



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of July 31, 2019 Board Meeting**

Trustees in Attendance: Marc Cohen, Robert de Luna, Chris Doyle, Loraine Enlow (by phone, non-voting), Rick Grasse, Michael Guarini, Michael Karp, Casey Lamb, John Yarmick.

Absent Trustees: Gavin Schryver.

Other Attendees: Franklin Headley, Ray McGarrigle, Katie Whiting.

Date and Time: July 31, 2019, 6:38 pm

Location: Stroock, Stroock & Lavan LLP
767 Third Avenue, 37th Floor
New York, NY, 10017

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 6:38 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the June 12 board meeting were approved.
3. On behalf of the Nominations Committee, Mr. Guarini reported on progress in creating an informational packet for candidates for board membership and in formalizing the assessment and nominating process. He expects a draft will be ready for review at the August board meeting.
4. Mr. Headley reported that staff will be undergoing a full day of training on diversity, inclusion, and implicit bias.



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5. Mr. Cohen raised the topic of a retreat for board members--an opportunity to establish broad goals. He asked Ms. Whiting to send around possible dates for the retreat.
6. Mr. Cohen reported on his and Mr. Headley's meeting with Scott Crowley, VOICE's new lobbyist. The initial work will be to establish clear goals and identify candidates for possible board membership from the community.
7. Mr. Headley presented the Principal's report, beginning by thanking Ms. Whiting, who has assumed responsibility for hiring following the departure of a colleague. He provided an update on two construction projects: reconfiguration of space in the lobby for a security guard and creation of space for new mothers to express milk. He noted that VOICE currently has no students who have requested an immunization exemption. He concluded by reporting on his recent trip to Albany to meet with David Frank.
8. On behalf of the Admissions and Planning Committee, Mr. de Luna reported that registration was going well. More kindergarten spaces need to be filled at this point than expected, but the wait list is still sufficiently robust, so no problems are foreseen.
9. The board went into closed session at 7:15 pm to discuss a sensitive business issue and a personnel matter. No actions were taken.
10. The meeting was adjourned at 7:53 pm.


Robert de Luna, Secretary
Approved August 26, 2019



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of August 26, 2019 Board Meeting**

Trustees in Attendance: Marc Cohen, Robert de Luna, Chris Doyle, Loraine Enlow, Rick Grassey, Michael Guarini, Casey Lamb, John Yarmick.

Absent Trustees: Michael Karp

Other Attendees: Jasmine Calderone, Amy Dibiase, Patrick Ford, Franklin Headley, Matt Kolman, Ray McGarrigle, Karen Valbrun.

Date and Time: August 26, 2019, 6:30 pm to 8:22 pm

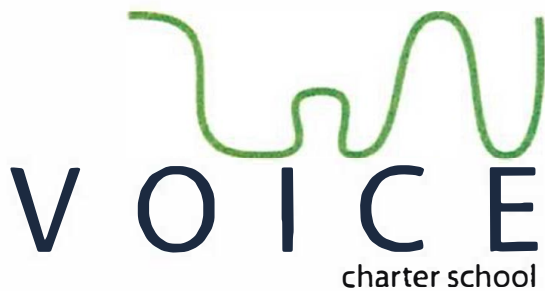
Location: VOICE Charter School
36-24 12th St.
Long Island City, NY, 11106

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 6:30 pm. Mr. de Luna served as meeting secretary.
2. Mr. Cohen introduced Ms. Calderone, who presented to the board about Kids Rise, a New York City-supported college savings program. She talked about its reach and functions, as well as eligibility. Ensuing discussion touched on funding caps, fiscal impacts, and program operation.
3. Mr. Kolman led a discussion of the recently released state test scores for the middle school grades, highlighting the potential factors behind each grade's respective performance, as

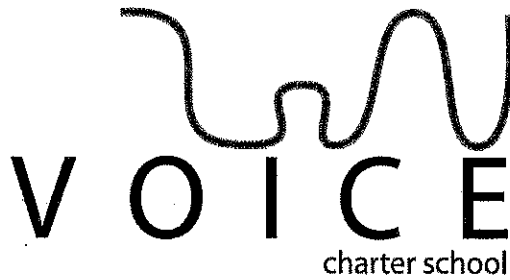


well as strategies undertaken in response. Ms. Dibiase led a similar discussion on results for grades 3-5. Mr. Headley provided addition insights on the scores, most of which reflected declines from the previous year.

4. After a small revision and a motion duly made and seconded, the minutes of the July 31 board meeting were approved.
5. Mr. Cohen introduced Karen Valbrun, a prospective board member. He noted we will be using the new on-boarding process, spearheaded by Mr. Guarini. He also noted that Gavin Schryver has resigned from the board, effective immediately, due to competing demands on his ability to participate. The board thanked Mr. Schryver for his service.
6. Mr. Cohen provided an update on plans for an upcoming board of trustees retreat, which he is working on with Ms. Lamb and Ms. Enlow.
7. Mr. Guarini reported on the recent professional development training on bias awareness and prevention, held at the Plaxall Gallery in Long Island City. He noted he was impressed by the program, which was collaborative and dynamic.
8. On behalf of the Finance Committee, Mr. McGarrigle provided a summary of last year's fiscal performance, noting we ended the year \$300,000 better than budgeted. For the new budget, reporting for July includes only expenses, as expected.
9. On behalf of the Audit Committee, Mr. Yarnick informed the board the annual audit was on track and would be presented at the next meeting.
10. On behalf of the Admissions and Planning Committee, Mr. Ford provided an update on student enrollment for the upcoming year, which appears to be on track for the start of the school year.
11. The board went into closed session at 7:52 pm to discuss personnel and real estate matters. No action was taken.
12. The meeting was adjourned at 8:22 pm.

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

Robert de Luna, Secretary
Approved Sept. 25, 2019



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**VOICE Charter School of New York
Minutes of September 25, 2019 Board Meeting**

Trustees in Attendance: Marc Cohen, Robert de Luna, Chris Doyle (via FaceTime), Michael Guarini, Casey Lamb.

Absent Trustees: Loraine Enlow, Rick Grassey, Michael Karp, John Yarmick.

Other Attendees: Sari Biddelman, Elizabeth Blair, Patrick Ford, Franklin Headley, Susheel Kurien, Ray McGarrigle, Karen Valbrun.

Date and Time: September 25, 2019, 6:45 pm to 8:15 pm

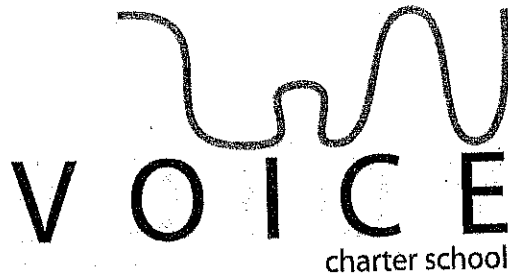
Location: VOICE Charter School
36-24 12th St.
Long Island City, NY, 11106

AGENDA ITEMS

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

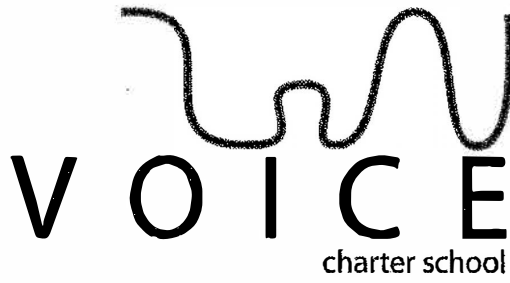
BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:45 pm. Mr. de Luna served as meeting secretary.
2. Following introductions for the first-time attendees, Mr. Cohen noted that the Nomination Committee was advancing work vetting three board member candidates, and one would be voted on this evening. To deliberate on that candidate, the board went into closed session at 6:55 pm. As a result of those discussions, and following a motion duly made and seconded, Ms. Valbrun was elected to the board by a unanimous vote. The board returned to open session.
3. After a motion duly made and seconded, the minutes of the August 26 board meeting were approved.



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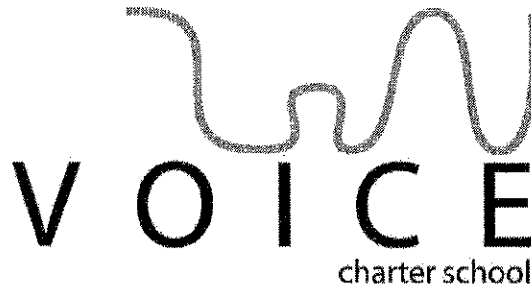
4. On behalf of the Admissions and Planning Committee, Mr. Ford provided an update on enrollment, noting that overall enrollment was a little below budget and that VOICE had experienced an unprecedented level of turnover. This turnover was similarly affecting other nearby charter schools. Following discussion of possible factors behind the turnover, Mr. Ford agreed to provide additional enrollment and discharge data for the next meeting.
5. On behalf of the Audit Committee, Mr. Cohen reported that a draft of the annual audit was nearing completion. The board would be expected to vote on the audit at the next meeting.
6. Mr. Cohen reported on developments related to contracted work with Scott Crowley, VOICE's lobbyist. His contributions have included finding useful resources, such as making a connection with the Plaxall Group, and arranging meetings with local elected officials.
7. On behalf of the Finance Committee, Mr. Cohen and Mr. McGarrigle reported that there were no significant deviations from budget over the first two months of the new fiscal year. Mr. Headley provided an update on unfilled positions.
8. Mr. Ford summarized construction projects completed during the summer and early fall.
9. Mr. Cohen provided an update on the retreat that he and Ms. Lamb have been working to arrange. He noted that it appears the retreat will need to take place on a Saturday afternoon, and possible dates would be sent around to determine everyone's availability. He is also working on engaging a facilitator for the retreat.
10. On behalf of the Education and Accountability Committee, Ms. Lamb reported that its next meeting was scheduled for September 27.
11. In his Principal's report, Mr. Headley noted that the new school year was starting out smoothly in terms of bus service and school operations. Back-to-school nights were scheduled in the coming days, and he shared his thinking on scheduling them closer to the start of school next year, before bus service starts, since more parents need to come to school then anyway. He also reported that a leadership consultant will attend the next meeting of the Education and Accountability Committee.
12. The board went into closed session at 8:03 pm to discuss a real estate matter. No action was taken.
13. The meeting was adjourned at 8:15 pm.



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A handwritten signature in black ink, which appears to read "Rt de Luna". The signature is written in a cursive, flowing style.

Robert de Luna, Secretary
Adopted Oct 21, 2019



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of October 21, 2019 Board Meeting**

Trustees in Attendance: Marc Cohen, Robert de Luna, Chris Doyle, Michael Guarini, Rick Grassey.

Absent Trustees: Loraine Enlow, Michael Karp, Casey Lamb, John Yarnick.

Other Attendees: Elizabeth Blair, Franklin Headley, Matthew Kolman, Ray McGarrigle, Karen Valbrun.

Date and Time: October 21, 2019, 6:35 pm to 8:00 pm

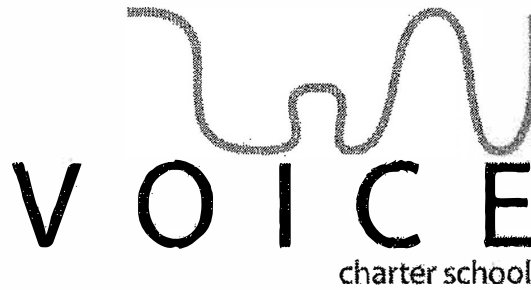
Location: VOICE Charter School
36-24 12th St.
Long Island City, NY, 11106

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 6:35 pm. Mr. de Luna served as meeting secretary.
2. Mr. Kolman led a discussion of standards-based grading, outlining the implementation underway in grades 3 through 8. Mr. Headley explained how standards-based grading is consistent with Voice's values.
3. On behalf of the Finance Committee, Mr. McGarrigle provided a summary of the school's financial performance, noting that income for the first month of the new fiscal year was below budget because of the unusual churn of students, but expenses were better than budgeted because of a few unfilled staff positions.
4. On behalf of the Audit Committee, Mr. McGarrigle noted that VOICE's auditors had been complimentary of the work the school does, the competence of the staff, and the disciplined



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approach to finances. After a motion duly made and seconded, the financial audit of 2019 was approved.

5. After a motion duly made and seconded, the minutes of the September 25 board meeting were approved.
6. On behalf of the Nominating Committee, Mr. Guarini provided an update on the status of two candidates under consideration for board membership.
7. In his Principal's report, Mr. Headley shared what he learned from a recent visit to the Da Vinci Schools in Los Angeles. He discussed recent outreach efforts to local elected officials and to Erik Joerss of the NYC Charter Center. He also discussed an upcoming educational conference in Syracuse, at which he will be speaking on a panel about charter schools.
8. Mr. Cohen provided an update on a planned board retreat, scheduled for December 14. Details will be provided at the November Meeting.
9. The meeting was adjourned at 8:02 pm.

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

Robert de Luna, Secretary
Adopted Nov 20, 2019



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VOICE Charter School of New York
Minutes of November 20, 2019 Board Meeting

Trustees in Attendance: Marc Cohen, Robert de Luna, Chris Doyle (by phone, on-voting), Rick Grassey, Michael Guarini, Casey Lamb, John Yarmick.

Absent Trustees: Loraine Enlow, Michael Karp.

Other Attendees: Sari Biddleman, Elizabeth Blair, Patrick Ford, Franklin Headley (by phone), Karren Jaime, Susheel Kurien, Ray McGarrigle, Karen Valbrun.

Date and Time: November 20, 2019, 6:35 pm to 8:20 pm

Location: VOICE Charter School Rm 101
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 6:35 pm. Mr. de Luna served as meeting secretary.
2. Ms. Jaime was introduced to the board as the new Parent Association co-chair. The mother of a kindergarten student, Ms. Jaime discussed her plans, including to recruit new Parent Association members and a co-chair and to raise funds.
3. After a motion duly made and seconded, the minutes of the October 21 board meeting were approved.

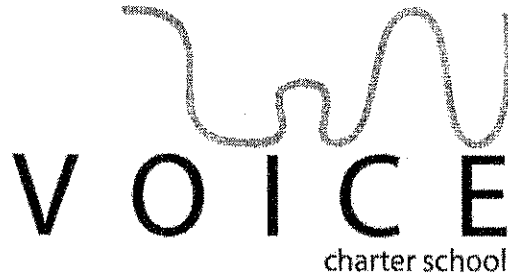


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4. On behalf of the Finance Committee, Mr. McGarrigle provided a review of the school's financial performance for the fiscal year through October, noting no surprises in the \$12 million budget. He also reported that the school remains highly liquid and provided an update on the school's interest-earning investments.
5. On behalf of the Education and Accountability Committee, Ms. Lamb discussed the academic goals and related metrics for the current school year.
6. On behalf of the Admissions and Planning Committee, Mr. Ford provided an update on enrollment. He noted that most wait lists have already been exhausted, but that some parents interested in applying for next year are taking advantage of the opportunity to register a child this year instead of worrying about the lottery. He also shared a review of the final enrollment data for the 2018-2019 school year, underscoring that 94 percent of last year's students had returned this year.
7. Mr. Cohen provided an update on the board retreat that will take place on December 14, including an overview of the goals and agenda.
8. The schedule for the upcoming student concerts was shared, and board members were encouraged to attend.
9. On behalf of the Nominating Committee, Mr. Guarini brought to the board for consideration two prospective candidates, Ms. Biddelman and Mr. Kurien. To deliberate on the candidates, the board went into closed session at 7:40 pm. As a result of those discussions, two actions were taken. Following a motion duly made and seconded, Ms. Biddelman was elected to the board by a unanimous vote. Following a motion duly made and seconded, Mr. Kurien was elected to the board by a unanimous vote. The board returned to open session.
10. Mr. Cohen reported on the work of Scott Crowley, Voice's contracted lobbyist. Mr. Crowley's recent work includes making important connections for VOICE in the community and paving the way for a potentially sizeable donation.
11. The board went into closed session at 8:05 pm to discuss real estate matters.
12. The meeting was adjourned at 8:20 pm.

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

Robert de Luna, Secretary
Adopted Dec 18, 2019



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of December 18, 2019 Board Meeting**

Trustees in Attendance: Marc Cohen, Sari Biddelman, Robert de Luna, Loraine Enlow, Rick Grassey, Michael Guarini, Michael Karp, Susheel Kurien, Casey Lamb, Karen Valbrun, John Yarmick.

Absent Trustees: Chris Doyle.

Other Attendees: Patrick Ford, Franklin Headley.

Date and Time: December 18, 2019, 6:40 pm to 8:00 pm

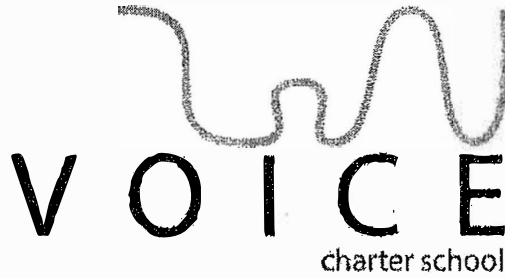
Location: UBS Financial Services, Inc.
1285 Avenue of the Americas
New York, NY 10019

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 served as meeting secretary.
2. Mr. Cohen thanked board members for their active participation in the December 14 retreat and noted that the retreat's facilitator will soon be sharing her summarizing report. He also announced that the Department of Education had officially approved VOICE's three new trustees.
3. After a motion duly made and seconded, the minutes of the November 20 board meeting were approved.
4. Mr. Cohen and Mr. Headley led a brief discussion about the Parent Association and its efforts to recruit new parents and establish its leadership.

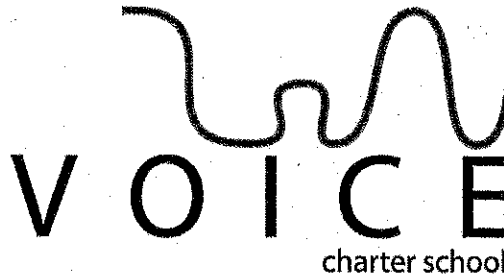


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5. On behalf of the Finance Committee, Mr. Grassey provided an update on the school's finances, noting that the school was performing well and meeting expectations.
6. In his Principal's report, Mr. Headley discussed the Charter Center's advisory group, of which he is a part, and other advocacy efforts.
7. Mr. Guarini reported on his meeting with members of TF Cornerstone: Building for Good Alliance--an active participant in Long Island City's real estate market--and discussions about possible ways they might help the VOICE community on such topics as student internships, coding, and branding.
8. Mr. Cohen and Mr. Headley led a discussion on the work to date of Scott Crowley, as well as the possible extension of his contract.
9. On behalf of the Education and Accountability Committee, Ms. Lamb summarized data from recent interim assessments for grades 3 through 5, providing comparisons to the equivalent testing data from last year. The ensuing discussion focused on the predictive value of these assessments and the role they play in goal setting.
10. On behalf of the Admissions and Planning Committee, Mr. Ford gave an update on enrollment and noted greater churn this year than in recent years. He then updated the board on upcoming recruitment mailings for next year's enrollment.
11. Mr. Cohen noted a new Department of Education requirement to file a succession plan for the school's leadership. Board members should anticipate the chance to review a draft and plan to vote on it at the next board meeting.
12. The meeting was adjourned at 8:00 pm.

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

Robert de Luna, Secretary
Adopted Jan 15, 2020



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of January 15, 2020 Board Meeting**

Trustees in Attendance: Marc Cohen, Sari Biddelman, Robert de Luna, Chris Doyle, Loraine Enlow, Rick Grassey, Michael Guarini, Michael Karp, Susheel Kurien, Casey Lamb, Karen Valbrun.

Absent Trustees: John Yarmick.

Other Attendees: Elizabeth Blair, Franklin Headley.

Date and Time: January 15, 2019, 6:45 pm to 8:30 pm

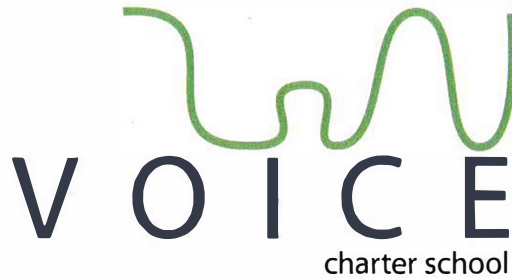
Location: Stroock & Stroock & Lavan LLP
180 Maiden Lane, New York, New York 10038

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 served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the December 18 board meeting were approved.
3. Ms. Blair provided an update on the Parent Association, noting new officers and planning for the Friendship Day event.
4. On behalf of the Education and Accountability Committee, Ms. Lamb provided an overview of school-wide goals and metrics, which led to a discussion of how the information may be adopted for a dashboard to be used by the school and the board.
5. On behalf of the Finance Committee, Mr. Grassey provided a budgetary update, noting that the school is performing well, with curricular and classroom expenses lower than budgeted. He



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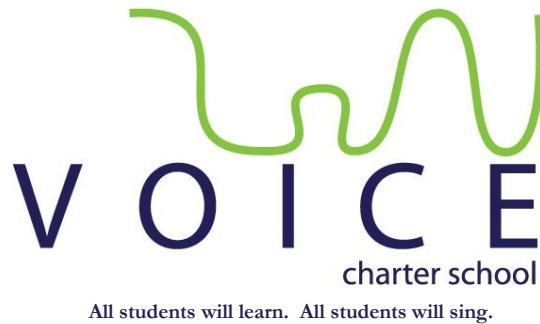
noted that more funds would be added to the school's interest-bearing account, which will generate income for the school while not affecting liquidity.

6. On behalf of the Admissions and Planning Committee, Mr. Cohen reported that enrollment was running a few students lower than budgeted, and, with the wait lists for most grades depleted, backfilling is being accomplished through outreach to applicants for next year. Preliminary planning for next year involves an additional classroom, with expectations that new space would be secured soon.
7. Mr. Cohen presented a draft leadership succession policy for VOICE. After a motion duly made and seconded, the succession policy was approved.
8. Mr. Cohen provided an update on a possible grant that would help VOICE with facility improvements.
9. Mr. Cohen led a discussion of next steps following December's board retreat.
10. Mr. Cohen led a separate discussion around charter renewal.
11. The meeting went into executive session at 7:45 pm to discuss real estate and personnel matters. No actions were taken.
12. The meeting was adjourned at 8:30 pm.

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

Robert de Luna, Secretary

Adopted Feb 12, 2020



**VOICE Charter School of New York
Minutes of February 12, 2020 Board Meeting**

Trustees in Attendance: Marc Cohen, Sari Biddelman, Robert de Luna, Chris Doyle (by phone, non-voting), Loraine Enlow, Rick Grassey, Michael Guarini, Michael Karp, John Yarmick.

Absent Trustees: Susheel Kurien, Casey Lamb, Karen Valbrun.

Other Attendees: Elizabeth Blair, Scott Crowley, Franklin Headley, Ray McGarrigle.

Date and Time: February 12, 2020, 6:35 pm to 8:11 pm

Location: UBS Financial
1285 Avenue of the Americas
New York, New York

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 6:35 pm. Mr. de Luna served as meeting secretary.
2. Mr. Crowley, a lobbyist engaged by VOICE, provided an update on his work to connect Voice with community organizations and elected officials.
3. Mr. Headley provided an update on his work with coalitions, including the Charter Center and the Coalition of Community Charter Schools. He summarized discussions with the leaders of other charter schools that had recently undergone charter renewal. He also reported that VOICE would likely host a citywide job fair on behalf of the Coalition of Community Charter Schools.



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4. Mr. Cohen shared insights garnered from other charter schools about their challenges, noting many struggle with survival issues. He concluded that VOICE is in a good place.
5. After a motion duly made and seconded, the minutes of the January 15 board meeting were approved.
6. Ms. Blair provided an update on the Parent Association, noting the success of the Friendship Day event and plans for future events.
7. Mr. Headley reported on staff promotions.
8. On behalf of the Finance Committee, Mr. McGarrigle reported that VOICE was in good shape, noting the continuation of recent trends, including below-budget student head count, above-budget funding for special education, and below-budget expenditures.
9. On behalf of the Audit Committee, Mr. Yarmick reported on preparation of VOICE's 990.
10. On behalf of the Admissions and Planning Committee, Mr. de Luna reported that the number of student applications for next year is lower than in previous years, continuing a multi-year trend. A discussion ensued about related concerns.
11. On behalf of the Education and Accountability Committee, Mr. Headley provided an overview of recent math test data, noting scores were lower in middle school, believed to be related to the departures of two teachers.
12. On behalf of the Human Resources and Talent Committee, Mr. Karp provided updates on teacher recruitment and plans to improve and formalize staff development.
13. Mr. Cohen reported that he expects the board's March meeting will include a presentation by the Music Committee and the April meeting will include members of VOICE's first graduating class to share insights about their applications to college.
14. The meeting went into executive session at 8:08 pm to discuss a real estate matter. No actions were taken.
15. The meeting was adjourned at 8:11 pm.

DocuSigned by:

Robert D. de Luna

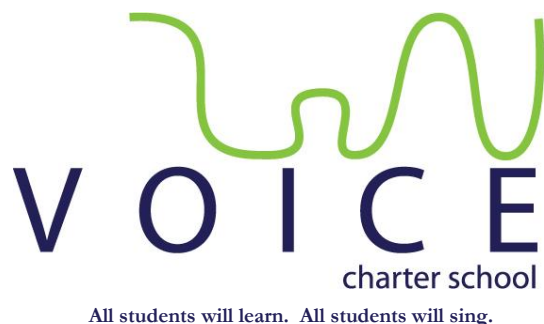
Robert de Luna, Secretary

Adopted March 11, 2020

36-24 12th Street, ▪ Long Island City, New York 11106

Phone Number: 718.361.1694 ▪ Fax Number: 646.537.1703

Email: info@voicecharterschool.org ▪ Webpage: www.voicecharterschool.org



**VOICE Charter School of New York
Minutes of March 11, 2020 Board Meeting**

Trustees in Attendance: Marc Cohen, Robert de Luna (via FaceTime), Chris Doyle, Rick Grassey, Susheel Kurien, Casey Lamb, Karen Valbrun.

Absent Trustees: Sari Biddelman, Loraine Enlow, Michael Guarini, Michael Karp, John Yarmick.

Other Attendees: Patrick Ford, Franklin Headley, Alana Howell, Ray McGarrigle, Annie Schulenberg.

Date and Time: March 11, 2020, 6:32 pm to 8:40 pm

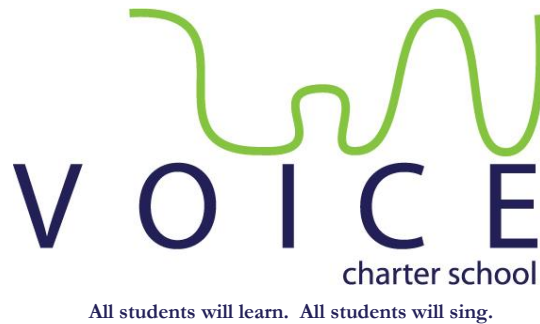
Location: VOICE Charter School
36-24 12th St. Rm 101
Long Island City, NY, 11106

AGENDA ITEMS

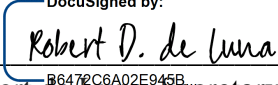
1. Approval of Board of Trustee Meeting Minutes
2. Committees and Task Forces
3. Old Business
4. New Business

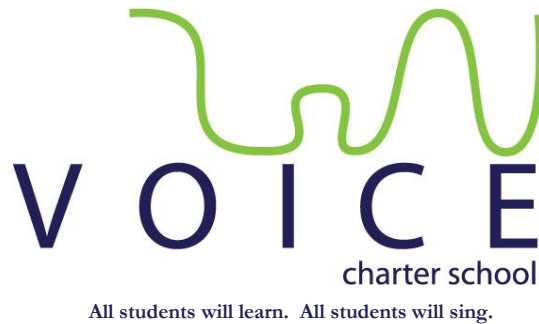
BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:35 pm. Mr. de Luna served as meeting secretary.
2. Ms. Howell and Ms. Schulenberg gave a presentation on the music program at VOICE, including the quantity and structure of music instruction across the grades, challenges related to instruction space, field trips, and curricular topics specific to different grades.
3. After a motion duly made and seconded, the minutes of the February 12 board meeting were approved.
4. Mr. Cohen and Mr. Headley discussed the recent kickoff of Cathy Nolan's re-election campaign.



5. On behalf of the Finance Committee, Mr. McGarrigle provided a financial update, noting that, while revenues and expenditures were lower than budgeted, the school's finances are sound.
6. On behalf of the Education and Accountability Committee, Ms. Lamb discussed issues in three grade bands, including how staff were adjusting in grades K-2, issues related to staffing changes in grades 3-4, and student survey results in grades 6-8. She also reported that the school has begun a search for a new K-2 director, as the current director will complete her service at the end of the school year..
7. On behalf of the Admissions and Planning Committee, Mr. Ford provided an update on enrollment and response rates for next year's enrollment cycle.
8. Mr. Headley discussed COVID-19-related issues, including its potential impact on the school, the ordering of food for families in case of a shut down, and steps VOICE was taking to reduce risk of spread at school. An in-depth discussion among board members ensued, touching on leave policies and potential school closures.
9. The board went into executive session at 8:35 pm to discuss a personnel matter.
10. The meeting was adjourned at 8:40 pm.

DocuSigned by:

Robert de Luna, Secretary
Adopted April 22, 2020



**VOICE Charter School of New York
Minutes of April 22, 2020 Board Meeting**

Trustees in Attendance: Marc Cohen, Sari Biddelman, Robert de Luna, Chris Doyle, Loraine Enlow, Rick Grassey, Michael Guarini, Michael Karp, Susheel Kurien, Casey Lamb, Karen Valbrun, John Yarmick.

Absent Trustees:

Other Attendees: Elizabeth Blair, Patrick Ford, Franklin Headley.

Date and Time: April 22, 2020, 6:35 pm to 7:47 pm

Location: Via Zoom

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 6:35 pm. Mr. de Luna served as meeting secretary. Mr. Cohen noted that the meeting via Zoom would be accepted by the State, given the COVID-19 pandemic, adding that it would be recorded and transcribed.
2. On behalf of the Admissions and Planning Committee, Mr. Ford reported that enrollment was frozen during the pandemic. The number of applications for next school year had been tracking the same as last year until the broad onset of the pandemic, at which point applications dropped off precipitously; the school ultimately received 1,103 unique applications, which reflects a decline of 27% from last year. The school's lottery took place on April 13, and enrollment and registration have begun on-line; parents can also schedule a meeting to enroll in person. Research has begun to determine which currently enrolled students may not be returning in the upcoming school year.



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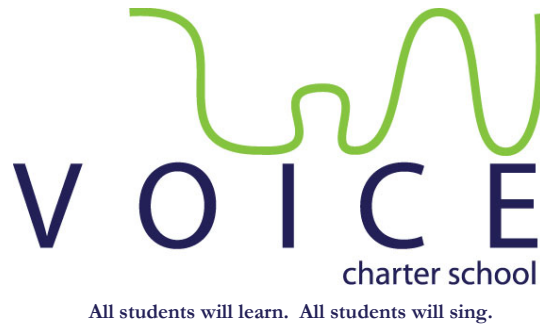
3. Mr. Ford led a discussion to determine the number of students to be admitted under next year's free-lunch preference. After a motion duly made and seconded, the board approved seven free-lunch preference slots.
4. On behalf of the Finance Committee, Mr. Grassey reported that VOICE and Cigna Health Care had agreed to renew the medical insurance contract, with a 10% increase. He added that VOICE had submitted an application to Citibank for a PPP small business loan and was awaiting a response. The committee was also working on the 403b plan for a handful of non-pedagogical employees. In addition, work is underway on a budget for the upcoming fiscal year that factors in the impact of the pandemic, including the possibility that the school could receive less funding from the state.
5. On behalf of the Human Resources Committee, Mr. Karp reported his committee would be meeting with the Finance Committee to discuss the impact on staff. Mr. Cohen added that ideas were welcome on how to better help students and improve the school.
6. In his Principal's report, Mr. Headley reported on VOICE's transition to virtual education. He noted VOICE's work to provide food to students and their families in need. He reported that VOICE did not receive any help from the Charter Center in its efforts to make sure every student has a computer at home on which to do school work; VOICE nevertheless distributed as many computers as it has students. Efforts are being made to support staff, with something different every week, including exercise equipment for the home, face masks, and online streaming service. Mr. Headley added that budgetary decisions were very unsettled, and upcoming discussions by the City Council and a call with the state's three charter school authorizers would both be important to follow. He added that a return to campus was unlikely for the remainder of this school year, and planning was underway to think through preparedness for the different possible scenarios for the fall.
7. The meeting was adjourned at 7:47 pm.

DocuSigned by:

Robert D. de Luna

Robert de Luna, Secretary

Adopted May 20, 2020



**VOICE Charter School of New York
Minutes of May 20, 2020 Board Meeting**

Trustees in Attendance: Marc Cohen, Sari Biddelman, Robert de Luna, Chris Doyle, Rick Grassey, Michael Guarini, Michael Karp, Susheel Kurien, Casey Lamb, Karen Valbrun, John Yarmick.

Absent Trustees: Loraine Enlow.

Other Attendees: Elizabeth Blair, Asjah Davis, Patrick Ford, Franklin Headley, Ray McGarrigle.

Date and Time: May 20, 2020, 6:40 pm to 8:47 pm

Location: Zoom Virtual Meeting

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 served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the March 11 board meeting were approved. Following the identification of a typographical error and after a motion duly made and seconded, the minutes of the April 22 meeting were approved.
3. Mr. Cohen reported that an emergency board meeting was held on April 5 to discuss VOICE's application for a PPP loan, and he asked Mr. Ford to reach out to Mr. Doyle for the recording to facilitate drafting of the meeting minutes.
4. Mr. Ford provided an update on next year's enrollment cycle, focusing on registration of new families and virtual open houses, including data comparisons to previous years. Discussion ensued about early data on enrollment shortfalls, which will be discussed in



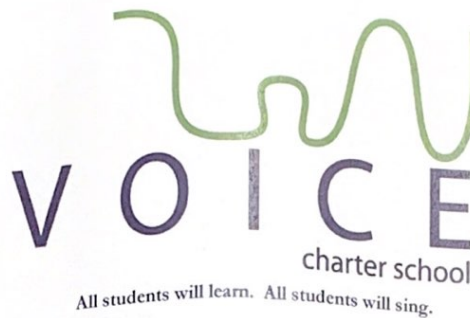
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greater detail at an upcoming Admissions and Planning Committee meeting. Mr. Headley noted that engagement over the summer of returning and new families will be important.

5. On behalf of the Education and Accountability Committee, Ms. Lamb summarized discussions she had had with the three school directors on the transition to online learning, focusing on participation, student progress, and areas of concern. Board members discussed reading assessments and student promotion.
6. On behalf of the Human Resources Committee, Mr. Karp provided an update on employee well-being and the challenges of hiring for next year on a completely virtual basis.
7. On behalf of the Finance Committee, Mr. Grassey and Mr. McGarrigle provided a financial update, highlighting new expenses and savings that have resulted from the school operating remotely. Overall, with per-pupil funding frozen at pre-COVID levels, overall impact on the current fiscal year's budget is now expected to be minimal. He noted that the committee continues to work on next year's budget, which is challenging given so many unknowns. He reported that VOICE had been approved to receive a PPP loan, and VOICE has received \$1.8 million. Discussion ensued about the loan's requirements and how the funds would be spent. A subsequent discussion focused on accounting related to the Chromebooks provided to families to make possible remote learning.
8. On behalf of the Music Committee, Mr. Kurien shared what he'd learned from recent discussions with VOICE's music teachers, including the special challenges of teaching music remotely and some of the teachers' perfect-world wishes.
9. In his Principal's report, Mr. Headley discussed the different possible reopening scenarios for both summer school and the fall semester. VOICE has not yet received any related guidelines. He also discussed steps planned to engage families, including sending them care packages and providing information about children's medical needs and immunizations. He also discussed VOICE's graduation and its summer schedule.
10. The board went into executive session at 8:15 to discuss a real estate matter. No actions were taken.
11. The meeting was adjourned at 8:47 pm.

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

Robert de Luna, Secretary
Approved June 10, 2020



VOICE Charter School of New York
Minutes of June 10, 2020 Board Meeting

Trustees in Attendance: Marc Cohen, Sari Biddelman, Robert de Luna, Chris Doyle, Rick Grasse, Michael Guarini, Michael Karp, Susheel Kurien, Casey Lamb, Karen Valbrun, John Yarmick.

Absent Trustees: Loraine Enlow.

Other Attendees: Patrick Ford, Franklin Headley, Ray McGarrigle, Thomas Ficeto, Jordan Paul.

Date and Time: June 10, 2020, 6:35 pm to 8:59 pm

Location: Zoom Virtual Meeting

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 6:35 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the May 20 board meeting were approved.
3. On behalf of the HR Committee, Mr. Karp invited Mr. Headley to explain proposed revisions to the Employee Handbook. Mr. Headley described the changes, including updated language on workplace safety, changes to paid leave and voting time-off policies, and new online remote learning policies. After a motion duly made and seconded, the newly revised Employee Handbook was approved.
4. On behalf of the Finance Committee:



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- Mr. Grassey presented Financial Policy and Procedure updates. Discussion ensued on the scope, auditing, and procedures in place, the nature and handling of routine financial transactions, and the tracking of staff hours during remote work. Mr. Ficeto and Mr. Headley further explained these processes. After a motion duly made and seconded, the revisions to the FPP document were approved.
 - Mr. McGarrigle presented May financial data and reported that expenses for the current fiscal year have run a couple hundred thousand over budget, due to COVID-19, and VOICE is applying to FEMA for reimbursement of some of those expenses. Regardless, the school will end the year with a smaller-than-budgeted surplus.
 - Mr. McGarrigle then presented the school's proposed 2020-21 budget. Discussion ensued on budgeting considerations and worst-case scenarios related to the COVID-19 pandemic, enrollment fluctuations, potential State budget cuts, and technological purchasing needs to support remote learning. Mr. Headley and Mr. Grassey explained that the budget assumptions were conservative, and contingencies have also been discussed for other unforeseen financial setbacks. After a motion duly made and seconded, the budget was approved.
 - Mr. Grassey then updated the board on expanded liability insurance coverage for the school and its directors and officers and an expanded retirement plan for school staff.
5. On behalf of the Education and Accountability Committee, Ms. Lamb updated the board on recent virtual class visits and forthcoming end-of-year assessment discussions. Links to recorded video classes would be shared with the board.
 6. On behalf of the Admissions and Planning Committee, Mr. de Luna presented an enrollment overview, and Mr. Ford expanded on plans to fill enrollment gaps and strategies in case of an enrollment shortfall as the process progresses.
 7. On behalf of the Music Committee, Mr. Kurien shared thoughts about adaptations needed for music curriculum in light of the COVID-19 crisis. Conversations with Mr. Headley and VOICE music teachers have been underway.
 8. On behalf of the HR Committee, Mr. Karp reported that the committee would meet next week, with staff development on the agenda.
 9. On behalf of the Nominating Committee, Mr. Cohen presented the trustees whose three-year terms were ending and who have generously agreed to be considered for another term. Mr. Guarini noted that the Nominating Committee strongly endorsed all four board members for new three-year terms: Mr. Doyle, Mr. Yarmick, Ms. Enlow, and Mr. Kurien. After a motion duly made and seconded, the board re-elected all four. Mr. Cohen also put forth the candidates for board officer positions: Mr. Cohen as Chair; Ms. Lamb as Vice



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Chair; Mr. Grassey as Treasurer; and Mr. de Luna as Secretary. Mr. Guarini shared that the Nominating Committee has recommended all four be elected. After a motion duly made and seconded, the board elected all four to the corresponding positions. Mr. Cohen then thanked Mr. Doyle for completing his exemplary service to the board as Vice Chair, a sentiment that was echoed by the rest of the board; Mr. Doyle will continue serving as a board member.

10. Mr. Cohen noted that the board would participate in anti-bias training for executive leadership in the following months, and candidates to lead the training were being vetted.
11. Mr. Cohen shared high school admission highlights from VOICE's new graduating class, as well as a few college admission highlights from VOICE's first graduating class.
12. In his Principal's report, Mr. Headley reported that a VOICE building would be reopening the following day, after a visit by a building inspector earlier in the week, with signs added to promote mask wearing and social distancing; 60 families were expected to come on the first day to receive food and books, among other items. He reported that this year's hiring season had been one of the best in years. He also talked about discussions spurred by the George Floyd killing, including a commitment for staff to work on communication related to racial and social justice. He shared information on end-of-year virtual events for students. He concluded with a discussion of states' and localities' plans and guidance for reopening schools to students in the fall, adding that supplemental board and/or committee meetings might be necessary depending on forthcoming New York State guidance.
13. Mr. Cohen noted the dates of upcoming board meetings: July 22 and August 19.
14. The board went into executive session at 8:34 to discuss a personnel matter. As a result of the session, the board authorized extending an offer letter to Mr. Headley to continue as Executive Director for the coming year.
15. The meeting was adjourned at 8:59 pm.

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

Robert de Luna, Secretary
Approved July 22, 2020