

All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of August 24, 2016 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, David Conte, Bob de Luna, Chris Doyle, Lorraine Enlow, Jose Garzon, Michael Karp, Casey Lamb

Absent Trustees: Christina Young, John Yarmick, Richard Grassey

Other Invitees: Patrick Ford, Franklin Headley, Ray McGarrigle

Date and Time: August 24, 2016, 6:40 pm to 8:14 pm

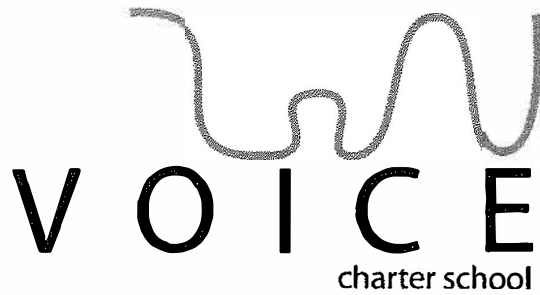
Location: Stroock, Stroock and Lavan LLP
767 Third Avenue
New York, NY 10022

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

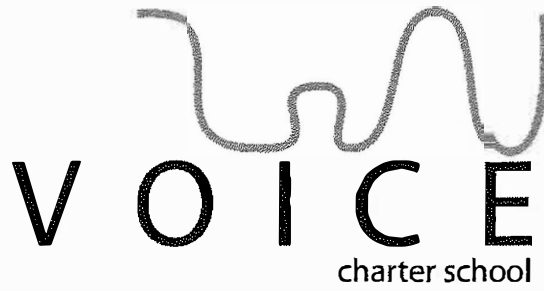
1. Mr. Cohen called the meeting to order at 6:40 pm. Mr. de Luna acted as meeting secretary.
2. As the first order of business, Mr. de Luna presented the minutes of the June 8 meeting of the board, and following one factual correction and a motion duly made and seconded, the minutes were approved as amended.
3. Mr. Cohen reported on the recent submission of the VOICE 2 application, and Mr. Headley gave background on the charter application process.
4. On behalf of the Education and Accountability Committee (formerly called the Academic Accountability Committee), Ms. Lamb, the committee's new chair, spoke about the challenges and highlights from the recent state test results and comparisons. She spoke



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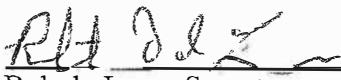
about recent changes to the school's coaching structure, and other board members expanded the discussion to include goal setting, interim assessments, and whether standardized test results and classroom performance mirrored each other.

5. Mr. Cohen reviewed the ACR report recently posted by the Department of Education, highlighting successes on academic and operational goals as well as opportunities for improvement.
6. Mr. Cohen reported that the revised bylaws for VOICE had been approved by the Department of Education and noted that all board members were responsible for their implementation. Mr. Doyle summarized the section on the term limits of board members.
7. Mr. Cohen discussed real estate considerations. Following a review of candidates, he reported that one firm had been identified to explore real estate options and engage advisers. Following a motion duly made and seconded, the board approved the signing of a no-financial-obligation engagement letter with the firm.
8. Mr. Cohen led a discussion of the practicality of engaging the Friends of Choral Music, a 501C3, to raise funds for VOICE 1 and VOICE 2.
9. Mr. Cohen reported that little progress had been made on recent outreach efforts to engage local political leaders. Discussion ensued of other ways to engage them.
10. Mr. Cohen then asked for volunteers for the Nominating and Music Committees, both of which lack a third member. Mr. Doyle reminded the board that the open meeting law applies to committee meetings.
11. On behalf of the Finance Committee, Mr. McGarrigle discussed the June 30 financials, highlighting a surplus due to greater-than-budgeted revenue and savings in salary expenditures. Mr. Cohen then led a discussion of competitive bidding requirements.
12. Mr. Garzon led a discussion of the auditing process, both the finance side and the compliance side.
13. On behalf of the Music Committee, Ms. Enlow updated the board on changes to the staff of VOICE's Music Department, collaboration opportunities with outside groups, and plans for the department's coming year.

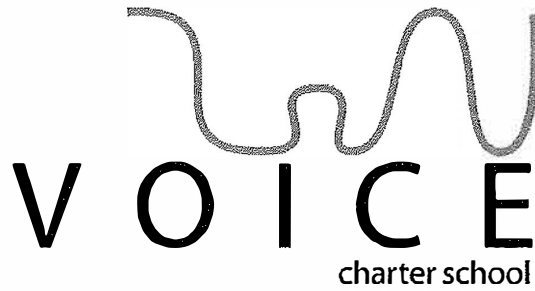


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14. On behalf of the Admissions Task Force, Mr. de Luna updated the board on enrollment, attrition, and registration activities to date, highlighting that enrollment was running above projections.
15. Mr. Ford gave a summary of the facility improvements that took place on the Upper Campus over the summer.
16. As the final order of business, Mr. Headley gave the Principal's Report, updating the board on hiring and professional development.
17. There being no further items for discussion, Mr. Cohen adjourned the meeting at 8:17 pm.


Bob de Luna, Secretary

Approved September 21, 2006



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of September 21, 2016 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, David Conte, Bob de Luna, Chris Doyle, Jose Garzon, Richard Grassey, Michael Karp, Christina Young

Absent Trustees: Loraine Enlow, Casey Lamb, John Yarmick

Other Invitees: Patrick Ford, Franklin Headley, Ray McGarrigle, Steven Tutterow

Date and Time: August 24, 2016, 6:32 pm to 7:55 pm

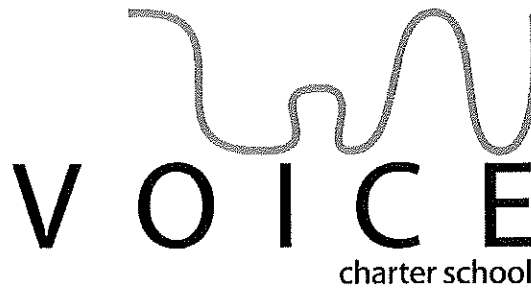
Location: VOICE Charter School, Room 107
36-24 12th St.
Long Island City, NY 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:32 pm. Mr. de Luna acted as meeting secretary.
2. Mr. Cohen provided an update on the VOICE 2 charter application process, noting that NYSED has invited VOICE to participate in the capacity interview stage in early October. Mr. Headley introduced VOICE staff member Steven Tutterow, who, having coordinated the application submission, led a discussion of what to expect at the capacity interview. It was decided that this discussion would continue at the next board meeting.
3. As the next order of business, Mr. Headley provided the Principal's Report. He noted that the start of the new school year was the smoothest yet, due to revised procedures and the staffing in place. He then discussed the relationship between VOICE and PS111, as



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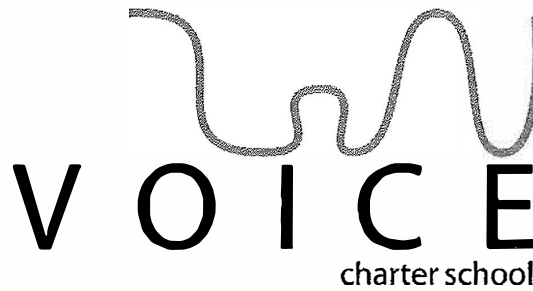
well as challenges posed by the backfill of students throughout the year. He also discussed the need to move ahead with a charter amendment to increase the enrollment cap for VOICE and updated the board on teacher recruitment and oversight. Subsequent discussion focused on safety concerns related to PS111.

4. Mr. de Luna presented the minutes of the August 24 meeting of the board. Following a motion duly made and seconded, the minutes were approved.
5. On behalf of the Admissions Task Force, Mr. de Luna updated the board on enrollment status, noting that day-one enrollment was below the target due to unexpected summertime attrition. He described subsequent registration activities to close the gap, noting that registration had returned to above the FTE target for the year. A discussion ensued on grade-specific enrollment targets.
6. On behalf of the Finance Committee, Mr. McGarrigle discussed the financials, highlighting a better-than-budgeted start to the new fiscal year. Discussion focused on special education reimbursement, funding ramifications of the current enrollment cap in VOICE's charter, and facilities funding.
7. On behalf of the Education and Accountability Committee, Ms. Cecere announced there would be a full presentation at the next board meeting on the academic foci for the coming year.
8. Mr. Cohen announced that the real estate engagement letter discussed at the prior meeting had been accepted in principle, pending minor modifications.
9. Mr. Cohen reported that, while there has been no change in engaging elected officials, discussions with advocacy organizations have taken place and have promise.
10. There being no further items for discussion, Mr. Cohen adjourned the meeting at 7:55 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna".

Bob de Luna, Secretary

Approved October 5, 2016



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of October 5, 2016 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, David Conte, Bob de Luna, Chris Doyle, Lorraine Enlow, Jose Garzon, Richard Grassey, Michael Karp, Casey Lamb, John Yarmick, Christina Young

Absent Trustees:

Other Invitees: Franklin Headley, Frances Jamrozy, Ray McGarrigle, Steven Tutterow

Date and Time: October 5, 2016, 6:45 pm to 7:07 pm

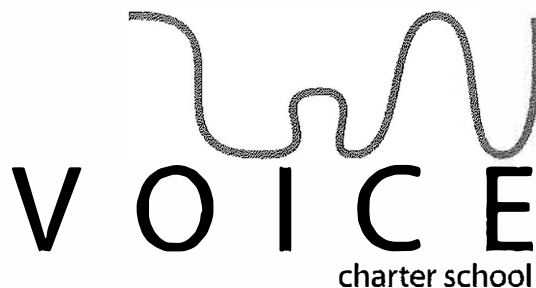
Location: CEI Offices
28 West 44th Street
New York, NY, 10036

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:45 pm. Mr. de Luna acted as meeting secretary.
2. Mr. de Luna presented the minutes of the September 21 meeting of the board. There were no corrections suggested, and following a motion duly made and seconded, the minutes were approved.
3. Mr. Yarmick, as the chair of the Audit Committee, summarized the 2016 audit. After related discussion on such topics as surpluses, new accounting standards, and the impact of VOICE recording full enrollment, a motion was duly made and seconded, and the 2016 audit was approved for submission for regulatory compliance purposes.

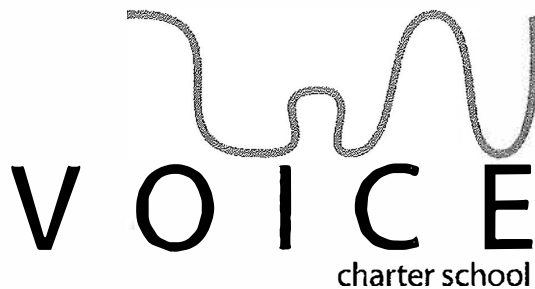


All students will learn. All students will sing.

4. On behalf of the Education and Accountability Committee, Ms. Lamb discussed VOICE's performance on test results relative to other schools in the district. She then went into detail on strategy and action being taken by the administration to meet the challenges of the new school year.
5. Mr. Cohen updated the board on survey results and the ongoing mock capacity interview preparations related to school replication.
6. There being no further items for discussion, Mr. Cohen adjourned the meeting at 7:07 pm.


Bob de Luna, Secretary

Approved October 26, 2016



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of October 26, 2016 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, David Conte, Bob de Luna, Lorraine Enlow, Jose Garzon, Michael Karp, Casey Lamb, John Yarmick

Absent Trustees: Chris Doyle, Richard Grassey, Christina Young

Other Attendees: Carmela Collier, Patrick Ford, Franklin Headley, Ray McGarrigle

Date and Time: October 26, 2016, 6:40 pm to 8:05 pm

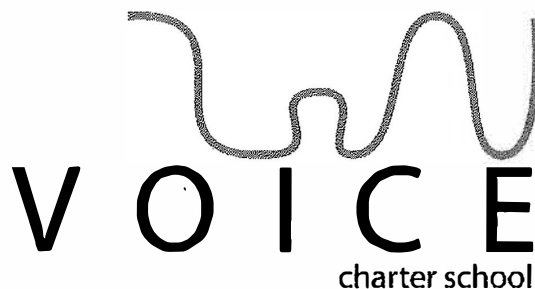
Location: VOICE Charter School, Room 107
36-24 12th Street
Long Island City, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:40 pm, noting that Ms. Young could not attend but would be listening via telephone. Mr. de Luna acted as meeting secretary.
2. Mr. Cohen presented the minutes of the October 5 meeting of the board. Two minor corrections were made. After modification and following a motion duly made and seconded, the minutes were approved.
3. On behalf of the Education and Accountability Committee, Ms. Lamb summarized what the committee would do in the coming year and proposed a more formal presentation at the next board meeting, following more thorough processing of the results from the first interim assessments.



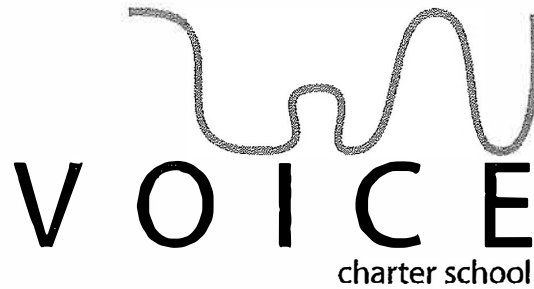
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4. On behalf of the Finance Committee, Mr. McGarrigle discussed the financials, noting that revenue was exactly as budgeted because the school is operating at the charter cap of 650 students, as planned. On expenses, he noted that labor expenditures were running slightly ahead of forecast due to beginning-of-year work. He then informed the board that insurance rates for the upcoming year were increasing by 25 percent, substantially more than forecast but in line with other increases seen locally, which prompted discussion on what could be done moving forward. Mr. McGarrigle offered one option that could be pursued--a two-tiered approach in terms of plan choice; changes would be timed to coincide with the end of the school year, not the end of the calendar year.
5. On behalf of the Parent Association, Ms. Collier updated the board on actions taken by the Parent Association since the start of the school year and upcoming activities, highlighting discussions with guest speakers on asthma and fire safety. On behalf of the parents, Ms. Collier requested more information on the reorganization of the school and the new director positions. She also requested that the middle school team present more information to the families of 4th and 5th graders on middle school options.
6. On behalf of the Admissions Task Force, Mr. Cohen updated the board on enrollment, noting that it continued to exceed 650 students, as budgeted. He added that the task force is reviewing year-end data on the recruitment and registration cycle and would make a formal presentation at the next board meeting.
7. As the next order of business Mr. Cohen presented a proposed charter amendment to increase VOICE's student enrollment cap from 650 to 810, explaining the rationale. After discussion, upon a motion duly made and seconded, it was:

RESOLVED, that VOICE's charter should be amended so that Section 11.4, Enrollment Planning, reads:

VOICE Charter School of New York shall not enroll more than a total of 810 students between Kindergarten and Eighth Grade.

8. As the next order of business, Mr. Cohen discussed the capacity interview with the New York State Education Department related to the proposal to replicate VOICE. He summarized the preparations undertaken for the interview, the questions asked at the interview, and the anticipated path of the rest of the process. Several board members also shared their experiences and thoughts on the process, underscoring the outstanding job VOICE staff members had done throughout the process to date. A decision is expected before the next board meeting in November.



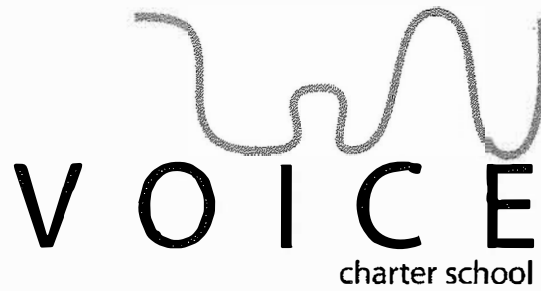
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9. As the next order of business, Mr. Headley provided the Principal's Report, which focused largely on meetings held with local and citywide organizations on potential partnership possibilities on topics of mutual interest. Mr. Headley also discussed a meeting he attend at the US Department of Education in Washington, DC, on school diversity. Mr. Cohen mentioned that he was scheduled to have a meeting with Assemblywoman Cathy Nolan next month as well.
10. As the final order of business, Mr. Cohen shared information on the upcoming CEI benefit dinner, noting that CEI has been a very good friend of VOICE.
11. There being no further items for discussion, Mr. Cohen adjourned the meeting at 8:05 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna".

Bob de Luna, Secretary

Approved Nov 16, 2016



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of November 16, 2016 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, David Conte, Bob de Luna (via Facetime), Chris Doyle, Loraine Enlow, Richard Grassey, Casey Lamb

Absent Trustees: Jose Garzon, Michael Karp, John Yarmick

Other Attendees: Carmela Collier, Patrick Ford, Franklin Headley, Ray McGarrigle

Date and Time: November 16, 2016, 6:40 pm to 8:35 pm

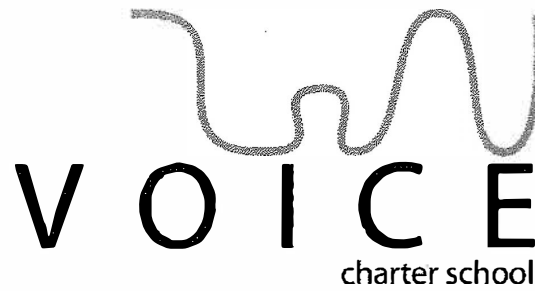
Location: VOICE Charter School, Rm. 107
36-24 12th Street
Long Island City, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

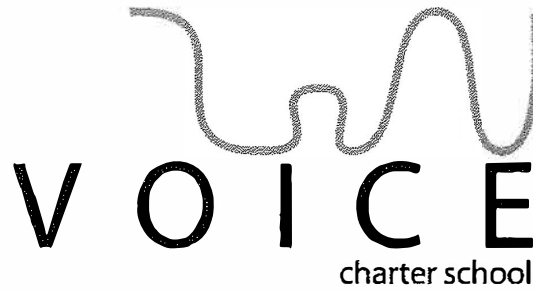
1. Mr. Cohen called the meeting to order at 6:40 pm, noting sufficient member attendance for quorum. Mr. de Luna participated via FaceTime, in compliance with Open Meeting Law provisions.
2. Mr. Cohen presented the minutes of the October 26 meeting of the board. Upon motions duly made and seconded, the minutes were approved.
3. As the first order of business, Mr. Cohen discussed the recent decision by NYSED not to proceed with the VOICE 2 Charter School application. He mentioned that NYSED cited test scores and application deficiencies as primary factors behind its decision not to proceed. The specific application deficiencies would be outlined in a letter from NYSED



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expected in a few weeks. NYSED has offered encouragement to VOICE staff to resubmit in a future cycle. The Board agreed to discuss this possibility in the new year.

4. On behalf of the Parent Association, Ms. Collier updated the board on actions taken by the Parent Association in the past month, as well as upcoming events, including a Schools For Excellence breakfast (advocacy for charter schools) and Pastry with the Parents (for the families of students in K through 2). Ms. Collier and Mr. Headley co-led a discussion around reactions to the recent Presidential election.
5. Mr. Cohen updated the board on the status of the recently submitted charter amendment proposal to lift the enrollment cap from 650 to 810. He reported that there was a public hearing to be held November 21 at VOICE and encouraged board members to attend. While the date of an official decision from the Department of Education is unknown, Mr. Headley noted that the official response to last year's proposed charter amendments came in January.
6. Mr. Headley informed the board that he and Mr. Cohen had a productive meeting with Cathy Nolan, the assemblymember who represents Long Island City, and hoped they would be able to set up a similar meeting with Judy Cheng.
7. On behalf of the Finance Committee, Mr. McGarrigle discussed the financials, noting that revenues continue exactly as budgeted, and expenses are still on target, with labor expenditures slightly ahead of forecast due to beginning-of-year work. He then discussed the process to revamp the benefits package at VOICE and noted that insurance rate increases for the upcoming year would start appearing on next month's financials.
8. On behalf of the Music Committee, Ms. Enlow spoke to staffing changes, curriculum changes, new partnerships, and physical space challenges. Mr. Headley requested that Mr. Ford check in with the music team over the next few weeks to see what could be done short term and to plan for the future.
9. On behalf of the Admissions Task Force, Mr. Cohen updated the board on the enrollment situation, noting that enrollment remained over 650.
10. On behalf of the Nominating Committee, Mr. Cohen requested that board members fill out a skills analysis sheet to identify professional skills that each board member has to help the nominating committee target recruitment to fill unmet needs when looking for new members.

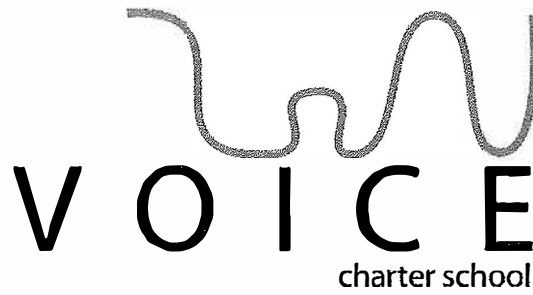


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11. On behalf of the Education and Accountability Committee, Ms. Lamb led a detailed discussion of student assessments. Ms. Collier asked whether extra help would be provided to students who are struggling, and Mr. Doyle provided detail on the role of cut scores. There was additional discussion on related data and on the timing of the next set of assessments.
12. There being no further items for discussion, Mr. Cohen adjourned the meeting at 8:35 pm.


Bob de Luna, Secretary

Approved December 21, 2016



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of December 21, 2016 Board Meeting**

Trustees in Attendance: Chris Doyle, David Conte, Bob de Luna, Jose Garzon, Richard Grassey, Casey Lamb, John Yarmick, Loraine Enlow (phoned in, but did not vote)

Absent Trustees: Lorraine Cecere, Marc Cohen, Michael Karp, Christina Young

Other Attendees: Patrick Ford, Franklin Headley, Ray McGarrigle

Date and Time: December 21, 2016, 6:37 pm to 7:45 pm

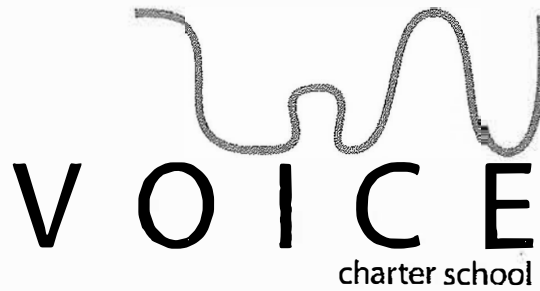
Location: Stroock, Stroock and Lavan LLP
757 Third Avenue, Floor 37
New York, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. In Mr. Cohen's absence, Mr. Doyle called the meeting to order at 6:37 pm. While Ms. Enlow participated in discussions via conference call, she did not participate in voting because the call did not meet the Open Meeting Law video conference provisions. Quorum was nevertheless achieved by the other attending board members.
2. Mr. de Luna presented the minutes of the November 16 board meeting. Upon a motion duly made and seconded, the minutes were approved.
3. On behalf of the Education and Accountability Committee, Ms. Lamb reported that the students had just completed the second round of assessments and that the committee would have a full reporting at the January meeting when all the data are available.



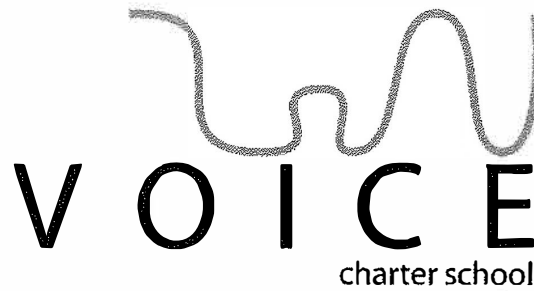
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4. On behalf of the Music Committee, Ms. Enlow led a discussion about improvements sought by the school's Music Department staff. Mr. Ford reported on interim progress, including the installation of casters on keyboard tables, and other efforts underway, including the engagement of an architect to develop options for better space use. Mr. Headley reported on the success of the holiday concerts, and individual board members reflected on their observations from the performances they attended.
5. On behalf of the Admissions Task Force, Mr. de Luna updated the board on enrollment, noting recent turnover of several students in grades K-2. He speculated that some of the departures might be the holiday-related departures seen every year, just a little earlier than usual. He added that the vacancies had been backfilled, so total enrollment remains over 650. Subsequent discussion focused on attrition from seventh grade and the challenges of new students with special educational needs.
6. On behalf of the Finance Committee, Mr. McGarrigle reported that the school's finances were in good shape, with revenue exactly as budgeted and expenses on target, although increased spending associated with staff benefits were only beginning to appear. Mr. Grassey then led a discussion on health insurance, including the hiring of a new insurance consultant and broker to help craft benefit packages in the coming months. Unrelated, Mr. Grassey reported that the Finance Committee was recommending an increase to the threshold over which contracts must be put out for multiple bids. Following discussion and upon a motion duly made and seconded, the board voted to raise the threshold requiring contracts to be put out to three bids to \$20,000 or more.
7. Mr. Headley reported to the board on updates to the school's coaching and leadership support for staff, work done with the guidance of Ms. Lamb.
8. The board went into Executive Session from 7:26 to 7:44 pm to discuss a staffing matter.
9. There being no further items for discussion, Mr. Doyle adjourned the meeting at 7:45 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna", is written over a horizontal line.

Bob de Luna, Secretary

Approved Jan 18, 2017



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of January 18, 2017 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, Chris Doyle, Bob de Luna, Loraine Enlow, Jose Garzon, Richard Grassey, Michael Karp, Casey Lamb, John Yarmick, Christina Young

Absent Trustees: David Conte

Other Attendees: Franklin Headley, Ray McGarrigle

Date and Time: January 18, 2017, 6:30 pm to 8:32 pm

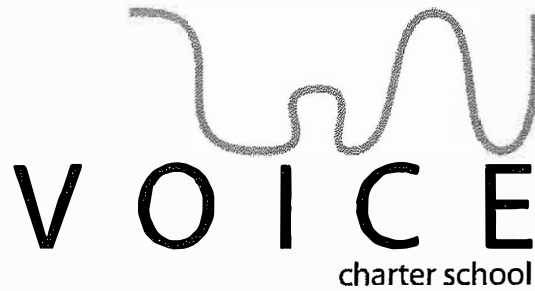
Location: Stroock, Stroock and Lavan LLP
757 Third Avenue, Floor 37
New York, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

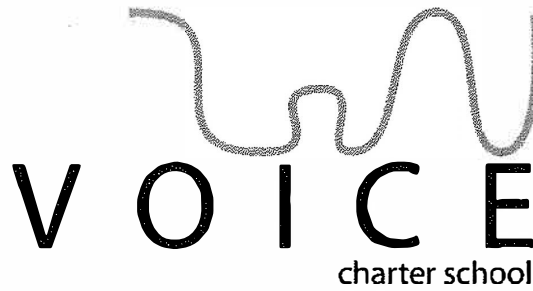
1. Mr. Cohen called the meeting to order at 6:30 pm. Mr. de Luna acted as meeting secretary.
2. Mr. Cohen presented the minutes of the December 21 meeting of the board. Following a motion duly made and seconded, the minutes were approved.
3. Mr. Headley updated the board on the school's annual trip to Albany, which this year involved the school's second grade. VOICE participated with the organization Families for Excellent Schools.
4. On behalf of the Education and Accountability Committee, Ms. Lamb reported on results for the students' second round of assessments. Few comparisons to earlier data were



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possible because of changes in curriculum, question difficulty, and other factors. Board members engaged in an extensive discussion of both test preparation and evaluation of testing data. The scope of the discussion extended to include the topic of teacher recruitment. Board members were invited to share suggestions about data analysis for the future.

5. On behalf of the Audit Committee, Mr. Yarmick reported on a recent committee discussion to review the audit of another local charter school system that had flagged 28 specific failings, many tied to organizational structure. He explained that this was an opportunity for VOICE to do a self-assessment, specifically of organizational structure.
6. Mr. Yarmick also shared a draft of a charter for the Audit Committee. Mr. Cohen asked all committees to draft their own charters over the next two months and proposed following broadly the template that Mr. Yarmick had presented, but also noting that we should be open to other possible templates during the drafting stage.
7. On behalf of the Finance Committee, Mr. McGarrigle reported that, halfway through the fiscal year, the school is on budget. Because enrollment has stayed at or above the school's enrollment reimbursement ceiling, there has been virtually no variance in revenue. Except for fringe benefits, which have been the outlier because of health insurance costs, expenses have also trended very close to expectations. Mr. McGarrigle next shared the committee's recommendation that the draft 990, which had previously been made available to the board, be approved. Following a motion duly made and seconded, the 990 was approved.
8. On behalf of the Admissions Task Force, Mr. de Luna updated the board on enrollment, reporting six student departures and seven new enrollments since the last meeting. He noted that the above average turnover was not atypical over the holidays. He added that efforts will continue to add a few more children to first grade..
9. Mr. Cohen reported that, at the next board meeting, there would be a staff presentation on hiring practices and teacher recruitment.
10. Mr. Headley reported that, the following day, he would be presenting on a national Department of Education webinar, talking about VOICE's efforts to increase staff diversity.
11. Mr. Cohen reported that he and Ms. Lamb have been working on the annual evaluation of Mr. Headley. He also reminded the board that, on Friday, there would be a ceremony to



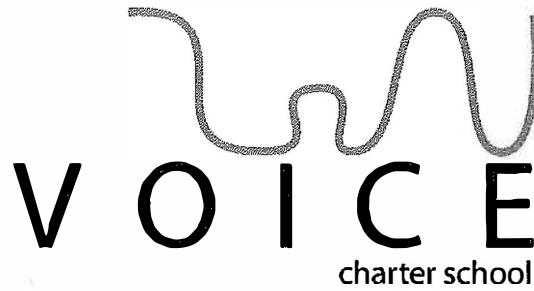
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officially rename the upper campus after Lena Horne. In addition to speakers, the program would feature singing by VOICE's students.

12. Mr. Cohen then led a discussion of the pros and cons on the hiring of consultants for different purposes. Following discussion and a motion duly made and seconded, the board voted to approve the engagement of an as yet unidentified consultant--for a contract not to exceed \$40,000 for a duration of no less than six months--for the purposes of advancing VOICE's community and government relations. The board authorized Mr. Cohen to advance this work.
13. There being no further items for discussion, Mr. Cohen adjourned the meeting at 8:32 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna", written over a horizontal line.

Bob de Luna, Secretary
Approved Feb 15, 2017



All students will learn. All students will sing.

VOICE Charter School of New York
Minutes of February 15, 2017 Board Meeting

Trustees in Attendance: Marc Cohen, David Conte, Bob de Luna, Chris Doyle, Loraine Enlow, Rick Grassey, Michael Karp, Casey Lamb, John Yarmick, Christina Young

Absent Trustees: Lorraine Cecere, Jose Garzon

Other Attendees: Patrick Ford, Noah Green, Amber Greenleaf, Franklin Headley, Zoe Rind

Date and Time: February 15, 2017, 6:44 pm to 9:12 pm

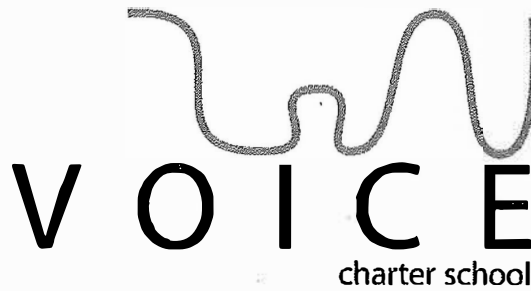
Location: Stroock, Stroock and Lavan LLP
757 Third Avenue, Floor 37
New York, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

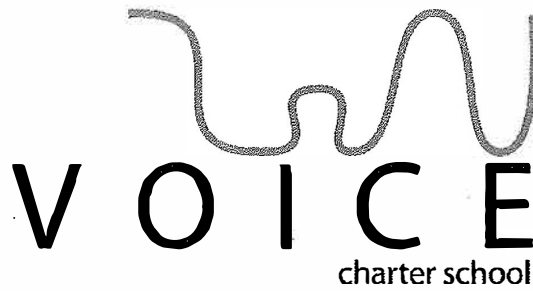
1. Mr. Cohen called meeting to order at 6:44 pm. Mr. de Luna acted as meeting secretary.
2. Ms. Greenleaf opened the meeting, leading a presentation on staff recruitment, candidate selection, and staff retention. Topics of discussion included recruitment statistics and related data gathering.
3. Mr. de Luna presented the minutes of the January 18 meeting of the board. Following a motion duly made and seconded, the minutes were approved.
4. Mr. Cohen raised for discussion the possibility of establishing a new board committee to focus on human resources issues. The scope could include staff recruitment and staff



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diversity. It was decided that he and Ms. Young would pursue the idea, and they invited other board members interested in being a part of the committee to let them know.

5. On behalf of the Finance Committee, Mr. Grassey walked the board through the latest financial data. He noted fiscal improvements as savings from various line items continued to offset increases in the costs of benefits, especially health insurance.
6. On behalf of the Educational Accountability Committee, Ms. Lamb reported that the committee met to review its draft charter and planned to share it with the full board.
7. Mr. Cohen proposed merging the Admissions Task Force and Replication Task Force into a new committee. After discussion and a motion duly made and seconded, the board approved the creation of the Admissions and Planning Committee, replacing the two task forces. The initial members would be Mr. de Luna, Ms. Young, and Mr. Cohen. Other board members were invited to join.
8. Mr. Cohen reported that the Department of Education had recommended for approval the proposed charter amendment to increase enrollment numbers for the school. He outlined the next steps and shared his expectation that VOICE would have formal approval by March 15. He then led a discussion exploring space options.
9. Mr. Headley reported on good preliminary results in placing students in high schools of choice. He added that Mr. Drosos, the high school placement specialist, would provide more information on high school placement in April.
10. Mr. Cohen raised the issue of immigration and deportation, given recent political developments, and he opened for discussion questions related to how to deal with immigration matters related to our students, their families, and the community. Following discussion Mr. Headley agreed to circulate a Department of Education memorandum on the topic, and Mr. Ford was charged with investigating what other charter schools may be doing in terms of establishing formal policy or protocol.
11. Mr. Headley and Mr. Ford reported that lead had been discovered in the retesting of faucets in PS111. They reported on the Department of Education's role in resolving the problem. The discovery was being reported to the parents of children who use the affected classrooms, and alternative water sources have been made available in the interim. Mr. Ford also reported that the Lena Horne campus would also be retested.

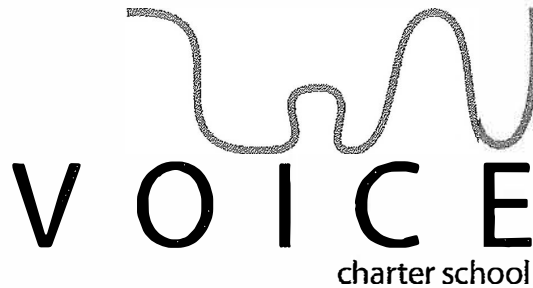


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12. Mr. Headley reported on the recent surveying of middle school students, which identified a number of improvements in the past year. The survey's methodology was also discussed.
13. On behalf of the Admissions Task Force, Mr. de Luna provided an updated on enrollment, noting recent trends by grade in attrition and backfill.. He reported that the initial application count for 2017-18 looked strong, with well over a thousand applications having been received.
14. At Mr. Cohen's direction, the meeting went into Executive Session from 8:55 to 9:11 to discuss a personnel matter. Following the Executive Session, the meeting was adjourned at 9:12 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna", written over a horizontal line.

Bob de Luna, Secretary
Approved Mar 15, 2017



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**VOICE Charter School of New York
Minutes of March 15, 2017 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, Bob de Luna, Chris Doyle, Richard Grassey, Michael Karp, Casey Lamb, John Yarmick, Christina Young (via Facetime video conference)

Absent Trustees: David Conte, Loraine Enlow, Jose Garzon

Other Attendees: Patrick Ford, Franklin Headley, Ray McGarrigle

Date and Time: March 15, 2017, 6:54 pm to 8:32 pm

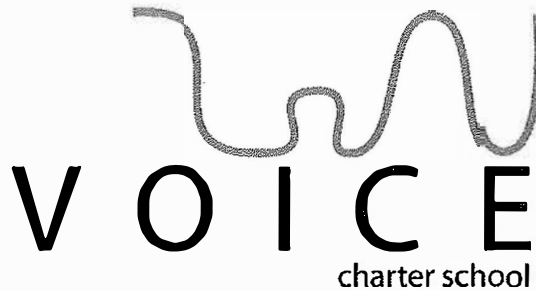
Location: VOICE Charter School, Room 107
36-24 12th St.
Long Island City, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:54 pm. Ms. Young participated via FaceTime, in compliance with video conference provisions allowed for in the Open Meeting Law. Mr. de Luna acted as meeting secretary.
2. Mr. de Luna presented the minutes of the February 15 meeting of the board. After a motion duly made and seconded, the minutes of the February meeting were approved.
3. Mr. Cohen reported on the recent decision by the New York State Education Department to approve VOICE Charter School's charter amendment to increase the enrollment cap to 810 students. Mr. Cohen discussed next steps in the process, including securing more space, and noted the NYC Charter Center had provided guidance in the matter.

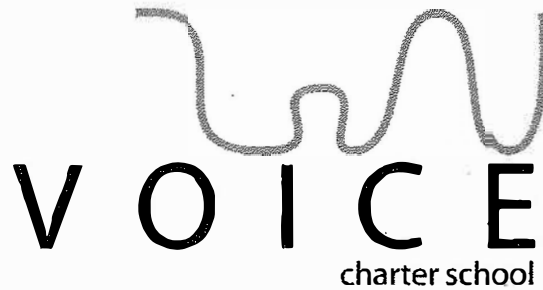


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4. On behalf of the Education and Accountability Committee, Ms. Lamb led a detailed discussion of the latest interim assessments on English and math, which showed broad improvement in student performance. The discussion focused on analyzing the improvements and suggestions for better ways to present future data.
5. On behalf of the Finance Committee, Mr. McGarrigle discussed the March financials, noting that, apart from health insurance, expenditures were continuing to trend favorably. He then discussed the initial efforts to develop the 2017-2018 budget.
6. On behalf of the Admissions and Planning Committee, Mr. de Luna updated the board on enrollment levels and recruitment efforts ahead of the lottery. He then explained the committee's reasoning for recommending that this year's SNAP preference number be 14. Discussion ensued about the mechanics of the lottery, preference setting, and preference administration. After a motion duly made and seconded, the board approved a SNAP preference for 14 students for the upcoming school year.
7. Mr. Headley updated the board on recent high school placement results for this year's eighth graders, noting that children have been placing well. He added that Mr. Drosos, who oversees high school placement efforts, would attend the next board meeting to provide more details. Mr. Headley then updated the board on parent-teacher conferences and on an upcoming parent resource fair.
8. At Mr. Cohen's direction, the meeting went into Executive Session from 7:58 to 8:31 to discuss a personnel matter. Following the Executive Session, the meeting was adjourned at 8:32 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna", written over a horizontal line.

Bob de Luna, Secretary
Approved Apr 26, 2017



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**VOICE Charter School of New York
Minutes of April 26, 2017 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, David Conte, Bob de Luna, Loraine Enlow, Jose Garzon, Richard Grassey

Absent Trustees: Chris Doyle, Michael Karp, Casey Lamb, John Yarmick, Christina Young

Other Attendees: Patrick Ford, Franklin Headley, Ray McGarrigle

Date and Time: April 26, 2017, 6:41 pm to 7:24 pm

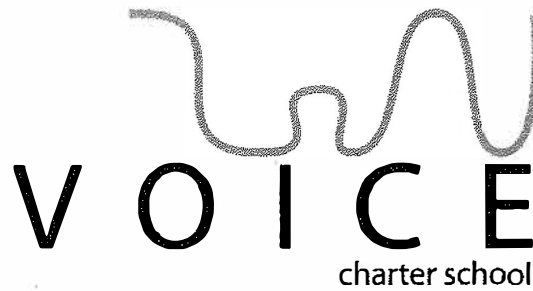
Location: Strook, Strook and Lavan LLP
757 Third Avenue Floor 37
New York, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:41 pm. Mr. de Luna acted as meeting secretary.
2. Mr. de Luna presented the minutes of the March 15 meeting of the board. After a motion duly made and seconded, the minutes of the March meeting were approved.
3. Mr. Cohen provided an update on successful high school placements for our eighth graders and noted that Mr. Drosos would provide a more detailed summary at the next board meeting.

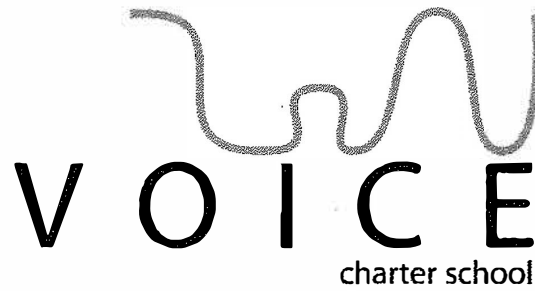


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4. On behalf of the Finance Committee, Mr. McGarrigle presented the latest financial data, noting that, with the exception of spending on health insurance, expenditures were continuing to trend in a positive direction. One key change in the past month was the reduction in the pension plan contribution requirement from 11.5% to 9.5%. He also noted changes to per-pupil and facilities funding.
5. On behalf of the Admissions and Planning Committee, Mr. de Luna updated the board on enrollment data and recruitment efforts following the completion of the April 8 lottery. He and Mr. Ford responded to board questions related to student invitation procedures in keeping with preferences outlined as part of the lottery process.
6. Mr. Cohen provided a brief update on a charter amendment and considerations related to securing additional classroom space.
7. Mr. Headley shared his expectation that VOICE's students were well prepared for next week's standardized math testing. He next updated the board on preparations for the May visit and inspection from the school's authorizer. He then discussed a variety of matters that occurred in or around the school, including the adjacent church roof reconstruction, recent immigration concerns for the families of VOICE students, and concerns raised by parents about VOICE's scheduling of this year's spring break.
8. Mr. Cohen reported that VOICE had received a bequest of \$25,000 to further the school's music and arts curriculum.
9. The meeting was adjourned at 7:24 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna".

Bob de Luna, Secretary
Approved May 24, 2017



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**VOICE Charter School of New York
Minutes of May 24, 2017 Board Meeting**

Trustees in Attendance: Marc Cohen, Lorraine Cecere, David Conte, Bob de Luna, Jose Garzon, Richard Grassey, Michael Karp, Casey Lamb

Absent Trustees: Chris Doyle, Loraine Enlow, John Yarmick, Christina Young

Other Attendees: Michael Drosos, Patrick Ford, Franklin Headley, Ray McGarrigle,

Date and Time: May 24, 2017, 7:21 pm to 8:45 pm

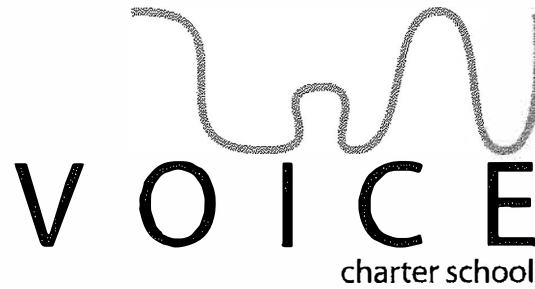
Location: VOICE Charter School Gymnasium
36-24 12th St.
Long Island City, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 7:21 pm. Mr. de Luna acted as meeting secretary.
2. Mr. Cohen presented the minutes of the April 26 meeting of the board. After a motion duly made and seconded, the minutes of the March meeting were approved.
3. Mr. Drosos, high school placement specialist, gave a detailed presentation on 2017 high school placement results, including challenges faced during the process. The ensuing discussion touched on the possibility of future placements in charter, parochial, private, and boarding schools, as well as on the resources that might be helpful moving forward.
4. On behalf of the Finance Committee, Mr. McGarrigle presented the May financials, concluding that the school is in good financial shape. He then updated the board on the



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process to prepare the 2017-2018 budget, noting that the board will be charged with reviewing and approving it at the June board meeting.

5. On behalf of the Admissions and Planning Committee, Mr. de Luna updated the board on enrollment numbers and recruitment efforts. Mr. Ford elaborated on enrollment registration and explained how VOICE planned to meet grade targets through the registration sessions scheduled over the next two weeks.
6. Mr. Cohen updated the board on his discussions with the Space Planning Office of the Department of Education, and he laid out next steps in pursuing options for new space.
7. On behalf of the Education and Accountability Committee, Ms. Lamb led a discussion about next year's school calendar and VOICE's table of organization. She also reminded the board to expect the release of spring 2017 test scores.
8. Mr. Headley discussed the visit paid by the school's authorizer and shared preliminary feedback. He then gave a brief preview of the upcoming renewal process and the role the report from this visit plays. He also summarized end-of-year events occurring at VOICE, including graduation on June 22.
9. At Mr. Cohen's direction, the meeting went into Executive Session from 8:31 to 8:44 to discuss personnel matters. Following the Executive Session, the meeting was adjourned at 8:45 pm.

A handwritten signature in black ink, appearing to read "Bob de Luna", is written over a horizontal line.

Bob de Luna, Secretary

Approved Jun 14, 2017



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**VOICE Charter School of New York
Minutes of June 14, 2017 Board Meeting**

Trustees in Attendance: John Yarmick, David Conte, Bob de Luna, Lorraine Cecere, Marc Cohen, Loraine Enlow, Christina Young, Chris Doyle

Absent Trustees: Jose Garzon, Richard Grassey, Carmela Collier, Michael Karp, Casey Lamb

Other Invitees: Franklin Headley, Ray McGarrigle, Patrick Ford

Date and Time: June 14, 2017, 6:30pm to 8:03pm

Location: Strook, Strook and Lavan LLP
757 Third Avenue Floor 37
New York, NY, 11106

AGENDA ITEMS

1. Approval of Board of Trustee Minutes Meetings
2. Committees and Task Forces
3. Old Business
4. New Business

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:30pm noting sufficient members for a quorum.
2. Mr. Headley introduced Nora Clancy who presented information on the renewal process, including step, where things stand and what has been seen at other schools. She discussed factors that lead to shorter renewals and shift of DOE away from hard goals to comparative goals. After a period of question and answer by several board members, Mr. Cohen other board members who were interested in renewal matters to participate in Admin and Planning Committee who would be dealing with the issue over the next year.



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3. Mr. de Luna presented the minutes of the May 24, 2017 meeting of the board. After, motions duly made, seconded, and unanimously carried the minutes of the March meeting were approved.
4. The Board adjourned to executive session to discuss Mr. Headley's evaluation. During this session, the Board voted to extend a new contract to Mr. Headley for the next school year.
5. On behalf of the Finance Committee, Mr. McGarrigle informed the board that the school was going to end the year in good financial health, though with a lower than expected surplus due to the previously discussed health insurance cost increases. Mr. McGarrigle then walked the Board through the 2017-18 budget, discussing both revenue and expenditures anticipated during the year. He then discussed the optimal budget surplus target and after some discussion amongst the board members, motions duly made and seconded, the Board unanimously adopted the 2017-18 School Budget.
6. Mr. Doyle then discussed changes to the Employee Handbook, discussing changes in sick, bereavement and personal leave policies. After some discussion between several board members, motions duly made and seconded, the Board unanimously voted to approve the Employee Handbook.
7. Mr. Headley discussed the proposed 2017-18 School Calendar, commenting on the various options considered and viewpoints expressed on the ideal location for Spring Break. After motions duly made and seconded, the Board unanimously voted to approve the 2017-18 School Calendar.
8. On behalf of the Admission Task Force, Mr. de Luna updated the board on enrollment levels and registration efforts. Mr. Ford then discussed attrition trends over the past four years, highlighting the very positive decline in attrition due to withdrawals due to parental choice.
9. For the Principal's Report, Mr. Headley updated the Board on the upcoming graduation events and recently completed overnight field trips and spring concert series.



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10. Mr. Cohen announced the proposed officer slate for the 2017-18 school year was unchanged from this year and as follows:

- Marc Cohen, President and Chairman
- Chris Doyle, Vice President and Vice Chairman
- Rick Grassey, Treasurer
- Robert de Luna, Secretary

Mr. Cohen noted that no position had more than one person interested in it.

With no further discussion, upon motions duly made, seconded it was:

RESOLVED that the board adopt the 2017-18 officer slate by unanimous vote.

11. Speaking on behalf of the Nominating Committee, Mr. Cohen listed the Class III trustees that were up for re-election for a three-year term ending June 2022. They were as follows:

- Chris Doyle
- Loraine Enlow
- John Yarmick

With no further discussion, upon motions duly made, seconded it was: RESOLVED that the board re-elect all Class III trustees for a full three-year term by unanimous vote.

12. Mr. Cohen then passed out a proposed 2017-18 Board of Trustees calendar.

13. There being no more new or old business, the Board Adjourned to closed session to discuss personnel matters at 7:53p.

A handwritten signature in black ink, appearing to read "Bob de Luna", is written over a horizontal line.

Bob de Luna, Secretary

Approved Aug 8, 2017