

DRAFT AGENDA
Achievement First Rhode Island
Board Meeting

Tuesday, August 29, 2022, 4:00-6:00 pm

Venue: Sprout Coworking Space (Annex Training Room)

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

The meeting is preceded by a closed board training session at 3:00-4:00 pm.

- I. Call to Order**
- II. Public Comment**
- III. Board Business**
 - A. Approval of minutes
 - B. Election of leadership slate
 - C. Appointment of committee members
 - D. Executive Session to discuss personnel matters
- IV. Presentation by Achievement First**
 - A. Strategic Initiatives
 - B. SY 2021-2022 report and reflections
 - 1. Scholars
 - 2. Staff
 - 3. Safety
- V. Adjourn**

DRAFT MINUTES
Achievement First Rhode Island
Board Meeting

Monday, August 29, 2022, 4:00-6:00 pm
Venue: Sprout Coworking Space (Annex Training Room)
Zoom: <https://achievementfirst.zoom.us/j/8959180848>

Board Members in Attendance: Maryellen Butke, James Wiley, Macky Mccleary, Mayor Elorza

Staff in Attendance: Lisa Margosian, Beth Cocuzza, Isabel Tañedo, Neil Shah, Xanthe Jory, Christina Braganza, John Sharkey, Rod Bowen, Jesse Balis-Haris, Charmayne Joseph, Christi George, Ken Paul, Jillian Fein, Ketki Harale, Cassidy McKee, Patricia Granda-Malaver, Sultana Salma

Guests in Attendance: Sulafa Bashir

Patricia Granda-Malaver recorded the minutes.

I. Call to Order

The meeting was called to order at 4:11 PM by Mayor Jorge Elorza, Chair of Rhode Island Board.

II. Public Comment

There was no public comment.

III. Board Business

Mayor Elorza moved the board to a vote on the following resolutions.

A. Approval of June Board Meeting Minutes

BE IT RESOLVED, that the Achievement First Rhode Island Board hereby approves the minutes of its June 1, 2022 meeting as presented.

Motion by Macky Mccleary

Seconded by James Wiley

All in favor.

B. Approval of SY 2022-2023 Leadership slate

BE IT RESOLVED, that the Achievement First Rhode Island Board hereby elects the following leadership slate:

Mayor Jorge Elorza, Chair
Maryellen Butke, Vice Chair
James Wiley, Treasurer

Motion by Macky McCleary
Seconded by Maryellen Butke
All in favor.

C. Approval of SY 2022-2023 Personnel Committee

BE IT RESOLVED, that the Achievement First Rhode Island Board hereby appoints the following board members to the Personnel Committee:

Mayor Jorge Elorza, Chair
Maryellen Butke, Vice Chair
James Wiley, Treasurer

Motion by Macky McCleary
Seconded by Maryellen Butke
All in favor.

D. Proposed Executive Session: State of Rhode Island Facilities

The board entered executive session at 4:19 PM to hold discussions on the state of Rhode Island facilities. Mayor Elorza invited AF staff present physically and digitally.

Motion by Macky McCleary
Seconded by Maryellen Butke
All in favor.

The board exited out of executive session at 4:48 PM.

Motion by Maryellen Butke
Seconded by Macky McCleary
All in favor.

IV. 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 provided a brief overview of each strategic imperative for this coming school year:

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. Beth Cocuzza, Chief of Staff, 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.

Lastly, Ms. Cocuzza presented the final strategic imperative that focuses on retaining and hiring school-based and Network Support staff members to deliver on our mission.

She noted the nationwide teacher shortage crisis that 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. Mayor Elorza asked how strategic imperatives filter down to teams and schools. Mr. Rod Bowen, Chief of High School, answered that there is collaboration with schools, but for the most part, strategic imperatives live on the Network Support side. Nonetheless, schools know how these achievements will help them. Ms. Cocuzza also pointed out that the goals and subgoals are accessible to all the network via a spreadsheet that outlines the owner of the goal, progress, etc. This allows the imperatives to be easily embedded into team and individual goals as well.

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. Sharkey expressed the tremendous progress in school academics and cultures that have brought us closer to pre-pandemic standards while also acknowledging that there is still work to be done to close pre-pandemic gaps, particularly in math. He noted that the results shared exhibit an incomplete picture of our scholars' experiences due to lack of state assessment data.

Mr. Jesse Balis-Harris, Chief of Elementary Schools, continued the conversation with data on Rhode Island elementary schools, reporting that the school year ended with strong adult and scholar culture that has created an imperative foundation for continual academic achievement. He shared academic data that expressed that students were not where they needed to be on reading and math proficiency. In order to increase levels to our goals, Mr. Balis-Harris explained that we will be implementing curriculum changes, intentional professional development in the science of reading, and upgraded coaching/training. Mr. Balis-Harris then entertained questions from the Board on topics like Rhode Island academic results in comparison to our NY and CT schools, class cohorts rebounding differently depending on age, and academic intervention efforts.

Ms. Charmayne Joseph, Interim Chief of Middle Schools, began by reporting on student experience at Rhode Island middle schools which had mixed results for this year. For instance, academies met student experience survey goals yet there are needed improvements in attendance and suspension rates which are largely due to the ramification of the pandemic. As for academics, Ms. Joseph focused on reading, science, and math results, and ultimately confirmed that middle school scholars have improved from 2020-2021 but are generally performing below pre-pandemic levels. Ms.

Joseph answered questions regarding the expansion of Algebra 1 teachings and the academic equity gap on multilingual students.

Mr. Rod Bowen, Chief of High Schools, presented the academic state of Rhode Island high schools. He overviewed internal assessment results to explain that overall there needs to be work done to bring scholars to the appropriate academic levels. Mr. Bowen then turned to school culture for high schools which had experienced improvements by exceeding attendance targets and suspension rates that fell within an acceptable range yet exceeded our expectations. Board members asked about the number of high school students that attended our middle schools.

Mr. John Sharkey wrapped up this discussion topic by noting that for this school year we will improve academics by prioritizing reading growth and strengthen culture by prioritizing student investment goals and discipline targets.

Ms. Xanthe Jory, Chief Operating Officer, presented updates on scholar enrollment and recruitment efforts in Rhode Island. She reported that there is full enrollment across all schools, and there is strong demand across all grades as there are waitlists. She explained the effective recruitment methods we are using such as in-person outreach strategies, phone banking, digital marketing, and building data capacity. Ms. Jory then entertained questions from board members about reasons for the current trends in kindergarten enrollment and the specifics of improvements to our digital advertisements.

2. Staff

Ms. Cristi George, Vice President 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 presented results from staff at each academy level. For elementary and high schools, there was strong satisfaction whereas middle schools showed variance. Where there was low employee satisfaction, Ms. George noted that the root causes were tied to teacher shortage and staffing challenges. These survey conclusions also helped instructional leadership to build more intentional alignment and more effective principal development with regional superintendents.

Mr. Michael Rabin, Deputy Chief of Staff, continued with the current state of recruitment and retention. He highlighted our talent efforts like salary and retention bonuses, prioritization of schools with most openings, increased marketing efforts, and streamlining application process. He concluded with brief updates on hiring goals versus progress made to date.

Ms. Christina Braganza, Chief Program Officer, reported on the investment of staff summer training series for AF's school-based teams. 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. In other words, we no longer look at summer training as individual sessions but rather as a collective story that will accelerate the recovery of students. Board members inquired on how summer training effectiveness is being tracked and whether individual boards can thank teachers and staff through appreciation events or additional support.

3. Operations

Ms. Jory said that with the lessons we learned last year, we have implemented COVID safety guidelines in schools which include:

- Aligning guidelines with district policies and CDC guidance to simplify the decision-making process
- Evolving approaches as policies change and pandemic progresses
- Continuing asymptomatic testing this fall
- Requiring staff to receive booster shots

She continued with insight on school response to both imminent and non-imminent threats to the school community. Ms. Jory explained that we have revised and clarified protocols covering a range of threat responses that align with state guidance as well as adjusted preparedness and prevention protocols. Board members asked questions about potential simulations that can help improve our response.

V. Adjourn

The meeting was adjourned at 6:04 PM by Mayor Elorza

Motion by Maryellen Butke

Seconded by Macky McCleary

All in favor

DRAFT AGENDA

**Achievement First (AF) Rhode Island
Finance Committee Meeting**

Monday, September 12th, 2022, 11:30am 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**
 - A. 2020/2021 Employee Retention Credit Application (Review)
- VI. Adjourn**



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

370 Hartford Avenue
Providence, RI 02909
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MINUTES

Achievement First (AF) Rhode Island Finance Committee Meeting

Monday, September 12th, 2022, 11:30am EST

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

I. Call to Order

The meeting was called to order at 11:32AM by Neil Shah. The following board members and AF staff were in attendance.

Board members:

James Wiley (Treasurer)

AF staff:

Cassidy McKee

Kate Aufiero

Neil Shah

Devin Devanney

Angela Weinell

Jillian Fain

Ariana Rosa

Aprio Consultant:

Justin Elanjan

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

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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 includes updated staffing changes.

V. Other Business

Mr. Justin Elanjian from Aprio discussed the process of the Employee Retention Credit, which is a refundable payroll tax credit made available by the CARES Act of 2020.

VI. Adjourn

There being no other business, the meeting was adjourned at 12pm EST.

DRAFT AGENDA

**Achievement First (AF) Rhode Island
Finance Committee Meeting**

Monday, September 12th, 2022, 11:30am 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**
 - A. 2020/2021 Employee Retention Credit Application (Review)
- VI. Adjourn**



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**Achievement First Rhode Island
Board Meeting**

Venue: Sprout Coworking Space (Annex Training Room)

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

Monday, September 26, 2022, 5:30-7:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Presentation by Achievement First**
 - A. Deep dive on Academic Data
 - B. Presenting New Board Dashboard
- V. Treasurer's Report**
- VI. Board Discussion and Business**
 - A. Approval of Interim Principals
 - B. Approval of SY 2022-2023 Family Handbook
 - C. Conflict of Interest Forms
- VII. Adjourn**



DRAFT AGENDA
Achievement First Rhode Island
Board of Directors Meeting

Venue: Sprout Coworking Space (Annex Training Room)
166 Valley St Building 6M Suite 103, Providence, RI 02909
Zoom: <https://achievementfirst.zoom.us/j/7382361994>
Monday, December 5, 2022, 5:30-7:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Approval of Minutes**
- IV. Presentation by Achievement First**
 - A. School Reports
 - B. Deep dive on Academic Data
 - A. Update on Facilities <Proposed Executive Session>
- V. Treasurer Report**
- VI. Board Discussion and Business**
 - A. Approval of Interim Principals
 - B. Approval of SY 2022-2023 Family Handbook
 - C. Other Business
- VII. Adjourn**



DRAFT Minutes
Achievement First Rhode Island
Board of Directors Meeting

Venue: Sprout Coworking Space (Annex Training Room)
166 Valley St Building 6M Suite 103, Providence, RI 02909
Zoom: <https://achievementfirst.zoom.us/j/7382361994>
Monday, December 5, 2022, 5:30-7:00 pm

I. Call to Order

Mayor Jorge Elorza called the meeting to order at 6:18 pm

Mayor Jorge Elorza	Y	Macky McCleary	N
Maryellen Butke	Y	John Iglioizzi	Y
James Wiley	Y	Mayor Charles Lombardi	N
Natasha Tamba	N		

AF staff in attendance: Lisa Margosian, Beth Cocuzza, Jillian Fain, Ketki Harale, Sulafa Bashir, Xanthe Jory, Karolyn Belcher, John Sharkey, Jesse Balis-Harris, Caleb Dolan, Ken Paul, Sultana Salma

Guests: Jo-Ann Schofield, LaJuan Allen

II. Public Comment

There was no public comment.

III. Approval of Minutes

It was:

RESOLVED, that the AF Rhode Island Board of Directors hereby approves the meeting minutes from August 29, 2022.

Motion by James Wiley
Second by John Iglioizzi
All in favor

IV. Discussion with Achievement First

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Ms. Lisa Margosain welcomed the board and introduced Karolyn Belcher, AF's new Acting Superintendent.

A. Deep dive on Academic Data

Mr. John Sharkey spoke on academic data stating that performance was mixed in 21-22 with disproportionate impacts in ELA.

He discussed the internal assessments used to help predict performance on state exams, and to tailor instruction accordingly. Mr. Sharkey also described academic interventions including ES curriculum pilots and MS school support models.

Board members asked clarifying questions regarding the data.

Mr. Jesse Balis-Harris mentioned that the family engagement survey results overall have been really strong. Anecdotally it felt that families are fully engaged.

B. School Reports

Mr. Jesse Balis-Harris gave the elementary school report. The highlights included strong student experience and adult culture, which showed improvements compared to last year. Challenges included reading and math proficiency goals with varied results across schools and by grade.

Board members discussed clarifying questions around the data.

Mr. Caleb Dolan gave the middle school report where a highlight was student retention and a challenge was academics where the schools saw some promising improvements in student performance but lots of work remained to be done in learning recovery. Another challenge that Mr. Dolan discussed was school culture. Although suspension rates remained low, the schools continue to focus on improving consistency across classrooms and increasing positive interactions and community between students.

Board members discussed clarifying questions around the data.

In HS, a highlight was the school environment which felt calm, respectful, and supportive. Academics were also a challenge here, with students needing significant academic growth to be on track for post-secondary success. Another challenge is HS transition into the new building.



Board members discussed post-secondary options (alternative to college) such as trade schools.

V. Treasurer Report

Mr. Neil Shah shared the revised FY23 financials as previously shared with the board in the pre-read materials.

Board asked clarifying questions around the budget.

It was:

RESOLVED, that the AF Rhode Island Board of Directors hereby approves the amended budget as recommended by the Treasurer and prepared by Achievement First for the 2022-23 fiscal year.

Motion by Maryellen Butke
Second by John Igliozi
All in favor

VI. Board Discussion and Business

A. Approval of Interim Principals

It was:

RESOLVED, that the AF Rhode Island Board of Directors hereby approves the following individuals to serve as interim principals, as needed, based on the recommendations by Achievement First, from December 5, 2022 through June 30, 2023.

- Illuminar ES: Joseph Fink
- Illuminar MS: Faith Johnson
- Providence ES: Dana Hurley
- Providence MS: Andreana Thomas
- Providence HS: Kim Kalenda
- Promesa ES: Jen Andrade

Motion by James Wiley
Second by John Igliozi
All in favor



B. Approval of SY 2022-2023 Family Handbook

It was:

RESOLVED, that the AF Rhode Island Board of Directors hereby approves the 2022-2023 AF Family Handbook.

Motion by James Wiley

Second by John Igliozi

All in favor

C. Update on CEO Search

Ms. Lisa Margosian updated the board on the CEO search. She shared that the committee was formed in October and has been working on a job description. They vetted 8-9 search forms and signed a contract with On-Ramps, and are working on stakeholder engagement for the search.

Mayor Elorza requested that at the next board meeting, AF should present a recommendation on whether or not we should make an investment in summer learning.

D. Other Business

It was:

RESOLVED, that the AF Rhode Island Board of Directors hereby affirms the decision of Achievement First, under the Charter Management Agreement, that Jesse Balis-Harris, Chief of Schools, ES, shall act as interim Superintendent on behalf of Kevin Lohela, RI Regional Superintendent, for the duration of Mr. Lohela's leave.

Motion by James Wiley

Second by John Igliozi

All in favor

Mr. Ken Paul gave a departing speech of gratitude to Mayor Elorza

VII. Adjourn

Mayor Elorza adjourned the meeting at 6:55 pm.

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Agenda

Achievement First (AF) RI Treasurer Finance Committee Call

Tuesday, April 4th 2023, 11:30 am EST

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

- I. Call to Order**
- II. Approval of Minutes**
- III. Board Discussion and Business**
 - A. FY23 Q2 Financial Statements (Review)**
- IV. Other Business**
- V. Adjourn**

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DRAFT AGENDA
Achievement First Rhode Island
Board of Directors Meeting

Venue: Providence City Hall, 25 Dorrance Street - Room 305, 3rd Floor

Zoom: <https://achievementfirst.zoom.us/j/89788132849>

Wednesday, February 15, 2023, 5:30 pm-7:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Vote on Approval of Minutes, Leadership slate, New Board Member**
- IV. Discussion with Achievement First**
 - A. School Reports
 - B. Academic Improvement Plan
 - C. HR & Finance Investments
 - D. Principal Renewal Process
- V. Board Discussion and Business**
 - A. Committee Reports
 - 1. Treasurer's Report - SY22 Audited Financial Statements
 - B. Proposed Executive Session
 - 1. Scholar and Parent Incident at Providence MS
 - 2. AF Network Reimagining
 - 3. CEO Search Update
- VI. Adjourn**



DRAFT AGENDA
Achievement First Rhode Island
Board of Directors Meeting

Venue: Providence City Hall, 25 Dorrance Street - Room 305, 3rd Floor

Zoom: <https://achievementfirst.zoom.us/j/89788132849>

Wednesday, February 15, 2023, 5:30 pm-7:00 pm

I. Call to Order

The meeting was called to order at 5:30 PM by Mayor Brett Smiley.

Board Members in Attendance: Maryellen Butke, James Wiley, John Igliozi, Mayor Brett Smiley

Staff in Attendance: Lisa Margosian, Beth Cocuzza, Xanthe Jory, Christi George, Jillian Fain, Sulafa Bashir, Jesse Balis-Harris, Caleb Dolan, Angela Weinell

Guests in Attendance: Jo-Ann Schofield

Ms. Jillian Fain recorded the minutes.

II. Public Comment

There was no public comment

III. Board Business

A. Approval of December Board Meeting Minutes

Mayor Smiley took the board through approval of the previous meeting's minutes, as well as approval of the leadership slate, personnel committee membership. The board members subsequently voted to approve a new board member and accept the resignation of another.

It was:

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RESOLVED, that the Achievement First Rhode Island Board hereby approves the minutes of its December 5, 2022 meeting as presented.

Motion by James Wiley
Second by Maryelle Butke
All in Favor.

B. Approval of Leadership Slate

It was:

RESOLVED, that the Achievement First Rhode Island Board hereby elects the following leadership slate:

- a. Mayor Brett Smiley, Chair
- b. Maryellen Butke, Vice Chair
- c. James Wiley, Treasurer

Motion by John Igliozi
Second by Maryellen Butke
All in Favor.

C. Approval of Personnel Committee

It was:

RESOLVED, that the Achievement First Rhode Island Board hereby appoints the following board members to the Personnel Committee:

- a. Mayor Brett Smiley, Chair
- b. Maryellen Butke, Vice Chair
- c. James Wiley, Treasurer

Motion by John Igliozi
Second by Maryellen Butke
All in favor.

D. New Board Member



It was:

RESOLVED, the AF Rhode Island Board of Directors hereby elects Ms. Jo-Ann Schofield to the Board for a 3-year term, ending June 30, 2025.

Motion by Maryellen Butke

Second by James Wiley

All in favor.

E. Board Member Resignation

It was:

RESOLVED, the AF Rhode Island Board of Directors accepts the resignation of Ms. Natasha Tamba, and does, pursuant to the bylaws of AF Rhode Island, effective at the end of the February 15, 2023 meeting, set the number of members of the Board of Directors at seven (7).

Motion by John Iglioizzi

Second by Maryellen Butke

All in Favor.

IV. Discussion with Achievement First

A. School Reports

Ms. Lisa Margosian, AF Interim CEO, welcomed and thanked the board members for their continued support in Rhode Island.

Mr. Jesse Balis-Harris gave the elementary school report, providing some background on each of the 4 schools and their principals, highlighting some bright spots related to academic recovery and student experience, and challenges related to the transition from remote learning and previous principal transitions.

Mr. Balis-Harris also discussed the strengths in enrollment as well as teacher staffing and retention, with the exception of some challenges in subjects like science and math. He shared that academic results are not where they should be, but mid-year data shows them trending in the right direction. Additionally, student attendance is over 90% and adult culture is strong.

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Mr. Caleb Dolan gave the middle and high school report, highlighting reading growth and emerging growth in math for middle school. He shared that the high school is moving to a new space and will welcome two 9th grade classes in the same space for the first time.

Mr. Dolan shared that enrollment is strong in middle school but the high school is not fully enrolled and is also experiencing staffing challenges.

Board members asked questions about the percentage of enrolled high school students who are matriculating from outside of AF and the percentage of graduating AF 8th graders choosing to attend Providence High School.

Mr. Dolan then gave a summary of the org health survey results which varied across the schools. Ms. Christi George informed the board members that the survey this year used Gallup for the first time which allows comparison with other organizations in the education sector, including K-12 as well as colleges and universities.

B. Academic Improvement Plan

Ms. Karolyn Belcher introduced herself and her background prior to joining AF in October. She gave her vision for academic improvement including the new curriculum and a focus on students' academic progress, mental health and Socio-Emotional Learning. She also highlighted an emphasis on talent, and ensuring staff felt valued and heard. Ms. Belcher also discussed defining the high school program's value proposition and the high school graduation standard.

Board members asked questions about different career paths for students beyond just a college track.

C. HR & Finance Investments

There was an update on finance systems changes which will be rolled out in 2023, the first being an update to the payroll system planned to take place in March.

Ms. Christi George shared the HR investments underway which are designed to bring work to be managed centrally by HR subject matter experts.

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Board members asked about the challenges of centralization vs. decentralization of those functions.

V. Board Business

A. Committee Reports

1. Treasurer's Report - SY22 Audited Financial Statements

James Wiley discussed the results of the annual audit conducted in December, where the result was a clean audit as shared in the board package.

B. Proposed Executive Session

- 1. Scholar and Parent Incident at Providence MS**
- 2. AF Network Reimagining**
- 3. CEO Search Update**

The board entered into Executive Session at 6:30 pm to discuss a Scholar and Parent Incident at Providence MS as well as the topics of the AF Network Reimagining and an update on the CEO Search.

VI. Adjourn

The meeting was adjourned by Mayor Smiley at 7:00 pm.



AGENDA

Achievement First Rhode Island Personnel Committee Meeting

Venue: Virtual Meeting

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

Tuesday, March 28, 2023, 9:00 am - 11:00 pm

- I. Call to Order**
- II. Public Comment**
- III. Committee Business and Discussion**
 - A. Proposed Executive Session: : Personnel discussion: principal candidate interview(s) and principal appointment recommendations for 2023-24 school year
- IV. Adjourn**

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AGENDA
AF Rhode Island

Board of Directors Emergency Meeting

Venue: Sprout Coworking Space (Annex Training Room)
166 Valley St Building 6M Suite 103, Providence, RI 02909

Zoom: <https://achievementfirst.zoom.us/j/82518237441>

Wednesday, June 21, 2023, 5:00 - 5:30 pm

- I. Call to Order**
- II. Emergency Meeting Vote**
- III. Public Comment**
- IV. Discussion with Achievement First**
 - A. Treasurer's Report
 - 1. Q3 Financials and FY 24 Budgets (5 min)
 - 2. Fiscal & Procurement Policies, and Audit Engagement (5 min)
- V. Board Business**
 - A. Proposed Executive Session: Real Estate Discussion (10 min)
- VI. Resolutions and Approvals** Previous Meeting Minutes, Financial Resolutions, Real Estate Resolutions
- VII. Adjourn**

AGENDA
AF Rhode Island

Board of Directors Emergency Meeting

Venue: Sprout Coworking Space (Annex Training Room)
166 Valley St Building 6M Suite 103, Providence, RI 02909

Zoom: <https://achievementfirst.zoom.us/j/82518237441>

Wednesday, June 21, 2023, 5:00 - 5:30 pm

- I. Call to Order**
- II. Emergency Meeting Vote**
- III. Public Comment**
- IV. Discussion with Achievement First**
 - A. Treasurer's Report
 - 1. Q3 Financials and FY 24 Budgets (5 min)
 - 2. Fiscal & Procurement Policies, and Audit Engagement (5 min)
- V. Board Business**
 - A. Proposed Executive Session: Real Estate Discussion (10 min)
- VI. Resolutions and Approvals** Previous Meeting Minutes, Financial Resolutions, Real Estate Resolutions
- VII. Adjourn**

MEETING MINUTES

AF Rhode Island

Board of Directors Emergency Meeting

Venue: Sprout Coworking Space (Annex Training Room)
166 Valley St Building 6M Suite 103, Providence, RI 02909
Zoom: <https://achievementfirst.zoom.us/j/82518237441>
Wednesday, June 21, 2023, 5:00 - 5:30 pm

Board members present, constituting a quorum: Maryellen Butke, Macky McCleary, James Wiley, Mayor Brett Smiley

Also in attendance: Ketki Harale, Cassidee McKee, Jillian Fain, Neil Shah, and Blakely Simoneau.

I. Call to Order

Mayor Smiley called the meeting to order at 5:00 pm.

II. Emergency Meeting Vote

Mayor Smiley requested approval of the resolution designating the meeting as an Emergency Meeting. Maryellen Butke so moved, James Wiley seconded. All were in favor, none abstained. It was:

RESOLVED, the AF Rhode Island Board of Directors hereby approves the holding of this emergency meeting. WHEREAS the Board of Directors acknowledges that this emergency meeting is necessary to address an unexpected occurrence that requires immediate action to protect the public, namely that this Board must vote on the following items before the end of the month:

- To ensure fiscal policies are approved in time for the coming school year; and
- To ensure leases are approved for signature in time for the coming school year, without which the schools would be unable to legally occupy the buildings.

III. Public Comment

There were no members of the public present.

IV. Discussion with Achievement First

Mayor Smiley moved to approve the meeting minutes from April 10, 2023. All were in favor, none abstained.

It was:

RESOLVED, the AF Rhode Island Board of Directors hereby approves the meeting minutes from April 10, 2023.

A. Treasurer's Report

1. Q3 Financials and FY 24 Budgets (5 min)
2. Fiscal & Procurement Policies, and Audit Engagement (5 min)

Mr. Shah presented the end of year financial statements and the budget for the coming year. Mayor Smiley moved to approve the proposed resolutions regarding the financial statements and budget. All were in favor, none abstained.

It was

- RESOLVED, that the AF Rhode Island Board of Directors hereby approves the financial budget for the 2023-2024 fiscal year as presented.
- RESOLVED, the AF Rhode Island Board of Directors hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2023-24 fiscal year and prepare the IRS Form 990s.
- RESOLVED that AF Rhode Island Board of Directors hereby ratifies the revisions to the Fiscal Policies and to the Procurement Policies as presented.
- RESOLVED that AF Rhode Island Board of Directors hereby approves the opening of 1 checking account and 1 savings account at Bank of America, and 1 savings account at Washington Trust.

V. Board Business

The board entered Executive Session for a discussion about real estate. Upon exiting executive session, the board voted unanimously to approve the proposed resolutions:

WHEREAS, Achievement First Rhode Island, Inc. ("AFRI") currently occupies certain premises located at the Charles N. Fortes School located at 234 Daboll Street in

Providence, Rhode Island (the “Property”) pursuant to a license agreement with the City of Providence for use by AF Promesa Elementary School;

- a. **WHEREAS**, the Property consists of approximately 2.36 acres of land identified as Building 1, Lot 570 on Assessor’s Plat 43 of the City of Providence, consisting of one building totaling approximately 61,730 rentable square feet as well as certain parking areas, exterior play space and other miscellaneous improvements;
 - b. **WHEREAS**, AFRI desires to lease the Property from the City of Providence (the “Landlord”) on such terms and subject to such conditions set forth in that certain proposed Lease by and between the Landlord and AFRI, previously presented to the Board (the “Lease”);
 - c. **NOW THEREFORE BE IT RESOLVED**, that AFRI be, and hereby is, authorized and directed to lease from the Landlord, the Property, on such terms and subject to such conditions set forth in the Lease;
 - d. **BE IT FURTHER RESOLVED**, that AFRI be, and hereby is, authorized and directed, to execute and deliver the Lease in substantially the form presented to the Board, with such changes, modifications and amendments thereto as any director or officer of AFRI (each an “Authorized Person”) may, in such person’s discretion, jointly or severally, approve, which approval shall be conclusively evidenced by the execution and delivery of the Lease by AFRI;
 - e. **BE IT FURTHER RESOLVED**, that each Authorized Person be, and hereby is, jointly and severally, authorized and directed, at any time and from time to time, to do all such things and acts, to execute and deliver all such applications, documents and instruments in writing, and to expend such fees for and on behalf of AFRI as may be necessary or advisable in order to give effect to and, generally, carry out the intent of these resolutions, including, without imitation, to execute and deliver any instruments and documents required in connection with the foregoing, in the name and on behalf of AFRI, on such terms and conditions and in such form deemed necessary or desirable and approved by such Authorized Person, with such changes, modifications and amendments thereto as such Authorized Person may in such person’s discretion approve, which approval shall be conclusively evidenced by the execution and delivery of such applications, documents and instruments in writing; and
 - f. **BE IF FURTHER RESOLVED**, that all actions previously taken by any Authorized Person in furtherance of the foregoing resolutions are hereby ratified and confirmed.
- **RESOLVED**, that Achievement First Rhode Island, Inc. (“AFRI”) be, and hereby is, authorized and directed to lease from Brewery Parkade, Inc., Charles Montague Realty,

Inc., Joseph R. Paolino, Jr. Family Cranston Trust and Donna M. Paolino Urciuoli Family Cranston Trust (collectively, "Landlord"), a portion of Master Unit 2 of the 85 Garfield Master Condominium located at 85 Garfield Avenue, Cranston, Rhode Island, as more particularly described in that certain Lease Agreement by and among AFRI and Landlord (the "Lease") presented to the Board, for a sum not to exceed Hundred and Seventy-Five thousand Dollars (\$175,000.00) per annum, subject to annual escalation as set forth in the Lease;

- a. **BE IT FURTHER RESOLVED**, that AFRI be, and hereby is, authorized and directed, to execute and deliver the Lease in substantially the form presented to the Board, with such changes, modifications and amendments thereto as any director or officer (each an "Authorized Person") may, in such person's discretion, jointly or severally, approve, which approval shall be conclusively evidenced by the execution and delivery of the Lease by AFRI;
- b. **BE IT FURTHER RESOLVED**, that each Authorized Person, be, and hereby is, jointly or severally, authorized and directed, at any time and from time to time, to do all such things and acts and to execute and deliver all such applications, documents and instruments in writing and to expend such fees for and on behalf of AFRI as may be necessary or advisable in order to give effect to and, generally, carry out the intent of these resolutions including, without limitation, to execute and deliver any instruments and documents required in connection with the foregoing, in the name and on behalf of AFRI, on such terms and conditions and in such form deemed necessary or desirable and approved by such Authorized Person with such changes, modifications and amendments thereto as such Authorized Person may in such person's discretion approve, which approval shall be conclusively evidenced by the execution and delivery of such applications, documents and instruments in writing; and
- c. **BE IT FURTHER RESOLVED**, that all actions previously taken by any Authorized Person in furtherance of the foregoing resolutions are hereby ratified and confirmed.

VI. Adjourn

The meeting was adjourned by Mayor Smiley at 5:25 pm.

MEETING MINUTES

AF Rhode Island

Board of Directors Emergency Meeting

Venue: Sprout Coworking Space (Annex Training Room)
166 Valley St Building 6M Suite 103, Providence, RI 02909
Zoom: <https://achievementfirst.zoom.us/j/82518237441>
Wednesday, June 21, 2023, 5:00 - 5:30 pm

Board members present, constituting a quorum: Maryellen Butke, Macky McCleary, James Wiley, Mayor Brett Smiley

Also in attendance: Ketki Harale, Cassidee McKee, Jillian Fain, Neil Shah, and Blakely Simoneau.

I. Call to Order

Mayor Smiley called the meeting to order at 5:00 pm.

II. Emergency Meeting Vote

Mayor Smiley requested approval of the resolution designating the meeting as an Emergency Meeting. Maryellen Butke so moved, James Wiley seconded. All were in favor, none abstained. It was:

RESOLVED, the AF Rhode Island Board of Directors hereby approves the holding of this emergency meeting. WHEREAS the Board of Directors acknowledges that this emergency meeting is necessary to address an unexpected occurrence that requires immediate action to protect the public, namely that this Board must vote on the following items before the end of the month:

- To ensure fiscal policies are approved in time for the coming school year; and
- To ensure leases are approved for signature in time for the coming school year, without which the schools would be unable to legally occupy the buildings.

III. Public Comment

There were no members of the public present.

IV. Discussion with Achievement First

Mayor Smiley moved to approve the meeting minutes from April 10, 2023. All were in favor, none abstained.

It was:

RESOLVED, the AF Rhode Island Board of Directors hereby approves the meeting minutes from April 10, 2023.

A. Treasurer's Report

1. Q3 Financials and FY 24 Budgets (5 min)
2. Fiscal & Procurement Policies, and Audit Engagement (5 min)

Mr. Shah presented the end of year financial statements and the budget for the coming year. Mayor Smiley moved to approve the proposed resolutions regarding the financial statements and budget. All were in favor, none abstained.

It was

- RESOLVED, that the AF Rhode Island Board of Directors hereby approves the financial budget for the 2023-2024 fiscal year as presented.
- RESOLVED, the AF Rhode Island Board of Directors hereby ratifies the re-appointment of CohnReznick to perform the financial audit of the 2023-24 fiscal year and prepare the IRS Form 990s.
- RESOLVED that AF Rhode Island Board of Directors hereby ratifies the revisions to the Fiscal Policies and to the Procurement Policies as presented.
- RESOLVED that AF Rhode Island Board of Directors hereby approves the opening of 1 checking account and 1 savings account at Bank of America, and 1 savings account at Washington Trust.

V. Board Business

The board entered Executive Session for a discussion about real estate. Upon exiting executive session, the board voted unanimously to approve the proposed resolutions:

WHEREAS, Achievement First Rhode Island, Inc. ("AFRI") currently occupies certain premises located at the Charles N. Fortes School located at 234 Daboll Street in

Providence, Rhode Island (the “Property”) pursuant to a license agreement with the City of Providence for use by AF Promesa Elementary School;

- a. **WHEREAS**, the Property consists of approximately 2.36 acres of land identified as Building 1, Lot 570 on Assessor’s Plat 43 of the City of Providence, consisting of one building totaling approximately 61,730 rentable square feet as well as certain parking areas, exterior play space and other miscellaneous improvements;
 - b. **WHEREAS**, AFRI desires to lease the Property from the City of Providence (the “Landlord”) on such terms and subject to such conditions set forth in that certain proposed Lease by and between the Landlord and AFRI, previously presented to the Board (the “Lease”);
 - c. **NOW THEREFORE BE IT RESOLVED**, that AFRI be, and hereby is, authorized and directed to lease from the Landlord, the Property, on such terms and subject to such conditions set forth in the Lease;
 - d. **BE IT FURTHER RESOLVED**, that AFRI be, and hereby is, authorized and directed, to execute and deliver the Lease in substantially the form presented to the Board, with such changes, modifications and amendments thereto as any director or officer of AFRI (each an “Authorized Person”) may, in such person’s discretion, jointly or severally, approve, which approval shall be conclusively evidenced by the execution and delivery of the Lease by AFRI;
 - e. **BE IT FURTHER RESOLVED**, that each Authorized Person be, and hereby is, jointly and severally, authorized and directed, at any time and from time to time, to do all such things and acts, to execute and deliver all such applications, documents and instruments in writing, and to expend such fees for and on behalf of AFRI as may be necessary or advisable in order to give effect to and, generally, carry out the intent of these resolutions, including, without imitation, to execute and deliver any instruments and documents required in connection with the foregoing, in the name and on behalf of AFRI, on such terms and conditions and in such form deemed necessary or desirable and approved by such Authorized Person, with such changes, modifications and amendments thereto as such Authorized Person may in such person’s discretion approve, which approval shall be conclusively evidenced by the execution and delivery of such applications, documents and instruments in writing; and
 - f. **BE IF FURTHER RESOLVED**, that all actions previously taken by any Authorized Person in furtherance of the foregoing resolutions are hereby ratified and confirmed.
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- **RESOLVED**, that Achievement First Rhode Island, Inc. (“AFRI”) be, and hereby is, authorized and directed to lease from Brewery Parkade, Inc., Charles Montague Realty,

Inc., Joseph R. Paolino, Jr. Family Cranston Trust and Donna M. Paolino Urciuoli Family Cranston Trust (collectively, "Landlord"), a portion of Master Unit 2 of the 85 Garfield Master Condominium located at 85 Garfield Avenue, Cranston, Rhode Island, as more particularly described in that certain Lease Agreement by and among AFRI and Landlord (the "Lease") presented to the Board, for a sum not to exceed Hundred and Seventy-Five thousand Dollars (\$175,000.00) per annum, subject to annual escalation as set forth in the Lease;

- a. **BE IT FURTHER RESOLVED**, that AFRI be, and hereby is, authorized and directed, to execute and deliver the Lease in substantially the form presented to the Board, with such changes, modifications and amendments thereto as any director or officer (each an "Authorized Person") may, in such person's discretion, jointly or severally, approve, which approval shall be conclusively evidenced by the execution and delivery of the Lease by AFRI;
- b. **BE IT FURTHER RESOLVED**, that each Authorized Person, be, and hereby is, jointly or severally, authorized and directed, at any time and from time to time, to do all such things and acts and to execute and deliver all such applications, documents and instruments in writing and to expend such fees for and on behalf of AFRI as may be necessary or advisable in order to give effect to and, generally, carry out the intent of these resolutions including, without limitation, to execute and deliver any instruments and documents required in connection with the foregoing, in the name and on behalf of AFRI, on such terms and conditions and in such form deemed necessary or desirable and approved by such Authorized Person with such changes, modifications and amendments thereto as such Authorized Person may in such person's discretion approve, which approval shall be conclusively evidenced by the execution and delivery of such applications, documents and instruments in writing; and
- c. **BE IT FURTHER RESOLVED**, that all actions previously taken by any Authorized Person in furtherance of the foregoing resolutions are hereby ratified and confirmed.

VI. Adjourn

The meeting was adjourned by Mayor Smiley at 5:25 pm.