min)**

Ms. Margosian welcomed the board members and shared a video of a student who is planning to attend the University of Pennsylvania to ground everyone in the work AF is doing. Ms. Coquillette shared how impressive she found an AF school on a recent school visit.

B. State of Our Students - student wellness, academic progress, and high school update (30 min)

Ms. Belcher shared updates on AF's approach to student wellness, including the work that is being done related to social-emotional health to address student health needs and reduce safety incidents. Ms. Jory updated the board on how AF is approaching safety and student wellness by utilizing a cross-functional approach and what steps have been taken this year. Ms. Jory also shared additional safety measures that will be instituted next school year.

Mr. Young asked about metrics and historical data, and Ms. Jory explained what has changed this year and what will change next year including becoming more sophisticated in our approach to safety data. Ms. Jory explained that the primary metric is response effectiveness, not incidents. Ms. Belcher offered additional metrics to look at that indicate positive student experience, like discipline, chronic absenteeism, and student engagement.

Mr. Sharkey provided academic updates. This year, the team focused on data and building plans which has led to meaningful growth and demonstrated some areas for improvement. Mr. Sharkey informed the board about elementary student academic achievement, and noted that they are performing much better compared to last year. He also offered an update on middle school students, whose performance is stabilized in some areas and growing in some other areas.

Ms. Samuels asked about how to support fifth graders, who are struggling more than other middle school grades. Mr. Sharkey explained that both curriculum and leadership development will target the deficits in this grade. Mr. Sharkey noted that other specific grade cohorts are struggling and these are being targeted, for example 11th and 12th graders.

Mr. Sharkey provided updates on students with disabilities, noting they are not performing at the level of their gen ed peers, and how new curriculum will address this gap.

Mr. Sharkey offered updates on the new curriculum implementation, which has been rolled out in some classes. He explained that teachers are beginning to embrace the new curriculum, but have expressed concerns about the volume and speed of change. Ms. Coquillette asked about the effect of NYC DOE adopting Wit and Wisdom, and Mr. Sharkey explained that he is not concerned about Wit and Wisdom's capacity. Ms. Coquillette also asked about how progress will be measured considering this is new for teachers. Ms. Sharkey explained that the metrics will be changed from evaluation to pedagogy and curriculum. Mr. Young asked about goals and AI use in classrooms, Mr. Sharkey provided goals he has developed. Ms. Belcher and Ms. Jory explained that AF is still determining how to respond to AI.

Ms. Belcher provided an update on high school students, including concerns around reading ability. Mr. Bowen described the process for reconsidering how AF approaches high school and how his team plans to improve the high school experience. Ms. Belcher and Mr. Bowen

offered examples, including changes in curriculum and data collection.

Mr. Bowen offered an update on Ujima and East Brooklyn High Schools consolidating, including that all staff have found positions and enrollment looks positive. Mr. Cabana asked about the value proposition around high school and when the board would be updated on it. Mr. Bowen explained that AF is meeting with Attuned to draft this vision by the end of June and will provide the update by the end of the summer.

#### C. Teacher Recruitment Update (10 min)

Ms. George provided a rundown of teacher recruitment, including the need to recruit more STEM and Special education teachers. Ms. George explained that AF is doing things to speed up the recruitment process to get candidates into schools faster. Mr. Young asked about referrals, and Ms. George encouraged the board to refer people for teaching positions. Mr. Lynch asked about teacher salary, and Ms. George explained that base compensation is competitive and does not often come up during the recruitment process. Mr. Miquelon asked about competing with union benefits, and Ms. George explained that it's typically an issue with more seasoned teachers. Ms. George offered insight into the Teacher Career Pathway and the many considerations around bringing it back.

#### D. Finance Committee Report

##### 1. Q3 Financials and FY 24 Budgets (20 min)

Mr. Shah provided updates on Q3 financials which show strong liquidity. Mr. Shah also explained that AF Brooklyn is tracking closer to the budget than earlier in the year, but there is a reduction of about \$2 million due to student enrollment shortages.

##### 2. Banking Consolidation, Fiscal Policies & Procedures, and Audit (10 min)

Mr. Shah explained that none of the AF Brooklyn money is invested in banks with high risk, all of the money is in Bank of America with the exception of bonds. Mr. Shah asked for board approval to close 9 of the 10 operating accounts and close one capital account, and approval to open one Alex Brown account.

Mr. Shah also asked the board to approve changes to the fiscal policy and procurement policy, including the approval process and changes to reconcile any inconsistencies. Mr. Shah also asked the board for approval to re-engage with Cohn Reznik to audit this year and next year.

Mr. Young explained that the finance committee met several times on these issues, and noted that enrollment is still down. Mr. Young also asked about the expiration of Cohn Reznik term limits, and Mr. Shah explained that the term has not been completed. Mr. Shah explained that they would be considering new auditors after the term expires.

Mr. Shah further explained that the schools drive a lot of the budgeting process, and that enrollment is still projected to be down but per pupil funding will likely go up. Mr. Shah detailed revenue and spending which resulted in a \$9.5 million surplus this year and \$9 million surplus next year. Mr. Shah explained that AF is putting together a list of options for that surplus that will be brought to the board in June.

Mr. Young explained that the budget reflects decreased enrollment and a 3-5% increase for teacher salary. Mr. Young explained that there are national risks but also there are institutional risks that impact our mission, and the need to balance financial risks with strategic risks. Mr. Young explained that he is looking forward to seeing the proposals before the next school year. Ms. Margosian offered that the money should be going back into the hands of the AF teams to invest in academic growth, things like safety, and other things that impact students. Ms. Coquillette explained that this is a pivot from how it has been handled in the past, and offered thanks for Mr. Shah's work. Mr. Atkinson explained that this is an investment in our schools and students, and is not about saving money. Mr. Young wanted the record to be clear that the board is not approving a \$9 million surplus. Mr. Atkinson offered that this is not a conditional approval, the board is approving the budget with the exception of the \$9 million.

Ms. Coquillette explained that the Finance Committee felt that there could not be an approval of any budget without that list of options without AF coming back with a list, which AF agreed to provide. There was discussion as to whether the approval should be conditional. Ms. Coquillette requested a special meeting after the list is provided and Mr. Shah agreed to provide the list prior to that meeting. The board agreed to remove the term "conditionally" in the resolutions and to approve the budget.

Ms. Samuels asked about how the surplus impacts the other regions without a surplus, and Mr. Shah explained how they prevent inequities.

Ms. Coquillette moved to approve the resolutions, which were amended to remove the word "conditional" from the first resolution. Ms. Coquillette asked for a motion to approve 1-5, Mr. Young moved and Mr. Atkinson seconded. All voted in favor. There were no abstentions.

It was:

1. RESOLVED, that the Achievement First Brooklyn Board of Trustees (the "Board") hereby approves the financial budget for the 2023-2024 fiscal year as presented and acknowledges that Achievement First (the "Network") will provide a List of Ideas (the "List") for approval by the Board, before June 30, 2023. The List shall include programs, improvements or reserves designed to specifically address the strategic priorities of the Brooklyn/Queens Schools, including academics, facilities, employee retention, and enrollment. The List shall be comprised of ideas that can be implementable in the 2023-24 school year, include a brief description of intended outcome and, if possible, an estimated cost. The intention is for the Board to review and approve acceptable ideas on the List at the next Achievement First Brooklyn Board meeting.

2. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2023-2024 fiscal year and prepare the IRS Form 990s.
3. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby ratifies the revisions to the Fiscal Policies and to the Procurement Policies as presented.
4. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby approves the opening of a cash transfer account and a savings account at Alex Brown, a division of Raymond James.
5. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby approves the closure of 10 bank accounts at Bank of America.

#### E. 2023/2024 Strategic Imperatives (5 min)

Ms. Margosian provided an update on AF Inc.'s next year's strategic imperatives: investment in staff, investment in students, investment in infrastructure, and investment in AF's future.

#### F. Schools Portfolio - approach to growth and consolidation (5 min)

Mr. Rabin offered a preview of the way Achievement First is approaching portfolio management and the annual cycle of any portfolio modifications. Mr. Rabin explained that this approach is more proactive and Achievement First is considering potential changes for SY 24-25 which will be brought to the board this coming fall. Mr. Young asked if Mr. Rabin is doing a peer analysis, and Mr. Rabin explained that there is some ability to do this analysis looking at other CMOs.

Ms. Coquillet asked about a board dashboard, and Ms. Cocuzza explained that Achievement First is working on developing it by the end of June.

Mr. Miquelson asked about the top priorities for the process of portfolio management, and Mr. Rabin explained the impact at the school level (NY enrollment impact) is the driving force right now and as infrastructure is built out Achievement First will be looking at things more holistically. Ms. Margosian explained that Achievement First is looking at our schools and students.

### IV. Board Business

- A. Board Resolutions and Approvals: Previous Meeting Minutes, Membership, Code of Ethics, Board Manual (10 min)

Ms. Coquillet asked for consent approval for the resolutions numbers 6-8. Mr. Young made the motion, Mr. Lynch seconded. All in favor, no abstentions.

It was:

6. RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the meeting minutes from March 1, 2023 and April 4, 2023.
7. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby adopts the Board Manual for the 2023-2024 school year:
8. WHEREAS, the Board recognizes that sound, ethical standards of conduct serve to increase the effectiveness of the Board and school staff as educational leaders in the community; and
  - WHEREAS, the Board also recognizes its obligations under the General Municipal Law, the NYS Charter Acts, and the Not-for-Profit Corporations Law to adopt a code of ethics consistent with those laws; NOW THEREFORE
  - BE IT RESOLVED that the Achievement First Brooklyn Board of Trustees hereby adopts the Code of Ethics & Conflict of Interest Policy.

Ms. Coquillette asked for consent approval for the resolutions numbers 9-13. Mr. Miquelon moved, Mr. Atkeson seconded. All in favor, no abstentions.

It was:

9. 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, 2024.
10. 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, 2024.
11. RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby re-elects Chris Lynch to serve an additional three-year term ending June 30, 2026.
12. RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby removes Rhonda Barros as a Trustee pursuant to Section 4(a) of the Amended and Restated Bylaws of the Achievement First Brooklyn Charter Schools for failing to attend at least 50% of the board meetings in the 2022-2023 term.
13. RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby sets the number of Trustees at fourteen (14).

Ms. Coquillette explained that Ms. Richardson would not be returning for the next board term, and thanked Allison Richardson for her five years of service on the board.

B. Proposed Executive Session: CEO Search and Talent Update (15 min)

The board voted to enter into Executive Session to discuss CEO search and talent updates, inviting Lisa Margosian to join.

Motion by Warren Young.

Second by Chris Lynch.

All in favor.

## **V. Adjourn**

The board adjourned at 7:52 PM.



**AGENDA**

**Achievement First (AF) Brooklyn  
Review FY24 Investment Proposal**

Friday, June 23rd, 2023, 1pm EST

Zoom link: <https://achievementfirst.zoom.us/j/4765121702>

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
  - A. Review FY24 Investment Proposal
- V. Other Business**
- VI. Adjourn**

**AGENDA**  
**AF Brooklyn**  
**Board of Trustees Meeting**

Venue: Virtual Meeting

Zoom: <https://achievementfirst.zoom.us/j/7683567421?from=addon>

Tuesday, June 27, 2023, 4:00-4:15 pm

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion**
  - A. Proposed Executive Session: Personnel discussion regarding board approval of principal candidates for the 2023-24 school year.
- IV. Adjourn**

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

June 27, 2023 Tuesday 4:00 pm  
Zoom Video Conference

**I. Call to Order**

The meeting was called to order by Ms. Romy Coquillette at 4:01 PM.

**Attendees:**

Trustees:

The following Trustees, constituting a quorum, were in attendance:

Name	Present	Name	Present
Romy Coquillette	Y	Akeem Frett	N
Christopher Lynch	Y	Anup Menon	N
Warren Young	N	Kevin Miquelon	N
Jon Atkeson	Y	Will Robalino	Y
Tamika Bradley	Y	Amy Arthur Samuels	N
Paul Cabana	N	Josh Vidro	Y
Desiree Dalton	Y	Shawn Warren	Y

AF Staff present: Blakely Simoneau and Barbara Forti

**II. Board Discussion**

A. Appointing New Principals <Executive Session>

Romy Coquillette took the board through a motion to enter executive session to approve new principals.

Motion by Josh Vidro  
Second by Christopher Lynch  
All in favor

The board entered executive session at 4:02 PM and exited at 4:15 PM.

Romy Coquillette called for a vote on the resolution to approve to approve new principals

Motion by Will Robalino  
Second by Chris Lynch  
All in favor.

It was:

RESOLVED: the AF Brooklyn Board of Trustees hereby approves Jessica McDonald as principal of Apollo Elementary School based on the recommendations by Achievement First.

And

RESOLVED: the AF Brooklyn Board of Trustees hereby approves Mallory Bodhuin as principal of Crown Heights Elementary School based on the recommendations by Achievement First.

### **III. Adjourn**

The meeting was adjourned by Ms. Romy Coquillette at 4:18 pm.

**DRAFT AGENDA**

**Achievement First (AF) Brooklyn  
Academic Sub-Committee Meeting**

Thursday, September 8th, 2022, 5:00pm EST

Zoom link: <https://achievementfirst.zoom.us/j/2772604089>

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
- V. Other Business**
- VI. Adjourn**



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# ACADEMIC SUBCOMMITTEE

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9.8.22 / 5:00-6:00 / Zoom

## Objectives

- Align on headlines from NY State Exams in '21-'22
- Provide updates on programmatic shifts and interventions in response to assessment data

## Participants

- Alison Richardson (Committee Chair), Amy Arthur Samuels (Trustee), Tamika Bradley (Parent Rep.), Romy Coquillet (Brooklyn Board Chair), Desiree Dalton (Parent Rep.), Jesse Balis-Harris (Elementary Chief of Schools), John Sharkey (Interim Chief Academic Officer)

## Meeting Details

Timing	Agenda Topics
5 min.	<b>Welcome and Introductions/Re-Introductions</b> <ol style="list-style-type: none"><li>1. Call to Order</li><li>2. Public Comment</li></ol>
30 min.	<b>State Test Data and Programmatic Implications</b> <ol style="list-style-type: none"><li>1. Summarizing Our 21-22 Performance and Headlines</li><li>2. Identification of Program Shifts and Interventions/Progress Monitoring</li><li>3. Open Subcommittee Discussion</li></ol>
20 min.	<b>School Management and Development</b> <ol style="list-style-type: none"><li>1. School Tiering and Support Plans Update</li><li>2. Planning for Principal/Dean Professional Development</li><li>3. Open Subcommittee Discussion</li></ol>
5 min.	<b>Look Ahead</b> <ol style="list-style-type: none"><li>1. Upcoming Data</li><li>2. October Agenda Proposal</li></ol>

## Notes

- Meeting Attendees:

- Trustees: Alison Richardson, Tamika Bradley, Romy Coquillet, Amy Arthur Samuels, Desiree Dalton
  - AF Staff: John Sharkey, Jesse Balis-Harris, Sulafa Bashir
- Meeting called to order at 5:04 pm by Alison Richardson, Committee Chair
  - Sulafa Bashir recorded the minutes.
  - There was no public comment.
  - John Sharkey kicked off the meeting by doing a round of introductions around the room.
- John S. then proceeded to present a summary of School Year 21-22 performance and headlines.
    - Alison R. asked for clarification about the statement “Pre-pandemic results are not where scholars deserve to be” to which John S. replies that the network’s commitment is for all students to graduate the skills they need to matriculate in college and achieving a proficiency level of 50% of students is far short of the promise that all kids graduate from each grade ready to meet the academic requirements of the next level.
    - There was a clarifying question about the other internal assessments used and John S. responded that previously, assessment was overly anchored on a singular data point which was the state test, and the challenge there is that reliability of data is not as strong if we use one data point. Additionally, there is a need for robust and rigorous data in a timeframe that allows intervention. State test date, which is released in late August, is too much of a lagging indicator to allow for meaningful intervention. This is why it is important to be able to rely on internal assessment data that is aligned to state test data.
    - Romy C. asked if STAR and STEP were the only two internal assessments being used and John C. responded that there is a pilot for a new assessment (M-Class) in Elementary as well as a new fluency screener being rolled out universally in Middle and High. Board members Alison R and Board Chair Romy C, requested the names of the fluency intervention screeners. John S. said he will provide those with examples and plan to do a deep dive at a future meeting.
    - Desiree D. asked about teacher shortages and their impact on administration of testing. John S. stated that this is currently a bigger issue in Math as in ELA. Using Fountas & Pinnell took longer because it was not adaptive whereas STAR is, and it uses technology and is easier to implement.
    - Desiree D. (parent rep) asked about Khan Academy stating that her scholar only does what he’s asked to do and is not comfortable with technology, so doesn’t go back for anything extra. John S. stated the NY State is moving to all digital



assessments by SY'25. AF will not be moving to virtual assessments internally this year but will start phasing this next year.

- Jesse Balis-Harris presented on school tiering.
  - There was a question about the categorization of schools and the stock and flow, i.e. the numbers of schools in each tier and the movement across tiers over time. Jesse B.H. stated that the tier process was run every year and often schools stayed in the same tier over time, but there was movement and that the number of schools was capped at 10 across the AF network in order to be able to give meaningful support to schools that need it.
  - There was a request from the board members for the network to provide historical tiered data and provide case studies if possible.
- Jesse B.H. presented on Principal/Dean Professional Development.
  - There was a question about whether training mixed principals of different experience levels and Jesse B.H. stated that training is heterogeneous so principals can learn from those who are strong and it showcased those who have best practices and allowed leveraging of more experienced leaders' skills.
- John S. presented the Look Ahead at future meeting agenda topics. Alison R. said her initial reaction was positive but she would like time to digest.
- Alison R. said she liked the idea of focusing the conversation with the full board on interventions. She commented that the conversation today did not cover the slides on changing demographics and pandemic trauma. There was agreement from several trustees that this material should be unpacked more before taking to the full board and the suggestion was made to remove it from the board prep material for the upcoming meeting. John S. And Alison R. stated that they will connect offline to discuss this.
- There was a request from Romy C. for data at a future meeting on how scholars in 2- and 4-year colleges are doing.
- John S. shared that he will be the main participant in future committee meetings. He thanked Jesse for his efforts on the committee to date.
- The meeting was adjourned at 6:04 PM by John Sharkey

## ACTION ITEMS AND NEXT STEPS

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- Board members Alison R and Board Chair Romy C, requested the names of the fluency intervention screeners. John S. will provide those with examples and plan to do a deep dive at a future meeting.

- Additionally Alison R requested that materials presented to the full board should include the holistic list of assessments used by AF outside of just the state test.
- Alison R. requested that the topic of “Implications for post secondary tracks” be included in a future meeting
- Per board members’ request, JBH will provide historical tiered data and provide case studies if possible.
- There was also a request for adding the topic of “development of future principal pipeline” to a future agenda.
- Alison R. and John S. will meet offline to pare down and focus the content of what is to be presented to the full board on 9/21/22
- There is a request from Romy C. for data at a future meeting on how scholars in 2 and 4 year colleges are doing

## **AGENDA**

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

Thursday, July 21st, 2022, 1:45pm

Zoom link: <https://achievementfirst.zoom.us/j/86380513982?from=addon>

#### **I. Call to Order**

The meeting was called to order at 1:48PM by Romy Coquillette. The following board members, constituting a quorum of the AFBK Facilities Committee, and AF staff were in attendance.

##### Board members:

Josh Vidro  
Romy Coquillette  
Chris Lynch  
Jonathan Atkeson  
Kevin Miquelon

##### AF staff:

Ketki Harale  
Cassidy McKee  
Kate Aufiero  
Xanthe Jory  
Neil Shah  
Ariana Rosa  
Isabel Tañedo

#### **II. Public Comment**

There was no public comment.

#### **III. Board Discussion and Business**

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**A. Proposed executive session to discuss financial implications of Real Estate options**

The Board entered executive session at 1:50pm and invited AF team on video conference to join: Ketki Harale, Cassidy McKee, Kate Aufiero, Xanthe Jory, Neil Shah, Ariana Rosa, Isabel Tañedo

Motion by Jon Atkesson  
Seconded by Chris Lynch  
All in favor.

The Board exited out of executive session at 2:46pm.

Motion by Romy Coquillette  
Seconded by Chris Lynch  
All in favor.

**IV. Other Business**

**V. Adjourn**

There being no other business, the meeting was adjourned at 2:46pm.

Motion by Romy Coquillette  
Seconded by Chris Lynch  
All in favor.



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**AGENDA**

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

Thursday, July 21st, 2022, 1:45pm

Zoom link: <https://achievementfirst.zoom.us/j/86380513982?from=addon>

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion and Business**
  - A. Proposed Executive Session: Discussion on financial implications of Real Estate options
- IV. Adjourn**

**DRAFT AGENDA**

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

Wednesday, July 27, 2022, 4:00 PM

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

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion and Business**
  - A. Agenda for board meeting on August 10, 2022
- IV. Other business**
- V. Adjourn**



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**DRAFT MINUTES**

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

Wednesday, July 27, 2022, 4:00 PM

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

**I. Call to Order**

The Meeting was called to order at 4:02 pm by Romy Coquilllette.

The following Trustees, constituting a quorum of the Committee, and AF staff were in attendance:

Trustees: Romy Coquilllette, Alison Richardson, Jon Atkeson, Chris Lynch

AF staff: Isabel Tañedo

**II. Public Comment**

There was no public comment.

**III. Board Discussion and Business**

**A. Agenda for board meeting on August 10, 2022**

The Executive Committee reviewed agenda items for its August 10, 2022 meeting, discussing material to be presented around board governance training, reporting on students, staff and operations, and alignment with Achievement First's strategic initiatives.

The Committee entered into executive session at 4:30 pm to discuss facilities planning to be presented at the board meeting.

Motion by Jon Atkeson

Seconded by Chris Lynch

All in favor

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The Committee exited out of executive session at 5:01pm.

Motion by Jon Atkeson

Seconded by Chris Lynch

All in favor

The Committee agreed that further discussion would be needed to align on how facilities-related matters would be presented and discussed.

#### **IV. Adjourn**

There being no other business, the meeting was adjourned at 5:04pm.

Motion by Chris Atkeson

Seconded by Romy Coquillet.

All in favor.



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

Wednesday, August 10, 2022, 4:45-7:00pm  
Venue: 1633 Broadway, New York, NY 10019, Room 47A  
Zoom: [LINK](#)

**Trustees in Attendance:** Romy Coquillette, Alison Richardson, Anup Menon, Chris Lynch, Jonathan Atkeson, Will Robalino, Akeem Frett, Tamika Bradley, Amy Arthur Samuels, Kevin Miquelon

**Staff and Guests in Attendance:** Lisa Margosian, Beth Cocuzza, Isabel Tañedo, Neil Shah, Xanthe Jory, De-Lea Deane-Allen, Bonnie Litt, Christina Braganza, John Sharkey, Rod Bowen, Jesse Balis-Haris, Charmayne Joseph, Christi George, Ken Paul, Patricia Granda-Malaver, Sultana Salma

Patricia Granda-Malaver recorded the minutes.

**I. Call to Order**

The meeting was called to order at 4:57 PM by Romy Coquillette, Board Chair.

**II. Public Comment**

There was no public comment.

**III. Presentation by Achievement First**

**A. AF Strategic Initiatives**

Ms. Lisa Margosian, Interim Chief Executive Officer, kicked off the meeting presenting 4 strategic imperatives - multi-year initiatives that will direct Achievement First's focus and efforts in service of scholars and teachers.

Ms. Margosian then welcomed board members to read off the 4 strategic imperatives:

1. Ensure that our schools deliver on their promise to our scholars, including summer readiness and a strong start to the school year.
2. Focus on our culture, ensuring a clear sense of direction, transparency in decision making, predictable communication, and a willingness to engage with all stakeholders.

3. Improve our systems and structures that support the quality performance and scaling of the network.
4. Attract and retain quality talent to deliver on our commitment to support the excellence of our schools.

Following this, AF leadership talked through each Imperative in more detail.

Mr. John Sharkey, Interim Chief Academic Officer, explained that the first strategic imperative prioritizes the critical work of delivering on our promise to scholars, through our academic and instructional offerings, our social-emotional supports, and ensuring that students feel safe and welcome at school. He reminded the board that this school year AF is focused on reading in particular, as well as on student investment and continued reduction of exclusionary discipline practices. Mr. Sharkey also highlighted the fundamental summer professional development teachers recently completed which provides teachers the preparation to start off the year in a great spot.

Ms. Christi George, VP of Talent Operations, explained the second strategic imperative which focuses on workplace culture. She noted that this year AF plans to focus on bringing back a strong performance culture for both Network Support employees and principals while leadership strategizes a long-term plan for teachers and other school based staff.

Mr. Neil Shah, Chief Financial Officer, then transitioned to the third strategic imperative and explained that it seeks to improve AF's systems and structures. He listed out some ways that we are already working on this goal such as investing in finance and human resources improvements. For instance, centralizing employee relations by automating systems like payroll will ultimately lessen the load on school-based DSOs in the long run.

Ms. De-Lea Deane-Allen, Chief Equity Officer, presented the final strategic imperative that focuses on retaining and hiring staff members to deliver on our mission. She noted that the Great Resignation has impacted the teaching profession nationwide which is why talent is a primary focus this coming school year.

Ms. Margosian then opened the floor to questions. Trustees and staff engaged in topics like scholar success post graduation, enrollment numbers, data differentiation between Network Support versus Brooklyn, and the Board setting

## **B. SY 2021-2022 report and reflections**

### **1. Scholars**

The next meeting topic focused on AF scholar data across academies this past school year. Mr. Jesse Balis-Harris, Chief of Elementary Schools, kicked off the conversation

with data on Brooklyn elementary schools, reporting that students were not where they need to be on reading and math proficiency, and that there are planned revisions to curriculums to strengthen these skills. Mr. Balis-Harris also reported on the thriving school culture in elementary schools. Overall, Brooklyn elementary schools ended the school year with largely solid foundations in place and an improvement of organizational health and retention. Mr. Balis-Harris then entertained questions from the Board on standardized testing and changes in curriculum.

Ms. Charmayne Joseph, Interim Chief of Middle Schools, reported on reading, science, ELA and math, and ultimately confirmed that middle school scholars have improved from 2020-2021 but are generally performing below pre-pandemic levels. Ms Joseph also mentioned that school culture this past year also had mixed reviews. For instance, Brooklyn middle schools met student experience survey goals yet there are needed improvements in attendance and suspension rates which were ramifications of the pandemic. The discussion that followed allowed Ms. Joseph to give further details on how revisions in curriculum are 1) aligning with science of learning research and 2) introducing elementary school learning challenges in order to create a strong and layered foundation for middle school instructors. Lastly, there was a conversation on the importance of parent partnership in school culture, especially in addressing suspensions and other behavioral impacts of the pandemic.

Mr. Rod Bowen, Chief of High Schools, presented the academic state of Brooklyn high schools. Although more scholars passed all of their courses this school year than last, student performance differed. For example, Regents testing data were not up to par with course passing rates. Mr. Bowen then turned to school culture for high schools which has experienced improvements Student Belonging and Valuing School according to survey data but other aspects like suspension rates are actively being worked on by investing in inclusive practices. Board members voiced interest in learning more about post-graduate performance of scholars.

Ms. Xanthe Jory, Chief Operating Officer, presented updates on scholar enrollment and recruitment efforts. AF ended the school year with a total shortfall of scholars which is a trend for charters across the nation. Ms. Jory then explained that the kindergarten enrollment gap has persisted despite targeted recruitment efforts which in turn affects enrollment in all elementary school grades. On the other hand, AF has been able to backfill older grades and high school enrollment in particular is very robust. She explained the effective recruitment methods we are using such as in-person outreach strategies, digital marketing, and building data capacity. Ms. Jory then entertained questions from board members on enrollment trends.

## **2. Staff**

Ms. Christi George, VP of Talent Operations, transitioned the conversation to staff updates. She explained the bi-annual organizational health survey AF releases and the metrics used to predict retention, and presents results from staff at each academy level. Where there was low employee satisfaction, Ms. George noted that the root causes were tied to teacher shortage and staffing challenges

Ms. Deane-Allen continued with our recruitment and retention efforts, highlighting salary and retention bonuses, prioritization of schools with most openings, increased marketing efforts, and streamlining application process. Ms. Deane-Allen then gave brief updates on hiring goals versus progress made to date. Mr. Sharkey followed up with strategies leadership will implement proactively in the coming school year to mitigate the issues we have identified this past year. The board will hear more updates on the progress of these efforts in the fall meeting. Mr. Sharkey entertained questions from the Board on block scheduling and professional development investment for teachers that other charter schools do not offer.

### **3. Other operational updates**

Ms. Christina Braganza, Chief Program Officer, reported on the staff summer training series for AF's staff. Ms. Braganza highlighted New Team member taxonomy training which gives new teachers the opportunity to practice building a strong classroom environment by rehearsing lessons and roleplaying. She shared the excitement of summer training being back in-person, with over 95% of participants agreeing/strongly agreeing that summer training is of high quality and high impact. Mr. Sharkey added that the goal of summer professional development is to present a series of connected training and experiences that support our visions across academies. He explained that we employed a logic model to identify specific inputs, activities and outputs needed for each session to lead us to the intended mission.

## **IV. Board Discussion and Business**

### **A. Proposed Executive Session: State of Brooklyn Facilities**

The board entered executive session at 6:50 PM to hold discussions on the state of Brooklyn facilities. Ms. Coquillettte invited AF staff physically present.

Motion by Romy Coquillettte  
Seconded by Chris Lynch  
All in favor.

The board exited out of executive session at 7:18 PM.

Motion by Jon Atkeson  
Seconded by Romy Coquillettte

All in favor.

### **B. Approval of SY 2022-2023 Leadership slate**

Ms. Coquilletto moved the board to a vote on the following resolutions. She asked Mr. Jon Atkeson to facilitate the first resolution on leadership to avoid a conflict of interest.

BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby elects the following leadership slate for the 2022-2023 fiscal year:

Romy Coquilletto, Chair  
Chris Lynch, Vice Chair  
Warren Young, Treasurer  
Alison Richardson, Secretary

Motion by Kevin Miquelon  
Seconded by Chris Lynch  
All in favor.

Ms. Coquilletto facilitated the procedure for the resolutions that followed.

### **C. Approval of SY 2022-2023 Committees**

BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby appoints the following committee members:

Academic Committee: Alison Richardson (Chair), Amy Arthur Samuels, Tamika Bradley, Romy Coquilletto, Desiree Dalton

Executive Committee: Romy Coquilletto (Chair), Warren Young, Chris Lynch, Anup Menon, Alison Richardson,

Facilities Committee: Kevin Miquelon (Chair), Jon Atkeson, Romy Coquilletto, Chris Lynch, Josh Vidro

Finance Committee: Warren Young (Chair), Jon Atkeson, Akeem Frett, Chris Lynch, Will Robalino

Motion by Jon Atkeson  
Seconded by Kevin Miquelon  
All in favor.

### **D. Setting the number of Trustees**



BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby sets the number of Trustees at fifteen (15).

Motion by Kevin Miquelon

Seconded by Jon Atkeson

All in favor.

#### **E. Approval of SY 2022-2023 District-wide safety plan**

Before the approval, Ms. Desiree Dalton asked a clarifying question about the additional two schools that would be scheduled to review for the safety visits. Ms. Jory explained that the safety plan shared was submitted to the state, but there will still be two schools visited in the fall for a total of four schools reviewed. Ms. Coquillettte then moved the board to vote on the resolution.

BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby approves the District-wide safety plan for SY 2022-2023.

Motion by Chris Lynch

Seconded by Warren

All in favor.

Ms. Coquillettte confirmed that Mr. Andy Hubbard and Ms. Theresa Hayes would not be returning to the Board.

#### **V. Adjourn**

The meeting was adjourned at 7:24 PM by Romy Coquillettte

Motion by Warren Young

Seconded by Jon Atkeson

All in favor

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

Wednesday, August 10, 2022, 4:45-7:00pm

Venue: 1633 Broadway, New York, NY 10019, Room 47A

Zoom: [LINK](#)

**I. Call to Order**

**II. Public Comment**

**III. Presentation by Achievement First**

- A. AF Strategic Initiatives
- B. SY 2021-2022 report and reflections
  - 1. Scholars
  - 2. Staff
  - 3. Other operational updates

**IV. Board Discussion and Business**

- A. Proposed Executive Session: State of Brooklyn Facilities
- B. Approval of SY 2022-2023 Leadership slate
- C. Approval of SY 2022-2023 Committees
- D. Setting the number of Trustees
- E. Approval of SY 2022-2023 District-wide safety plan

**V. Adjourn**

## MINUTES

### Achievement First (AF) Brooklyn Facilities Committee

Thursday, September 14th, 2022, 3:30pm

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

#### **I. Call to Order**

The meeting was called to order at 3:37PM by Romy Coquillette. The following board members and AF staff were in attendance.

##### Board members:

Chris Lynch  
Jonathan Atkeson  
Akeem Frett  
Josh Vidro  
Romy Coquillette  
Kevin Miquelon

##### AF staff:

Kate Aufiero  
Neil Shah  
Cassidy McKee  
Ariana Rosa  
Xanthe Jory  
Ketki Harale  
Cymone Card  
David Sweeny

#### **II. Public Comment**

There was no public comment.

#### **III. Approval of Minutes**

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There were no minutes needing approval.

#### **IV. Board Discussion and Business**

The Board entered executive session at 3:37pm and invited the following AF staff members to join:

Kate Aufiero  
Neil Shah  
Cassidy McKee  
Ariana Rosa  
Xanthe Jory  
Ketki Harale  
David Sweeny

Motion by Romy Coquillette  
Seconded by Chris Lynch  
All in favor.

The Board exited the executive session at 4:31pm.

Motion by Romy Coquillette  
Seconded by Jonathan Atkeson  
All in favor.

#### **V. Other Business**

#### **VI. Adjourn**

There being no other business, the meeting was adjourned at 4:31pm.

Motion by Romy Coquillette  
Seconded by Jonathan Atkeson  
All in favor.

**AGENDA**

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

Thursday, September 14th, 2022, 3:30pm

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

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion and Business**
  - a. Proposed executive session to discuss financial implications of Real Estate options**
- IV. Other Business**
- V. Adjourn**



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New Haven, CT 06513  
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**MINUTES**  
**Achievement First (AF) Brooklyn**  
**Finance Committee Meeting**

Wednesday, September 14th, 2022, 4:30pm EST

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

**I. Call to Order**

The meeting was called to order at 4:34pm by Warren Young. The following board members and AF staff were in attendance.

Board members:

Warren Young  
Chris Lynch  
Jonathan Atkeson  
Akeem Frett  
Romy Coquillette  
Will Robalino

AF staff:

Kate Aufiero  
John Sharkey  
Neil Shah  
Ariana Rosa  
Devin Devanney

**II. Public Comment**

There was no public comment.

**III. Approval of Minutes**

There were no minutes needing approval.

**IV. Board Discussion and Business**

Mr. Neil Shah reviewed the FY23 Financial Strategic Imperatives. This included the investments in finance improvements to areas of payroll, accounting and other departments within the AF Finance team.

Mr. Shah proceeded to present the FY23 Finance Committee Reporting Timeline, which includes additional information being added to future board books, adding high level context during board meetings.

Ms. Kate Aufiero then discussed the FY23 Revised Budget, which included an overall projection for NY to have a \$4.08M surplus. This also included potential risk factors in staffing and projected future balances.

Mr. John Sharkey shares staffing hiring feedback and strategic hiring perspectives for Achievement First schools.

## **V. Other Business**

## **VI. Adjourn**

There being no other business, the meeting was adjourned at 5:20pm.

Motion by Warren Young

Seconded by Chris Lynch

All in favor.



**DRAFT AGENDA**

**Achievement First (AF) Brooklyn  
Finance Committee Meeting**

Wednesday, September 14th, 2022, 4:30pm EST

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

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
  - A. FY23 Strategic Imperatives - Finance (Discussion)
  - B. FY23 Finance Committee Reporting Timeline (Discussion)
  - C. FY23 Revised Budget (Review)
- V. Other Business**
- VI. Adjourn**

**DRAFT AGENDA**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - Flatbush Room on 11th floor

Zoom: <https://achievementfirst.zoom.us/j/7382361994>

Wednesday, September 21, 2022, 6:00-7:30 pm

- I. Call to Order**
- II. Public Comment**
- III. Honoring Trustee Judith Jenkins**
- IV. Approval of Minutes**
- V. Presentation by Achievement First**
  - A. Deep Dive on Academic Data
- VI. Committee Reports**
  - A. Finance Committee Report
  - B. Facilities Committee Report - Proposed Executive Session
- VII. Board Discussion and Business**
  - A. Appointment of Interim Principals
  - B. Approval of SY 2022-2023 Family Handbook
  - C. Proposed Executive Session on CEO search
  - D. Discussion on Board & School Connectivity
- VIII. Other Board Business**
- IX. Adjourn**



**MINUTES**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - Flatbush Room on 11th floor

Zoom: <https://achievementfirst.zoom.us/j/7382361994>

Wednesday, September 21, 2022, 6:00-7:30 pm

**Trustees in Attendance:** Romy Coquillette, Chris Lynch, Alison Richardson, Warren Young, Anup Menon, Jonathan Atkeson, Akeem Frett, Tamika Bradley, Amy Arthur Samuels, Kevin Miquelon, Desiree Dalton

**Staff in Attendance:** Lisa Margosian, Beth Cocuzza, Sulafa Bashir, Neil Shah, Siobhan O’Leary, Xanthe Jory, John Sharkey, Jesse Balis-Haris, Kate Aufiero, Ketki Harale, Ken Paul, Patricia Granda-Malaver, Sultana Salma

**Guests in Attendance:** Paul Cabana, Olga Stone

Patricia Granda-Malaver recorded the minutes.

**I. Call to Order**

The meeting was called to order at 6:08 PM by Ms. Romy Coquillette, Board Chair.

**II. Public Comment**

There was no public comment.

Before moving forward, Ms. Coquillette introduced two guests – Paul Cabana and Olga Stone – invited by the board to observe.

**III. Honoring Trustee Judith Jenkins**

Ms. Coquillette shared that board member Judith Jenkins had recently passed away. Ms. Amy Samuel took a moment to recognize Ms. Jenkins and share about her passion for education. She noted that Ms. Jenkins’ dedication to Achievement First is evident due to her board participation since the inception of AF in New York in Crown Heights.

Ms. Coquillette then proposed the creation of a scholarship fund in the name of Ms. Jenkins. It would be available in the spring and donations are optional.

#### **IV. Board Discussion and Business**

Ms. Lisa Margosian, interim Chief Executive Officer, introduced Ms. Sulafa Bashir, interim Senior Director of Governance, and Ms. Siobhan O’Leary, interim Chief Human Resources Officer. She recalled the school visits she has been able to attend during this school year and noted the shift in energy.

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

##### **A. Approval of Minutes**

BE IT RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the meeting minutes from August 10, 2022.

Motion by Jonathan Atkeson

Second by Kevin Miquelson

All in favor.

##### **B. Appointment of Interim Principals**

Before voting on this resolution, the AF team clarified to the board that the recommendations are collaboratively decided by regional superintendents and principals. Mr. Jesse Balis-Haris, Interim K-8 Chief of Schools, noted that this practice was first implemented after the pandemic, and AF has continued it as a precaution for any potential unplanned principal leaves that may arise in the future. The board suggested that the AF team present the list throughout the year, having highlighted the differences from the previous meeting, so that they can be aware of changes and approve these edits.

BE IT RESOLVED, the AF 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 September 21 and November 16, 2022. This roster supersedes that which was approved on May 19, 2022.

AF Apollo ES	Jessica McDonald
AF Aspire ES	Shané Brown
AF Brownsville ES	Mallory Bodhuin
AF Bushwick ES	D'Asia Adger
AF Crown Heights ES	Liz Harnett
AF East New York ES	Katherine Donaldson
AF Endeavor ES	Anika Locklear
AF Legacy ES	Ashley Wilson
AF Linden ES	Jessica Donovan
AF North Brooklyn ES	Luana Braithwaite
AF Apollo MS	Katie Johnson
AF Aspire MS	Jesse Balis-Harris
AF Brownsville MS	Jose Guerrero
AF Bushwick MS	Keresa Gentry
AF Crown Heights MS	Natalie Joseph
AF East New York MS	Colby France
AF Endeavor MS	Ronnica Jenkins
AF Linden MS	Ty Menardy
AF North Brooklyn MS	Trina Russell
AF Voyager MS	Leisel Renaud
AF Brooklyn HS	Liz Harris
AF East Brooklyn HS	Tom Ng
AF Ujima HS	Cristina Lopez
AF University Prep HS	Don Harding

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NEW HAVEN, CT 06513  
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Motion by Chris Lynch  
Second by Jonathan Atkeson  
All in favor.

## **V. Presentation by Achievement First – Deep Dive on Academic Data**

Mr. John Sharkey, Interim Chief Academic Officer, presented a summary deep dive of AF New York academics. He began by telling the board that although assessment scores are available, comparative data is not yet accessible due to the embargo. Mr. Sharkey explained the importance of the triangulation of data since a single data point does not speak to all the accomplishments that have been reached by scholars. Afterwards, he elaborated on potential 2022-2023 performance goals for ELA and Math that are feasible and would diminish the pandemic performance gap. In general, there has been improvement from the 2020-2021 school year, but math challenges have been harder to rebound because scholars may lack foundational skills necessary to succeed in future levels. Before moving forward, the board asked questions on the proposed performance improvements. Mr. Sharkey touched on the limitations of the data analysis, particularly the lack of subpopulations which we plan to incorporate in future conversations. He then continued with bar charts to provide the board a visual representation of the New York school's academic data and pointed out performance comparisons from past years. After answering questions about the data from the boards, Mr. Sharkey transparently listed both the internal and external factors that impacted student performance last year.

Lastly, Mr. Sharkey provided insight on AF's response and academic initiatives for this school year. These initiatives include pilot programs for certain subjects, Network support coaching in schools, additional instruction planning opportunities, and financial incentives. The board asked questions pertaining to the implementation and evaluation of pilot programs, training staff to upscale, and parent engagement with this data. Additionally, Mr. Sharkey overviewed the school tiering system within AF and stated that these classifications have been taken into consideration to improve the tailored support provided to these academies.

## **VI. Committee Reports**

### **A. Finance Committee Report**

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Mr. Neil Shah, Chief Financial Officer, and Ms. Kate Aufiero, Vice President of Financial Planning and Analysis, presented on the FY23 revised budget as there needed to be an incorporation of changes due to staffing and enrollment numbers. The board asked questions about enrollment numbers in the context of finances, and Ms. Xanthe Jory, Chief Operations Officer, assured the trustees that she will provide more insight on enrollment numbers at the next meeting. Ms. Coquillette then moved the board to vote on the financial resolution.

BE IT RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the amended budget as recommended by the Finance Committee and prepared by Achievement First for the 2022-23 fiscal year.

Motion by Jonathan Atkeson  
Seconded by Anup Menon  
All in favor.

### **B. Real Estate Committee Report - Proposed Executive Session**

The board entered executive session at 7:28 PM to hold discussions on the state of AF Brooklyn facilities. Ms. Coquillette invited AF staff physically present to join.

Motion by Warren Young  
Seconded by Chris Lynch  
All in favor.

### **C. Proposed Executive Session on CEO search**

The board continued the previous executive session to hold discussions on personnel matters related to the state of the CEO search. Before doing so, Mr. Shah, Ms. Aufiero, and Ms. Ketki Harale, Vice President of Facilities, exited at 7:44 PM.

The board exited out of executive session at 7:54 PM.

## **VII. Board Discussion and Business**

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

### **A. Approval of SY 2022-2023 Family Handbook**

BE IT RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby approves the Family Handbook for SY 2022-2023.

Motion by Alison Richardson  
Seconded by Chris Lynch  
All in favor.

## **VIII. Adjourn**

The meeting was adjourned at 7:55 PM by Ms. Romy Coquillette  
Motion by Warren Young  
Seconded by Jon Atkeson  
All in favor



## **MINUTES**

### **Achievement First (AF) Brooklyn Board of Directors Facilities Committee Meeting**

Thursday, October 27th, 2022, 1:45pm

Zoom link: <https://achievementfirst.zoom.us/j/86380513982?from=addon>

Physical address: N/A

#### **I. Call to Order**

The meeting was called to order at 1:47pm by Romy Coquillette. The following board members and AF staff were in attendance.

##### Board members:

Jonathan Atkeson  
Josh Vidro  
Kevin Miquelon  
Romy Coquillette  
Chris Lynch

##### AF staff:

Ketki Harale  
Cassidy McKee  
Ariana Rosa

##### Others:

David Sweeny

#### **II. Public Comment**

There was no public comment.

### **III. Board Discussion and Business**

The Board entered executive session at 1:48pm and invited the following AF staff members to join:

AF staff:

Ketki Harale  
Cassidy McKee  
Ariana Rosa

Others:

David Sweeny

Motion by Romy Coquillet  
Seconded by Kevin Miquelon  
All in favor.

The Board exited the executive session at 1:59pm.

Motion by Romy Coquillet  
Seconded by Jonathan Atkeson  
All in favor.

### **IV. Other Business**

### **V. Adjourn**

There being no other business, the meeting was adjourned at 1:59pm.

Motion by Romy Coquillet  
Seconded by Chris Lynch  
All in favor.



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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

**AGENDA**

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

Thursday, October 27th, 2022, 1:45pm

Zoom link: <https://achievementfirst.zoom.us/j/86380513982?from=addon>

Physical address: N/A

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
  - A. Executive Session to discuss AF Brooklyn real estate.**
- V. Other Business**
- VI. Adjourn**

**DRAFT AGENDA**

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

Wednesday, Nov 2, 2022, 4:00 PM

Zoom link: <https://achievementfirst.zoom.us/j/8424626361>

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion and Business**
  - A. Board Dashboard
  - B. November 16 Meeting Agenda
- IV. Other business**
- V. Adjourn**



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370 James Street, Suite 404  
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**DRAFT AGENDA**

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

Wednesday, Nov 2, 2022, 4:00 PM

Zoom link: <https://achievementfirst.zoom.us/j/8424626361>

**I. Call to Order**

Attendees:

Committee Members: Romy Coquillette, Christopher Lynch, Alison Richardson, Anup Menon

AF Staff: Sulafa Bashir

The meeting was called to order by Romy Coquillette at 4:02 pm

**II. Public Comment**

There was no public comment.

**III. Board Discussion and Business**

**A. Board Dashboard Draft**

Sulafa B. took the committee members through a draft of the new proposed board dashboard and solicited their feedback on the different metrics included, asking if they are the right metrics and if there are any that are missing.

The committee members made some suggestions for improvement including adding some data points such as:

- additional strategic imperatives metrics beyond the % on track project management metrics, such as on monthly safety

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assessments, number of schools in Tier 1 and Tier 2 as well as indication of any that might be at risk. In the longer term, the dashboard would also include metrics around DEI and college persistence or at a minimum indications of how AF alumni are performing in the first year of college

- adding Science data to the academic data
- breaking out data for subgroups such as MLL and students with IEPs

The committee members also expressed a desire to see data presented visually in charts and graphs rather than just in tables and it was agreed that this would be an improvement that is implemented down the line once the metrics are finalized and agreed upon.

Additionally, it was suggested that in a future state, the board dashboard will ideally have focus metrics that are discussed during the meeting and the first page would be re-worked to provide a more high-level dashboard on each of the key areas.

The committee members agreed that the dashboard prototype would be shared with the rest of the board as an FYI in the pre-read for the November meeting, with a bit of context given during the meeting but without going into any details. Starting in January, there will be time carved out during the meeting to discuss some of the metrics on the dashboard.

#### B. November 16 Meeting Agenda

1. Enrollment Deep Dive
2. Academic Update
3. Finance Report
4. CEO Search Committee Update <Executive Session>
5. Other Business
  - a) New Board Members



The committee members discussed the proposed agenda for November 16th meeting and made some requests and observations about specific topics

- Enrollment: the committee members requested that the conversation during the board meeting address the question of the impact of the revenue shortfalls resulting from under-enrollment on programmatic and other aspects of schooling across the New York schools.
- Academic update: the discussion is to include the proposed interventions presented during the last board meeting and progress on them. Additionally, there will be a report from the Academic Committee on Tiered schools to inform the rest of the board members.
- New Board members: Paul Cabana is to be voted in at the start of the board meeting and to that end, his resume will be circulated to the board members with a note highlighting the fact that he has met with several board members and any board members who wish to meet him are asked to contact Romy C.

#### **IV. Other business**

##### **A. HS Open Enrollment**

- a. Romy C. took the committee members through a High School Open enrollment proposal put forth by the AF Student Recruitment and Enrollment team with the goal of allowing graduating middle school students to apply to any of the AF high schools, rather than be limited to a designated one. Romy C.

##### **B. Investment Policy**

- a. Romy C. mentioned that, on behalf of Warren Young, she wanted the committee members to know that the finance committee was working on an investment policy proposal to take advantage of current interest rates and that they will likely bring this to the larger board for approval soon in order to start taking advantage of current interest rates.

**C. Principal Dinners**

**a. First round: ES Dec 6 or 8 or Jan 10,11,12**

There was a discussion about the proposed principal dinners. The trustees suggested that some structure be placed on the conversation topics during the dinners possibly by asking Principals ahead of time what topics they would like to discuss or having them answer questions such as “What are 3 roses and what are 3 thorns?” or “What are 3 things you would like the trustees to know about your school?”

There are several dates proposed for the first Principal-Trustee dinner with ES dinners. Sulafa B. will circulate a Doodle form to the committee members to identify which dates work and subsequently, principals will be invited to share their availability.

**V. Adjourn**

The meeting was adjourned at 5:09 pm by Romy Coquillette.

**DRAFT AGENDA**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room  
Zoom: <https://achievementfirst.zoom.us/j/7382361994>  
Wednesday, November 16, 2022, 6:00-7:30 pm

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. New Board Members**
- V. Discussion with Achievement First**
  - A. Deep Dive on Enrollment
  - B. Academic Update
- VI. Committee Reports**
  - A. Finance Committee Report
- VII. Board Discussion and Business**
  - A. Appointment of Interim Principals
  - B. Proposed Executive Session on Update from CEO Search Committee
  - C. Proposed Principal Dinners
- VIII. Other Board Business**
- IX. Adjourn**



**DRAFT Minutes**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room  
Zoom: <https://achievementfirst.zoom.us/j/7382361994>  
Wednesday, November 16, 2022, 6:00-7:30 pm

**I. Call to Order**

The meeting was called to order by Ms.. Romy Coquillette at 6:14 pm.

**Attendees:**

Trustees:

NAME	Present		
Romy Coquillette	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	Y
Warren Young	Y	Anup Menon	N
Alison Richardson	Y	Kevin Miquelon	Y
Jon Atkeson	Y	Will Robalino	Y
Rhonda Barros	N	Amy Arthur Samuels	Y
Tamika Bradley	N	Josh Vidro	Y

AF Staff: Lisa Margosian, Beth Cocuzza, Xanthe Jory, John Sharkey, Karolyn Belcher, Neil Shah, Emma White, Sulafa Bashir, Sultana Salma  
Guests: Shawn Warren, Paul Cabana

**II. Public Comment**

There was no public comment.

**III. Approval of Minutes**

Ms. Romy Coquillette moved the board to vote on approving the minutes from the 21 September 2022 board meeting.

It was:

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the meeting minutes from September 21, 2022.

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Motion by Alison Richardson  
Seconded by Desiree Dalton  
All in favor

#### **IV. New Board Members**

Ms. Shawn Warren and Mr. Paul Cabana were introduced to the board.

Ms. Romy Coquillet moved the board to vote on the following resolution:

It was:

RESOLVED, that the AF Brooklyn Board of Trustees hereby elects Mr. Paul Cabana to serve as a Trustee for a 3-year term, ending June 30, 2025.

Motion by Alison Richardson  
Seconded by Will Robalino  
All in favor

#### **V. Discussion with Achievement First**

##### **A. Deep Dive on Enrollment**

Before commencing, Ms Lisa Margosian, Interim Chief Executive Officer, began by introducing Ms Karolyn Belcher, Acting Superintendent.

Ms. Xanthe Jory presented the current state of enrollment including the key factors that played a role in the data received. Ms. Jory further highlighted the strategic response with 4 levers to address the root causes of the attrition challenges faced.

Board members asked questions about the transition from MS to HS and the extent to which schools are surveying families to get data on reasons behind their departure to provide tangible evidence that would inform decision making.

There was also a discussion about the changes to the AF high school model away from an AP-for-all model. Ms. Margosian emphasized the importance to not only prepare scholars for college but alternative options such as CTE, which also includes providing them with the resources to gain access to these avenues.

In response to questions about high school transition, Ms. Jory stated that there is a revamp of how schools engage with families of students going from 8th to 9th grade, and the process would involve input from high school principals.



There was a discussion about the use of data and Mr. John Sharkey stated that there had been a shift from using standardized achievement tests as a measure of proxy for learning. However, as a network, there is a move back towards having access to diverse data and employing concrete methods of analyzing projections.

Ms. Belcher added that although tests are not the best measure, they are what we currently have and as such, there is a need to utilize them to get a sense of how scholars are performing across multiple measures.

## **VI. Committee Reports**

### **A. Academic Committee Report**

An academic data summary was presented comparing schools' performance with their host districts as well as with Brooklyn borough and New York City averages on Math, ELA and Science state tests. There was also an update on the academic interventions focused on curricular changes that were presented in the previous meeting, which are having an impact in terms of incremental growth in the interim assessments taken thus far this year.

A board member asked if the results are consistent across schools to which Mr. Sharkey noted that there are variations among the schools, with more variability observed in the elementary programs.

A board member asked about whether events that celebrate teachers and school staff are occurring as they did before the pandemic. In response, it was shared that a dinner is set to be scheduled with principals as a starting point.

Mr. Rod Bowen presented on East Brooklyn High School, a tier 1 school, which has been navigating large-scale challenges. He stated that a proposal was being drafted to share with the board on the specific needs of the school. A board member added that it is important to prioritize investing resources to strengthen safety measures.

Mr. Bowen also presented on Brooklyn High School, a tier 2 school, which is doing well and is more stable with a new principal.

Ms. Jory presented a recommendation and rationale regarding growth plans. The recommendation involved not moving forward with opening the planned new elementary school, Queens ES, for the year 23-24, and reconsidering its start date as part of the larger NY strategy plan.

Ms. Romy Coquillette moved the board to vote on the pausing of opening the school.



It was:

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby approves the plan to pause on opening Queens ES #2, the planned new elementary school, for school year 2023-2024

Motion by Warren Young  
Seconded by Josh Vidro  
All in favor

#### B. Finance Committee Report

Mr. Neil Shah and Warren Young presented the September 30, 2022 balance sheet and P&L. They also presented a proposed investment policy for cash reserves that aims to take advantage of current interest rates. Mr. Warren received several questions from board members regarding the investment policy. It was determined that additional refinements were needed to satisfy all questions and concerns and it was decided that the Finance Committee would rework the policy and bring it back to the board for a vote either at a special meeting before the end of the calendar year or at the January Board meeting.

### VII. Board Discussion and Business

#### A. Appointment of Interim Principals

Ms. Romy Coquillette asked the board to vote on extending the approval of interim principal appointments through the end of the 22-23 school year.

It was:

RESOLVED, that the AF 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 between November 16, 2022 and June 30, 2023, based on the recommendations by Achievement First.

School	Interim Principal Name
AF Apollo ES	Jessica McDonald
AF Aspire ES	Shané Brown
AF Brownsville ES	Mallory Bodhuin



AF Bushwick ES	D'Asia Adger
AF Crown Heights ES	Liz Harnett
AF East New York ES	Katherine Donaldson
AF Endeavor ES	Anika Locklear
AF Legacy ES	Ashley Wilson
AF Linden ES	Jessica Donovan
AF North Brooklyn ES	Luana Braithwaite (through December) Daliza Lawrence (after December when she returns from parental leave)
AF Apollo MS	Katie Johnson (until parental leave on 12/1) Gentaro Ramadan (during Katie Johnson's parental leave)
AF Aspire MS	Jesse Balis-Harris
AF Brownsville MS	Jose Guerrero
AF Bushwick MS	Keresa Gentry
AF Crown Heights MS	Natalie Joseph
AF East New York MS	Colby France
AF Endeavor MS	Ronnica Jenkins
AF Linden MS	Ty Menardy
AF North Brooklyn MS	Trina Russell
AF Voyager MS	Leisel Renaud
AF Brooklyn HS	Liz Harris
AF East Brooklyn HS	Tom Ng
AF Ujima HS	Cristina Lopez
AF University Prep HS	Don Harding

Motion by Alison Richardson  
 Seconded by Will Robalino  
 All in favor

#### B. Proposed Executive Session on Update from CEO Search Committee





Ms. Amy Arthur Samuels presented an update on the work of the CEO Search Committee, including meeting with and evaluating different search firms to commence the work of sourcing candidates for the permanent CEO role.

#### C. Proposed Principal Dinners

Ms. Coquillette informed the trustees of plans to hold Principal-Trustee dinners with the goal of building relationships. This will also provide the principals with the opportunity to engage with the board as well as celebrate the work they do.

### **VIII. Other Board Business**

Ms. Coquillette mentioned the fund/award being created in memory of the former board member, Ms. Judith Jenkins. Funds received would form a financial gift to be designated to a student.

Ms. Romy Coquillette also described plans to visit one or two schools a month, and that the dates were still to be confirmed but would be circulated to the trustees to join the tours if they are available.

### **IX. Adjourn**

The meeting was adjourned by Ms. Romy Coquillette at 7:54 pm..

Motion by Alison Richardson  
Seconded by Desiree Dalton  
All in favor



**DRAFT AGENDA**

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

Thursday, Jan 5, 2023, 4:00 PM

Zoom link: <https://achievementfirst.zoom.us/j/8424626361>

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion and Business**
  - A. Nominating Committee and Planning
  - B. Board Training
  - C. January 23 Meeting Agenda
- IV. Other business**
- V. Adjourn**



## **DRAFT AGENDA**

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

Thursday, Jan 5, 2023, 4:00 PM

Zoom link: <https://achievementfirst.zoom.us/j/8424626361>

#### **I. Call to Order**

The meeting was called to order by Ms. Romy Coquillette at 4:03 pm

Attendees:

**Committee members:** The following Committee members were present, constituting a quorum: Romy Coquillette, Chris Lynch Warren Young, Anup Menon. Alison Richardon was not present

AF Staff: Sulafa Bashir, Christi George

#### **II. Public Comment**

There was no public comment.

#### **III. Approval of Previous Meeting Minutes**

Ms. Romy Coquillette moved the Committee to vote on approving the minutes from the November, 2 2022 board meeting.

It was:

RESOLVED, the Achievement First Brooklyn Executive Committee hereby approves the meeting minutes from November, 2 2022.

Motion by Chris Lynch  
Second by Warren Young  
All in Favor

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**IV. Board Discussion and Business**

**B. EBHS Personnel Update <Proposed Executive Session>**

Next, Ms. Coquillette moved the board to vote on entering Executive Session to discuss a Personnel matter at East Brooklyn High School, inviting AF staff Sulafa Bashir and Christi George.

Motion by Chris Lynch

Second by Warren Young

All in Favor

The Committee entered into Executive Session at 4:08 pm, and exited at 4:28 pm.

**C. Nominating Committee**

Ms. Coquillette share a plan to formalize board recruitment by instituting a nominating committee with the goal of voting on this by end of this school year

**D. Board Training**

- Ms. Coquillette discussed working with Paul O'Neil on board training with the goal to start implementing more training over the year, to ensure board is setting and meeting goals
- Mr. Young brought up the question of board governance and KPIs, specifically how to measure success and ensure that the management company is held accountable especially with respect to enrollment and academic performance
- Mr. Menon and Mr. Lynch added the question of how the board should hold itself accountable in a governance capacity by asking for a plan, giving feedback on it and then monitoring by getting quarterly updates and ensuring this is well-documented

**E. January 23 Meeting Agenda Topics**

Ms. Coquillette discussed the following topics for the upcoming Jan 23 board meeting:

1. Academic Improvement Plan
2. Enrollment Response Plan



- 3. Committees
  - a) Academic
  - b) Finance
- 4. Board Business
  - a) Network Re-imagining <Proposed Executive Session>

**V. Other business**

A. Debrief on school tours

Ms. Coquillette gave an update on the school tours undertaken in mid-December by 4 board members to AF Aspire MS and AF Linden ES.

B. January meeting location

Mr. Young offered to host the next AF Brooklyn board meeting at Credit Suisse offices.

**VI. Adjourn**

Ms. Coquillette adjourned the meeting at 4:51 pm.

Motion by Chris Lynch

Second by Warren Young

All in favor

## MINUTES

### Achievement First (AF) Brooklyn Finance Committee Meeting

Thursday, January 19th, 2023, 4:00pm EST

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

#### **I. Call to Order**

The meeting was called to order at 4:03pm by Warren Young. The following board members and AF staff were in attendance.

Board members:

Romy Coquillette, Akeem Frett, Chris Lynch, Warren Young

AF staff:

Neil Shah

#### **II. Public Comment (None)**

#### **III. Approval of Minutes (None)**

#### **IV. Board Discussion and Business**

Mr. Neil Shah presented the upcoming Finance & Human Resource system and process updates and improvements. Mr. Shah then led a discussion on the Excess Liquidity Policy.

#### **V. Other Business**

There was no other business.

#### **VI. Adjourn**

There being no other business, the meeting was adjourned at 5:00pm.

Motion by Romy Coquillette

Seconded by Chris Lynch

All in favor

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**AGENDA**

**Achievement First (AF) Brooklyn  
Finance Committee Meeting**

Thursday, January 19th, 2023, 4pm EST

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

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Board Discussion and Business**
  - A. Investment Policy (Review)
- V. Other Business**
- VI. Adjourn**

**AGENDA**

**Achievement First Brooklyn  
Board of Trustees Meeting**

Venue: Credit Suisse Offices 11 Madison Avenue  
(NE Corner of Madison and E. 24th Street),  
10 Floor West – Boardroom

Zoom: <https://achievementfirst.zoom.us/j/7683567421>

Monday, January 23, 2023, 6:00-8:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Discussion with Achievement First**
  - A. Academic Improvement Plan
  - B. Enrollment Response
  - C. HR and Finance Investments
- V. Committee Reports**
  - A. Finance Committee Report
- VI. Board Discussion and Business**
  - A. AF Network Re-imagining <Proposed Executive Session>
  - B. CEO Search Update <Proposed Executive Session>
- VII. Adjourn**





## MINUTES

### Achievement First Brooklyn Board of Trustees Meeting

Venue: Credit Suisse Offices 11 Madison Avenue  
(NE Corner of Madison and E. 24th Street),  
10 Floor West – Boardroom

Zoom: <https://achievementfirst.zoom.us/j/7683567421>

Monday, January 23, 2023, 6:00-8:00 pm

#### I. Call to Order

The meeting was called to order by Ms. Romy Coquillet at 6:03 pm.

#### Attendees:

#### Trustees:

Name	Present	Name	Present
Romy Coquillet	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	Y
Warren Young	Y	Anup Menon	Y
Alison Richardson	Y	Kevin Miquelon	Y
Jon Atkeson	Y	Will Robalino	Y
Rhonda Barros	N	Amy Arthur Samuels	Y
Tamika Bradley	Y	Josh Vidro	N
Paul Cabana	Y		

AF Staff: Lisa Margosian, Beth Cocuzza, Christi George, Michael Rabin, Blakely Simoneau, Barbara Forti, Karolyn Belcher, John Sharkey, Neil Shah, Xanthe Jory

Guests: Shawn Warren, Angela Tucker

#### II. Public Comment

There was no public comment.

#### III. Approval of Minutes

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Ms. Coquillette took the board through approval of the minutes.

It was:

RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the meeting minutes from November 16, 2022.

Motion by Alison Richardson

Second by Jon Atkeson

All in Favor

Ms. Coquillette introduced Ms. Shawn Warren and invited Me. Desiree Dalton to share her impressions from meeting with Ms. Warren. Ms. Coquillette mentioned that Ms. Warren had met with several trustees and with Ms. Margosian, AF Interim CEO and then she invited the Trustee to vote to elect Ms. Warren to the board.

It was:

RESOLVED, that the AF Brooklyn Board of Trustees hereby elects Ms. Shawn Warren to serve as a Trustee for a 3-year term, ending June 30, 2025.

Motion by Desiree Dalton

Second Chris Lynch

All in favor

Ms. Warren joined the meeting and was congratulated by the Trustees and AF staff members present.

Ms. Angela Tucker, previous parent rep and prospective board member, joined the meeting and was introduced and welcomed by Ms. Coquillette.

Ms. Coquillette then took the board through a motion to reset the number of trustees.

It was:

RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby sets the number of Trustees at sixteen (16).

Motion by Warren Young

Second by Jon Atkeson

All in Favor

#### **IV. Discussion with Achievement First**



Ms. Lisa Margosian welcomed the trustees and introduced the topics of discussion for the meeting.

A. Academic Improvement Plan + Academic Committee Report

Ms. Carolyn Belcher, Superintendent of Schools, discussed her priorities and key levers for academic improvement, touching upon the mental and social emotional health challenges post-COVID and the focus on returning to what AF does best, which is managing student achievement.

She also discussed the need to clarify AF's high school value proposition and preparing students for college and/or careers that can support a family. Finally she talked about the importance of focusing on people and talent.

Ms. Belcher discussed the planned change in curriculum and answered questions from the Trustees about the magnitude of the change and impact on teachers, emphasizing pilots, early adopters and an opt-in model to support the change management process.

Trustees asked about metrics and how success will be measured and inquired about whether any resources are needed that would support accelerating the progress.

Trustees also asked about supporting students in college applications and helping them get into better colleges and the right colleges versus just getting into college.

Mr. John Sharkey discussed progress toward EOY goals for ELA and Math across elementary and middle academies and across schools within each academy.

He also discussed the progress made based on the academic interventions that had been put into place in the fall as well as giving an update on Tier 1 and 2 schools.

B. Enrollment Response

Ms. Margosian introduced the topic by referencing root-cause analysis and work that was done since the previous meeting to address enrollment challenges.

Mr. Michael Rabin summarized the 4-lever strategy that had been introduced in the November meeting and gave updates on the progress-to-date for each of the levers.

Trustees asked questions about

- how family voice was taken into consideration and there was a request for the family engagement staff member to join a future meeting.
- after-school enrichment which were cut back during COVID and whether they would be brought back given their importance to family
- marketing and outreach materials used to “pitch” AF to students and families

#### C. HR and Finance Investments

Ms. Margosian highlighted the importance of the system upgrades that are being made in response to feedback from schools and from vendors

Mr. Neil Shah described the system upgrades and process improvements in payroll, accounts payable and other key finance functions to support DSOs and improve service to vendors. He also mentioned automation and reduction of manual processes and resulting human error.

Ms. Christi George discussed centralizing HR work away from the DSO function to lighten the load on them, by hiring and investing in HR expertise. She also talked about enhancing the employee experience, reinvesting in teacher experience and performance and career pathways with the goal of better attracting and retaining staff.

Trustees asked questions about whether the job market has gotten easier in terms of teacher recruitment.

#### D. Principal Renewal Process

Ms. Christi George gave an update on the principal renewal process and timeline and indicated that the team would be bringing principals’ renewal indentations to the March board meeting with the goal of sending out offer letters towards the end of March / early April.

### V. Committee Reports

#### A. Finance Committee Report

Mr. Warren Young introduced the excess liquidity policy that is meant to take advantage of current interest rates, and would require board approval of the policy and of setting up a new account.

Mr. Neil Shah then described the differences in the policy being presented at this meeting relative to what had been discussed in the November board meeting with respect to using excess liquidity.

Trustees asked questions about how the amount of cash that is deemed to be excess liquidity is determined each month and what the maturity rates of US treasuries acquired would be.

Ms. Romy Coquillette invited the board to vote on the resolutions related to the excess liquidity policy.

It was:

RESOLVED, the AF Brooklyn Board of Trustees hereby approves the Achievement First Brooklyn Board Excess Liquidity Policy.

Motion by Warren Young.  
Second by Will Robalino.  
All in favor.

RESOLVED, the AF Brooklyn Board of Trustees hereby authorizes the opening of a new Custodial Investment Account with Alex Brown, a division of Raymond James.

Motion by Jon Atkeson.  
Second by Kevin Miquelon.  
All in favor.

There was also a question about the interest income and what was allowable for it to be spent on. Mr. Neil Shah said he would look into it and come back to the board.

## **VI. Board Discussion and Business**

### **A. Proposed Executive Session**

Ms. Coquillette took the board through a resolution to enter Executive Session to discuss the following topics:



1. EBHS Personnel Update
2. AF Network Re-imagining
3. CEO Search Update

Motion by Jon Atkeson  
Second by Akeem Frett.  
All in favor.

The board entered Executive session at 7:55 pm.

## **VII. Adjourn**

The meeting was adjourned by Ms. Romy Coquillette at 8:55 pm.

Motion by Warren Young  
Second by Chris Lynch  
All in favor.



**DRAFT AGENDA**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: Virtual meeting

Zoom: <https://achievementfirst.zoom.us/j/83467853291>

Wednesday, February 16, 2023, 10:00 - 11:00 am

- I. Call to Order**
- II. Public Comment**
- III. Discussion with Achievement First**
  - A. High School Consolidation Proposal
- IV. Other Board Business**
- V. Adjourn**

**RECOMMENDED RESOLUTIONS**

1. RESOLVED The AF Brooklyn Board of Trustees hereby approves the plan to consolidate Achievement First Ujima High School and Achievement First East Brooklyn High School over a two year period, beginning with the 2023-2024 school year and ending in the 2024-2025 school year.
2. RESOLVED FURTHER that the AF Brooklyn Board of Trustees hereby approves of the plan to limit enrollment at Achievement First East Brooklyn High School to 11th and 12th grade for the 2023-2024 school year, dispersing rising 10th grade scholars to other Achievement First high schools.
3. RESOLVED FURTHER that the AF Brooklyn Board of Trustees hereby approves of the plan to combine Achievement First Ujima High School and Achievement First East Brooklyn High School into one campus serving 9th through 12th grade for the 2024-2025 school year.

[achievementfirst.org](https://achievementfirst.org)



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





**Minutes**  
**Achievement First Brooklyn**  
**Board of Trustees Special Meeting**

Venue: Virtual meeting

Zoom: <https://achievementfirst.zoom.us/j/83467853291>

Wednesday, February 16, 2023, 10:00 - 11:00 am

**I. Call to Order**

The meeting was called to order by Ms Romy Coquillette at 10:02 am.

**Attendees:**

Trustees:

Name	Present	Name	Present
Romy Coquillette	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	Y
Warren Young	Y	Anup Menon	Y
Alison Richardson	Y	Kevin Miquelon	Y
Jon Atkeson	N	Will Robalino	Y
Rhonda Barros	N	Amy Arthur Samuels	Y
Tamika Bradley	Y	Josh Vidro	N
Paul Cabana	Y	Shawn Warren	Y

AF Staff: Lisa Margosian, Karolyn Belcher, Michael Rabin, Neil Shah, Kate Aufiero, Blakely Simoneau, Sulafa Bashir, Barbara Forti, Beth Cocuzza

**II. Public Comment**

There was no public comment.

**III. Discussion with Achievement First**

**A. High School Consolidation Proposal**

Lisa Margosian welcomed the board and introduced the topic at hand, thanking the trustees for making the time to attend the special meeting.

[achievementfirst.org](https://achievementfirst.org)

Karolyn Belcher discussed the proposed high school consolidation, citing declining enrollment and the challenges facing EBHS which would require turnaround support and time to improve quality.

Trustees asked questions about:

- supporting families of rising 10th graders moving to the other high schools
- the school facilities for SY 24-25, investments needed to prepare and whether there was a risk of not having any facility to house the combined school
- the likely student attrition resulting from the consolidation

A Trustee requested that the management to do a more strategic overview of the portfolio so that decisions about consolidations were not happening piecemeal

There were also questions on:

- the impact of consolidation on academic programming, especially for college-bound rising 11 and 12th graders as well as about the consistency of programming across high schools currently.
- the brand implications of closing the school and about the data that went into the decision to open the school in the first place.

Ms. Romy Coquillette called for a vote on the proposed resolutions for the high school consolidation.

Motion by Chris Lynch.

Second by Will Robalino.

All in Favor.

It was:

RESOLVED that the AF Brooklyn Board of Trustees hereby approves the plan to consolidate Achievement First Ujima High School and Achievement First East Brooklyn High School over a two year period, beginning with the 2023-2024 school year and ending in the 2024-2025 school year.



RESOLVED FURTHER that the AF Brooklyn Board of Trustees hereby approves of the plan to limit enrollment at Achievement First East Brooklyn High School to 11th and 12th grade for the 2023-2024 school year, dispersing rising 10th grade scholars to other Achievement First high schools.

RESOLVED FURTHER that the AF Brooklyn Board of Trustees hereby approves of the plan to combine Achievement First Ujima High School and Achievement First East Brooklyn High School into one campus serving 9th through 12th grade for the 2024-2025 school year.

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

#### **IV. Adjourn**

The meeting was adjourned by Ms. Coquillette at 11:05 am.

**AGENDA**

**Achievement First (AF) Brooklyn  
Finance Committee Meeting**

Wednesday, February 22, 2023, 4:30pm EST

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

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
  - A. January 19, 2023
  - B. November 9, 2022
- IV. Board Discussion and Business**
  - A. FY23 Q2 YTD Financial Performance
  - B. Treasury Management Discussion
  - C. Fiscal & Procurement Policies Requested Changes
- V. Other Business**
- VI. Adjourn**

## MINUTES

### Achievement First (AF) Brooklyn Finance Committee Meeting

Wednesday, February 22nd, 2023, 4:30pm EST

Zoom link:

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

#### **I. Call to Order**

The meeting was called to order at 4:35pm by Warren Young. The following board members and AF staff were in attendance.

##### Board members:

Romy Coquillette, Warren Young, Chris Lynch , Akeen Frett, Trustee

##### AF staff:

Angela Weinell, Neil Shah, Kate Aufiero, Devin Devanney

#### **II. Public Comment (None)**

A. There were no members of the public in attendance.

#### **III. Approval of Minutes**

A. The minutes from the previous two meetings were reviewed.

Motion to approve proposed by Warren Young, approved by Romy Coquillette and Chris Lynch.

#### **IV. Board Discussion and Business**

##### **A. Q2 Financials**

1. AF Staff presented the Q2 financial statements, including the balance sheet and profit & loss, and there was discussion surrounding the budget vs. forecast as well as some suggestions around the format.

[achievementfirst.org](https://achievementfirst.org)

**B. Fiscal Policies**

1. AF Staff presented both Procurement and Fiscal Policies change suggestions. Discussion around the information resulted in further discussion at a later time. No changes were approved at this moment.

**C. Treasury Management**

1. AF Staff presented a proposal for AFBK Bank account consolidation which will result in keeping 6 accounts active. There was also discussion around excess liquidity forecast. There was discussion around the banking consolidation and interest investment.

**V. Other Business (None)**

**VI. Adjourn**

The meeting was adjourned at 5:53 PM EST



**DRAFT AGENDA**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room

Zoom: <https://achievementfirst.zoom.us/j/84342512506>

Wednesday, March 1, 2023, 6:00-7:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion**
  - A. Principal Mid-Year Reviews <Proposed Executive Session>
- IV. Discussion with Achievement First**
  - A. Academic Progress and Curriculum Update
- V. Committee Reports**
  - A. Finance Committee Report
- VI. Board Business**
  - A. Proposed Consent Agenda: Previous meeting minutes, Endeavor ES Interim Principal
- VII. Adjourn**



**DRAFT Minutes**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room  
Zoom: <https://achievementfirst.zoom.us/j/84342512506>  
Wednesday, March 1, 2023, 6:00-7:00 pm

**I. Call to Order**

The meeting was called to order by Ms Romy Coquillette at 6:01 PM.

**Attendees:**

Trustees:

The following Trustees, constituting a quorum, were in attendance:

Name	Present	Name	Present
Romy Coquillette	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	Y
Warren Young	Y	Anup Menon	N
Alison Richardson	Y	Kevin Miquelon	Y
Jon Atkeson	Y	Will Robalino	N
Rhonda Barros	N	Amy Arthur Samuels	Y
Tamika Bradley	Y	Josh Vidro	N
Paul Cabana	Y	Shawn Warren	N

AF Staff present: Lisa Margosian, Karolyn Belcher, Blakely Simoneau, Jesse Ballis-Harris, Rod Bowen, John Sharkey, Ken Paul, and Neil Shah

**II. Public Comment**

None.

**III. Board Business:** Vote on previous meeting minutes, Endeavor ES Interim Principal

Ms. CoQuillette noted that the meeting minutes from February 15, 2023 omitted the new number of trustees in the bylaws and will need to be amended.

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It was:

RESOLVED: Meeting minutes were approved for January 23, 2023 and February 16, 2023, with an amendment to February 16, 2023 to update the number of trustees.

Jesse Balis-Harris provided background on the need for an interim principal at Endeavor ES and information about the interim principal candidate.

Romy Coquillette called for a vote on the resolution to approve the interim principal candidate.

Motion by Amy Arthur Samuals  
Second by Chris Lynch  
All in favor.

It was:

RESOLVED: the AF Brooklyn Board of Trustees approved Mallory Bodhuin to serve as interim principal for Endeavor Elementary between March 1, 2023 and June 30, 2023, based on the recommendations by Achievement First.

#### **IV. Board Discussion**

##### **A. Principal Mid-Year Reviews <Executive Session>**

Romy Coquillette took the board through a motion to enter executive session to discuss principal reviews, inviting Lisa Margosian, Jesse Ballis-Harris, Karolyn Belcher, and Rod Bowen to join.

Motion by Jon Atkeson  
Second by Desiree Dalton  
All in favor

The board entered executive session at 6:09 PM and exited at 6:35 PM.

#### **V. Discussion with Achievement First**

##### **A. Academic Progress and Curriculum Update**

Ms. Coquillette invited Karolyn Belcher and John Sharkey to speak regarding academic progress and curriculum updates.



Ms. Belcher provided an update on the merger of East Brooklyn High School and Ujima High School. Ms. Belcher thanked Ms. Bradley and Ms. Dalton, who spoke with parents regarding the merger. Ms. Belcher provided an update on the candidate for the principal position at East Brooklyn High School for school year 2023-2024, who is still considering whether he will accept the position.

Karolyn Belcher and Rod Bowen described the ways Achievement First is supporting families, staff, and students during the merger of the two schools. There was a discussion about how parents were responding to the consolidation.

John Sharkey informed the board that Achievement First will be adopting an external curriculum in Kindergarten through 8th grade in Math, Science, and English Language Arts. The implementation will span several years and gains will likely be seen in the first year.

## **VI. Committee Reports**

### **A. Finance Committee Report**

Neil Shah shared the Finance Committee report. Mr. Shah offered a comparison of the balance sheets from June 2022 and December 2022. Mr. Shah also provided updates on net assets, which continue to be up year to year, and explained how declining enrollment has impacted the surplus. Mr. Shah noted that they still believe there will be a surplus. He also shared comparative data across other New York schools. He updated the board on the consolidation of bank accounts. Mr. Shah explained that there will be another finance committee meeting in March to discuss changes to the fiscal policies, and that the committee will update the board at the next board meeting.

Warren Young added that one of the strengths of their system is their financial position, and the results demonstrate that they continue to be in a strong position. Mr. Young noted that enrollment is impacting the surplus, but there will still be a surplus. He also noted that the trend of downwards enrollment is now stabilized. Mr. Young described the interest which they are receiving on their savings account, and thanked Mr. Shah for his work.

## **VII. Board Business**

### **A. Proposed Consent Agenda: Previous meeting minutes, Endeavor ES Interim Principal**

## **VIII. Adjourn (Followed by Board Training Session)**

Ms. Coquilletta thanked Warren Young, Neil Shah, and Christopher Lynch for their work on the financial committee.



Ms. Coquillette suggested that other board members read through the updates on the Network Strategic Imperatives and thanked Ms. Margosian for providing the update in the preread.

The meeting was adjourned at 7:08 pm.

Motion by Jon Atkeson  
Seconded by Kevin Miquelon  
All in favor



**AGENDA**  
**AF Brooklyn**  
**Board of Trustees Meeting**

Venue: Virtual Meeting

Zoom: <https://achievementfirst.zoom.us/j/8424626361>

Tuesday, April 4, 2023, 12:00-12:30 pm

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion**
  - A. Proposed Executive Session: Personnel discussion regarding board approval of principal candidates and principal renewal offers for the 2023-24 school year
- IV. Adjourn**

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**Minutes**  
**AF Brooklyn**  
**Board of Trustees Meeting**

Venue: Virtual Meeting

Zoom: <https://achievementfirst.zoom.us/j/8424626361>

Tuesday, April 4, 2023, 12:00-12:30 pm

**I. Call to Order**

The meeting was called to order by Ms. Romy Coquillette at 12:03 pm.

**Attendees:**

The following Trustees, constituting a quorum, were in attendance:

Name	Present	Name	Present
Romy Coquillette	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	N
Warren Young	Y	Anup Menon	N
Alison Richardson	Y	Kevin Miquelon	Y
Jon Atkeson	Y	Will Robalino	N
Rhonda Barros	N	Amy Arthur Samuels	N
Tamika Bradley	Y	Josh Vidro	Y
Paul Cabana	N	Shawn Warren	Y

AF Staff: Sulafa Bashir, Jesse Balis-Harris, Charmayne Joseph, Rod Bowen

**II. Public Comment**

There was no public comment.

**III. Board Discussion**

- A. Proposed Executive Session: Personnel discussion regarding board approval of principal candidates and principal renewal offers for the 2023-24 school year

Ms. Coquillette took the board through a motion to enter into executive session to discuss principal candidates and principal renewals and appointments for next school year.

Motion by Warren Young.  
Second by Kevin Miquelon.  
All in favor.

The board entered executive session at 12:04 pm and exited at 12:16 pm.

Ms. Coquillette then took the board members through voting on the principal renewals and appointments as follows:

It was:

- RESOLVED, the AF Brooklyn Board of Trustees hereby approves the renewal of the following principals, with a final compensation package to be incorporated in the FY24 Budget to be reviewed and approved in May 2023:
  - Noah Hellman, Apollo Elementary School
  - Jordan Hardy, Aspire Elementary School
  - Ana Samper, Brownsville Elementary School
  - Courtney Saretzky, Bushwick Elementary School
  - Sade Johnson, Crown Heights Elementary School
  - Meryl Senter, East New York Elementary School
  - Collen Young, Endeavor Elementary School
  - Jess Eddy, Legacy Elementary School
  - Mariama Diallo, Linden Elementary School
  - Alicia Harper, North Brooklyn Elementary School
  - Jesse Ugglá, Apollo Middle School
  - Allison Liard, Brownsville Middle School
  - Sam Jones, Bushwick Middle School
  - Victoria Pierre, Crown Heights Middle School
  - Shamel Duncan, East New York Middle School
  - Jadine Joseph, Endeavor Middle School
  - Stephanie Blieka, Linden Middle School
  - Katherine Delacruz, North Brooklyn Middle School
  - Damen Scott, Brooklyn High School
  - Nana Effah, Ujima High School
  - Jason Coalter, University Prep High School

Motion by Chris Lynch.

Second by Josh Vidro.  
All in favor.

It was:

- RESOLVED, the AF Brooklyn Board of Trustees hereby appoints the individuals listed below as principals of the following Achievement First schools effective July 1, 2023:
  - Christopher Ford, Voyager Middle School
  - Roseann Basile, Aspire Middle School
  - Thomas Ng, East Brooklyn High School

Motion by Warren Young.  
Second by Chris Lynch.  
All in favor.

It was:

- RESOLVED, the AF Brooklyn Board of Trustees hereby approves Shai Phillips to serve as interim principal for Aspire Middle School between April 4, 2023 and June 30, 2023, based on the recommendations by Achievement First.

Motion by Jon Atkeson.  
Second by Chris Lynch.  
All in favor.

#### **IV. Adjourn**

The meeting was adjourned by Ms. Romy Coquillet at 12:23 pm.

Motion by Warren Young.  
Second by Jon Atkeson.  
All in favor.



**DRAFT AGENDA**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room  
Zoom: <https://achievementfirst.zoom.us/j/82020104817>  
Monday, May 15, 2023, 6:00-8:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Discussion with Achievement First**
  - A. Welcome and Mission Moment
  - B. State of Our Students - student wellness, academic progress, and high school update
  - C. Schools Portfolio - approach to growth and consolidation
  - D. SY 2023/2024 Strategic Imperatives
- IV. Board Business**
  - A. Finance Committee Report
    - 1. FY 24 Budgets
    - 2. Banking and Fiscal Policies and Procedures
  - B. Board Resolutions: Approval of Minutes Membership, Code of Ethics, Board Manual
  - C. Proposed Executive Session: CEO Search and Talent Update
- V. Other Business**
- VI. Adjourn**



**DRAFT Minutes**  
**Achievement First Brooklyn**  
**Board of Trustees Meeting**

Venue: TFA, 25 Broadway, 12th floor - GC Room  
Zoom: <https://achievementfirst.zoom.us/j/82020104817>  
Monday, May 15, 2023, 6:00-8:00 pm

**I. Call to Order**

The meeting was called to order by Ms. Romy Coquillette at 6:04 pm.

**Attendees:**

The following Trustees, constituting a quorum, were in attendance:

Name	Present	Name	Present
Romy Coquillette	Y	Desiree Dalton	Y
Christopher Lynch	Y	Akeem Frett	Y
Warren Young	Y	Anup Menon	N
Alison Richardson	N	Kevin Miquelon	Y
Jon Atkeson	Y	Will Robalino	N
Rhonda Barros	N	Amy Arthur Samuels	Y
Tamika Bradley	Y	Josh Vidro	N
Paul Cabana	Y	Shawn Warren	Y

AF Staff: Lisa Margosian, Karolyn Belcher, Xanthe Jory, Blakely Simoneau, Neil Shah, Michael Rabin, John Sharkey, Christi George, Beth Cocuzza, Sulafa Bashir, Rod Bowen, Kate Aufiero, Barbara Forti, Vernell Harris

**II. Public Comment**

No members of the public were present.

**III. Discussion with Achievement First**

**A. Welcome and Mission Moment (5 min)**

Ms. Margosian welcomed the board members and shared a video of a student who is planning to attend the University of Pennsylvania to ground everyone in the work AF is doing. Ms. Coquillette shared how impressive she found an AF school on a recent school visit.

B. State of Our Students - student wellness, academic progress, and high school update (30 min)

Ms. Belcher shared updates on AF's approach to student wellness, including the work that is being done related to social-emotional health to address student health needs and reduce safety incidents. Ms. Jory updated the board on how AF is approaching safety and student wellness by utilizing a cross-functional approach and what steps have been taken this year. Ms. Jory also shared additional safety measures that will be instituted next school year.

Mr. Young asked about metrics and historical data, and Ms. Jory explained what has changed this year and what will change next year including becoming more sophisticated in our approach to safety data. Ms. Jory explained that the primary metric is response effectiveness, not incidents. Ms. Belcher offered additional metrics to look at that indicate positive student experience, like discipline, chronic absenteeism, and student engagement.

Mr. Sharkey provided academic updates. This year, the team focused on data and building plans which has led to meaningful growth and demonstrated some areas for improvement. Mr. Sharkey informed the board about elementary student academic achievement, and noted that they are performing much better compared to last year. He also offered an update on middle school students, whose performance is stabilized in some areas and growing in some other areas.

Ms. Samuels asked about how to support fifth graders, who are struggling more than other middle school grades. Mr. Sharkey explained that both curriculum and leadership development will target the deficits in this grade. Mr. Sharkey noted that other specific grade cohorts are struggling and these are being targeted, for example 11th and 12th graders.

Mr. Sharkey provided updates on students with disabilities, noting they are not performing at the level of their gen ed peers, and how new curriculum will address this gap.

Mr. Sharkey offered updates on the new curriculum implementation, which has been rolled out in some classes. He explained that teachers are beginning to embrace the new curriculum, but have expressed concerns about the volume and speed of change. Ms. Coquillette asked about the effect of NYC DOE adopting Wit and Wisdom, and Mr. Sharkey explained that he is not concerned about Wit and Wisdom's capacity. Ms. Coquillette also asked about how progress will be measured considering this is new for teachers. Ms. Sharkey explained that the metrics will be changed from evaluation to pedagogy and curriculum. Mr. Young asked about goals and AI use in classrooms, Mr. Sharkey provided goals he has developed. Ms. Belcher and Ms. Jory explained that AF is still determining how to respond to AI.

Ms. Belcher provided an update on high school students, including concerns around reading ability. Mr. Bowen described the process for reconsidering how AF approaches high school and how his team plans to improve the high school experience. Ms. Belcher and Mr. Bowen

offered examples, including changes in curriculum and data collection.

Mr. Bowen offered an update on Ujima and East Brooklyn High Schools consolidating, including that all staff have found positions and enrollment looks positive. Mr. Cabana asked about the value proposition around high school and when the board would be updated on it. Mr. Bowen explained that AF is meeting with Attuned to draft this vision by the end of June and will provide the update by the end of the summer.

#### C. Teacher Recruitment Update (10 min)

Ms. George provided a rundown of teacher recruitment, including the need to recruit more STEM and Special education teachers. Ms. George explained that AF is doing things to speed up the recruitment process to get candidates into schools faster. Mr. Young asked about referrals, and Ms. George encouraged the board to refer people for teaching positions. Mr. Lynch asked about teacher salary, and Ms. George explained that base compensation is competitive and does not often come up during the recruitment process. Mr. Miquelon asked about competing with union benefits, and Ms. George explained that it's typically an issue with more seasoned teachers. Ms. George offered insight into the Teacher Career Pathway and the many considerations around bringing it back.

#### D. Finance Committee Report

##### 1. Q3 Financials and FY 24 Budgets (20 min)

Mr. Shah provided updates on Q3 financials which show strong liquidity. Mr. Shah also explained that AF Brooklyn is tracking closer to the budget than earlier in the year, but there is a reduction of about \$2 million due to student enrollment shortages.

##### 2. Banking Consolidation, Fiscal Policies & Procedures, and Audit (10 min)

Mr. Shah explained that none of the AF Brooklyn money is invested in banks with high risk, all of the money is in Bank of America with the exception of bonds. Mr. Shah asked for board approval to close 9 of the 10 operating accounts and close one capital account, and approval to open one Alex Brown account.

Mr. Shah also asked the board to approve changes to the fiscal policy and procurement policy, including the approval process and changes to reconcile any inconsistencies. Mr. Shah also asked the board for approval to re-engage with Cohn Reznik to audit this year and next year.

Mr. Young explained that the finance committee met several times on these issues, and noted that enrollment is still down. Mr. Young also asked about the expiration of Cohn Reznik term limits, and Mr. Shah explained that the term has not been completed. Mr. Shah explained that they would be considering new auditors after the term expires.

Mr. Shah further explained that the schools drive a lot of the budgeting process, and that enrollment is still projected to be down but per pupil funding will likely go up. Mr. Shah detailed revenue and spending which resulted in a \$9.5 million surplus this year and \$9 million surplus next year. Mr. Shah explained that AF is putting together a list of options for that surplus that will be brought to the board in June.

Mr. Young explained that the budget reflects decreased enrollment and a 3-5% increase for teacher salary. Mr. Young explained that there are national risks but also there are institutional risks that impact our mission, and the need to balance financial risks with strategic risks. Mr. Young explained that he is looking forward to seeing the proposals before the next school year. Ms. Margosian offered that the money should be going back into the hands of the AF teams to invest in academic growth, things like safety, and other things that impact students. Ms. Coquillette explained that this is a pivot from how it has been handled in the past, and offered thanks for Mr. Shah's work. Mr. Atkinson explained that this is an investment in our schools and students, and is not about saving money. Mr. Young wanted the record to be clear that the board is not approving a \$9 million surplus. Mr. Atkinson offered that this is not a conditional approval, the board is approving the budget with the exception of the \$9 million.

Ms. Coquillette explained that the Finance Committee felt that there could not be an approval of any budget without that list of options without AF coming back with a list, which AF agreed to provide. There was discussion as to whether the approval should be conditional. Ms. Coquillette requested a special meeting after the list is provided and Mr. Shah agreed to provide the list prior to that meeting. The board agreed to remove the term "conditionally" in the resolutions and to approve the budget.

Ms. Samuels asked about how the surplus impacts the other regions without a surplus, and Mr. Shah explained how they prevent inequities.

Ms. Coquillette moved to approve the resolutions, which were amended to remove the word "conditional" from the first resolution. Ms. Coquillette asked for a motion to approve 1-5, Mr. Young moved and Mr. Atkinson seconded. All voted in favor. There were no abstentions.

It was:

1. RESOLVED, that the Achievement First Brooklyn Board of Trustees (the "Board") hereby approves the financial budget for the 2023-2024 fiscal year as presented and acknowledges that Achievement First (the "Network") will provide a List of Ideas (the "List") for approval by the Board, before June 30, 2023. The List shall include programs, improvements or reserves designed to specifically address the strategic priorities of the Brooklyn/Queens Schools, including academics, facilities, employee retention, and enrollment. The List shall be comprised of ideas that can be implementable in the 2023-24 school year, include a brief description of intended outcome and, if possible, an estimated cost. The intention is for the Board to review and approve acceptable ideas on the List at the next Achievement First Brooklyn Board meeting.

2. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2023-2024 fiscal year and prepare the IRS Form 990s.
3. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby ratifies the revisions to the Fiscal Policies and to the Procurement Policies as presented.
4. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby approves the opening of a cash transfer account and a savings account at Alex Brown, a division of Raymond James.
5. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby approves the closure of 10 bank accounts at Bank of America.

#### E. 2023/2024 Strategic Imperatives (5 min)

Ms. Margosian provided an update on AF Inc.'s next year's strategic imperatives: investment in staff, investment in students, investment in infrastructure, and investment in AF's future.

#### F. Schools Portfolio - approach to growth and consolidation (5 min)

Mr. Rabin offered a preview of the way Achievement First is approaching portfolio management and the annual cycle of any portfolio modifications. Mr. Rabin explained that this approach is more proactive and Achievement First is considering potential changes for SY 24-25 which will be brought to the board this coming fall. Mr. Young asked if Mr. Rabin is doing a peer analysis, and Mr. Rabin explained that there is some ability to do this analysis looking at other CMOs.

Ms. Coquillet asked about a board dashboard, and Ms. Cocuzza explained that Achievement First is working on developing it by the end of June.

Mr. Miquelson asked about the top priorities for the process of portfolio management, and Mr. Rabin explained the impact at the school level (NY enrollment impact) is the driving force right now and as infrastructure is built out Achievement First will be looking at things more holistically. Ms. Margosian explained that Achievement First is looking at our schools and students.

### IV. Board Business

- A. Board Resolutions and Approvals: Previous Meeting Minutes, Membership, Code of Ethics, Board Manual (10 min)

Ms. Coquillet asked for consent approval for the resolutions numbers 6-8. Mr. Young made the motion, Mr. Lynch seconded. All in favor, no abstentions.

It was:

6. RESOLVED, the Achievement First Brooklyn Board of Trustees hereby approves the meeting minutes from March 1, 2023 and April 4, 2023.
7. RESOLVED that the Achievement First Brooklyn Board of Trustees hereby adopts the Board Manual for the 2023-2024 school year:
8. WHEREAS, the Board recognizes that sound, ethical standards of conduct serve to increase the effectiveness of the Board and school staff as educational leaders in the community; and
  - o WHEREAS, the Board also recognizes its obligations under the General Municipal Law, the NYS Charter Acts, and the Not-for-Profit Corporations Law to adopt a code of ethics consistent with those laws; NOW THEREFORE
  - o BE IT RESOLVED that the Achievement First Brooklyn Board of Trustees hereby adopts the Code of Ethics & Conflict of Interest Policy.

Ms. Coquillette asked for consent approval for the resolutions numbers 9-13. Mr. Miquelon moved, Mr. Atkeson seconded. All in favor, no abstentions.

It was:

9. 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, 2024.
10. 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, 2024.
11. RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby re-elects Chris Lynch to serve an additional three-year term ending June 30, 2026.
12. RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby removes Rhonda Barros as a Trustee pursuant to Section 4(a) of the Amended and Restated Bylaws of the Achievement First Brooklyn Charter Schools for failing to attend at least 50% of the board meetings in the 2022-2023 term.
13. RESOLVED, that the Achievement First Brooklyn Board of Trustees hereby sets the number of Trustees at fourteen (14).

Ms. Coquillette explained that Ms. Richardson would not be returning for the next board term, and thanked Allison Richardson for her five years of service on the board.

B. Proposed Executive Session: CEO Search and Talent Update (15 min)

The board voted to enter into Executive Session to discuss CEO search and talent updates, inviting Lisa Margosian to join.

Motion by Warren Young.

Second by Chris Lynch.

All in favor.

## **V. Adjourn**

The board adjourned at 7:52 PM.

**AGENDA**  
**AF Brooklyn**  
**Board of Trustees Meeting**

Venue: Virtual Meeting

Zoom: <https://achievementfirst.zoom.us/j/7683567421?from=addon>

Tuesday, June 27, 2023, 4:00-4:15 pm

- I. Call to Order**
- II. Public Comment**
- III. Board Discussion**
  - A. Proposed Executive Session: Personnel discussion regarding board approval of principal candidates for the 2023-24 school year.
- IV. Adjourn**



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

June 27, 2023 Tuesday 4:00 pm  
Zoom Video Conference

**I. Call to Order**

The meeting was called to order by Ms. Romy Coquillette at 4:01 PM.

**Attendees:**

Trustees:

The following Trustees, constituting a quorum, were in attendance:

Name	Present	Name	Present
Romy Coquillette	Y	Akeem Frett	N
Christopher Lynch	Y	Anup Menon	N
Warren Young	N	Kevin Miquelon	N
Jon Atkeson	Y	Will Robalino	Y
Tamika Bradley	Y	Amy Arthur Samuels	N
Paul Cabana	N	Josh Vidro	Y
Desiree Dalton	Y	Shawn Warren	Y

AF Staff present: Blakely Simoneau and Barbara Forti

**II. Board Discussion**

A. Appointing New Principals <Executive Session>

Romy Coquillette took the board through a motion to enter executive session to approve new principals.

Motion by Josh Vidro  
Second by Christopher Lynch  
All in favor

The board entered executive session at 4:02 PM and exited at 4:15 PM.

Romy Coquillette called for a vote on the resolution to approve to approve new principals

Motion by Will Robalino  
Second by Chris Lynch  
All in favor.

It was:

RESOLVED: the AF Brooklyn Board of Trustees hereby approves Jessica McDonald as principal of Apollo Elementary School based on the recommendations by Achievement First.

And

RESOLVED: the AF Brooklyn Board of Trustees hereby approves Mallory Bodhuin as principal of Crown Heights Elementary School based on the recommendations by Achievement First.

### **III. Adjourn**

The meeting was adjourned by Ms. Romy Coquillette at 4:18 pm.