



All students will learn. All students will sing.

VOICE Charter School of New York Minutes of July 20, 2022, Board Meeting

Trustees in Attendance: Casey Lamb, Sari Biddelman, Robert de Luna, Chris Doyle, Sheila Durant, Rick Grassey, Michael Guarini, Susheel Kurien, Karen Valbrun.

Absent Trustees: Marc Cohen, Michael Karp, Christine Papania.

Other Attendees: Nora Clancy, Jacob Claveloux, Diana DiCocco, Isabella Sperduto.

Date and Time: July 20, 2022, 4:37 pm to 6:41 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. Ms. Lamb called the board meeting to order at 4:37 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb shared meeting norms and reminded board members of the school's mission and values.
3. Ms. Lamb reported that Loraine Enlow has decided to resign from the board due to changes in her schedule that make her availability to VOICE inconsistent. Board members echoed Ms. Lamb's expressions of gratitude for Ms. Enlow's active engagement during her service, especially for her work on the Music Committee.
4. Ms. Lamb introduced Isabella Sperduto, of Apple Tree Institute for Education Innovation, a Washington, DC-based research organization focused on early childhood education programs, to provide an overview and answer questions as VOICE begins to explore the possibility of starting a prekindergarten. Noting that 10 percent of charter schools currently



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offer prekindergarten, Ms. Sperduto addressed a range of topics, including the application process, expectations following an approval, governmental oversight, program assessment, internal governance, funding challenges, and commonalities and differences among existing preK programs. In summary, Ms. Lamb identified a few of the questions that VOICE would need to explore further, including budget challenges and the timing of possible implementation, and she proposed the board establish a task force to take on these considerations.

5. Ms. Lamb provided an update on the TNTP engagement, reporting that a culminating day will take place in August with the VOICE staff, followed by the delivery of TNTP's final report at the end of August. Ms. Lamb proposed that the board might consider dedicating half of the September board meeting or perhaps a standalone retreat (in September) to review and follow up on the final report.
6. Reflecting on Ms. Enlow's departure from the board, Ms. Lamb suggested the board place new focus on board member recruitment and possibly growing the board. She proposed that a discussion with Scott Crowley might be a good next step.
7. After a motion duly made and seconded, the minutes of the June 22 board meeting were approved.
8. Ms. Lamb welcomed Ms. Clancy, of Pasek Consulting, and Mr. Claveloux, who provides legal support to VOICE, for a discussion about their respective reviews of and suggested edits to VOICE's bylaws. Most of the existing bylaws are still appropriate, and the discussion focused on nuanced points and updates, including the language about the number of board members.
9. Ms. Lamb adjourned the meeting at 6:41 pm.



Robert de Luna, Secretary



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**VOICE Charter School of New York
Minutes of August 24, 2022, Board Meeting**

Trustees in Attendance: Casey Lamb, Sari Biddelman, Marc Cohen, Robert de Luna, Sheila Durant, Michael Guarini, Michael Karp, Susheel Kurien, Karen Valbrun.

Absent Trustees: Chris Doyle, Rick Grassey, Christine Papania.

Other Attendees: Diana DiCocco, Anjelica Hall, Franklin Headley, Ray McGarrigle.

Date and Time: August 24, 2022, 4:33 pm to 6:18 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. Ms. Lamb called the board meeting to order at 4:33 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb reviewed meeting norms and the school's mission and values.
3. After a motion duly made and seconded, the minutes of the July 20 board meeting were approved.
4. In his Principal's report, Mr. Headley reported that all teachers had returned after the summer break to attend professional development and review data on grade-level student performance. The school is well staffed, with most openings filled, and there is already a sense of positive energy among the staff. He noted the uptick in student registration, including more than a dozen expected English Language Learners from families who were recently bussed to New York City by the Governor of Texas. Among the additions to the school this year are new space to be used by third graders and two new school directors,



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one of whom is returning to VOICE. On Friday of this week, VOICE will host a community event—a carnival for new and prospective families.

5. Ms. Lamb provided an update on an event focused on improving the school's leadership structure and curricular alignment. The event was led by the school's consultant TNTP, with participants including VOICE's strategy team and three board members. Ms. Durant reported that the event was very exciting, it was a great opportunity to meet staff members, and she would be happy to work with TNTP again. Ms. Valbrun reported that the meeting was well led, participants were made to feel comfortable, and all were left with great information and lots to think about. While the TNTP engagement was scheduled to end later this month, the work will take a little longer to complete. Discussion ensued about metrics, the engagement's goals, and the board's preparedness to hear a planned TNTP presentation. It was agreed that the presentation would proceed since no action was expected, and additional discussion would continue at the board's planned retreat next month.
6. Ms. Hall from TNTP presented a high-level summary on the engagement, recapping the key focal areas of the event they'd led and the recommendations that came out of it. She echoed the thoughts of board members that the board will need to flesh out clear goals and objectives with the strategy team and confirm the key performance indicators that will be consistently shared. Board members expressed an interest in sharing input on the timeline, process, and approach. Mr. Headley added that these priorities will be informed by VOICE's core value of "care" and noted that the strategic team will regroup on the priorities, goals, metrics, and cycles in the planning process. Ms. Lamb suggested that the TNTP overview should inform the agenda for the board's September retreat.
7. Ms. Lamb presented two date options for the September retreat: Wednesday, September 21 or Thursday, September 22, from 4 pm to 8 pm. The plan is for an abbreviated monthly board meeting to precede a larger discussion.
8. Ms. Lamb led a discussion of the charter renewal documents that had previously been shared with board members, including the narrative and the charter. The discussion touched on proposed changes to the charter, as well as updates to the bylaws. Following a motion duly made and seconded, the board approved the documents that make up the charter renewal packet, with an understanding that minor revisions and corrections could still be made without additional board review.
9. Among the changes to the bylaws was the establishment of an expectation that the number of board members would be set. Following discussion, and after a motion was duly made and seconded, the board approved an amendment to the bylaws to set the number of board members at 12.



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10. Ms. Lamb noted that, in terms of board committees, the law requires only that the board have a Finance Committee, an Education Accountability Committee, and an Executive Committee. She proposed that VOICE could consider creating ad hoc task forces and consolidating the committees. This can also be discussed during the September retreat.
11. Ms. Lamb shared some upcoming dates related to the charter renewal process, including September 1 for the charter renewal submission, October 3 (tentatively) for the related public hearing, and October 4 for the site visit and board interview,
12. Ms. Lamb reported that Mr. Cohen and Mr. de Luna had volunteered to work on a Pre K Task Force.
13. On behalf of the Admission and Planning Committee, Mr. de Luna provided an update on enrollment, noting that 45 new students have registered in the last two weeks resulting from marketing and other outreach efforts. He cautioned that dramatic swings have happened in recent years during the first two weeks of classes, so follow-up will continue to be needed.
14. On behalf of the Finance Committee, Mr. McGarrigle provided a closing look at the fiscal year that ended on June 30, with a loss of \$1.25 million, as expected, due to the school's under-enrollment throughout the school year.
15. Ms. Lamb adjourned the meeting at 6:18 pm.


Robert de Luna, Secretary



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**VOICE Charter School of New York
Minutes of September 22, 2022, Board Meeting**

Trustees in Attendance: Casey Lamb, Sari Biddelman, Marc Cohen, Robert de Luna (via Zoom), Chris Doyle, Sheila Durant, Rick Grassey (via Zoom), Michael Karp.

Absent Trustees: Michael Guarini, Susheel Kurien, Karen Valbrun.

Other Attendees: None.

Date and Time: September 22, 2022, 7:49 pm to 8:10 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. Ms. Lamb called the board meeting to order at 7:49 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb reported that Christine Papania has decided to step down from the board because she is starting a new job that will limit her ability to volunteer her time. Ms. Lamb thanked Ms. Papania for her service to the board and her rich knowledge of music.
3. After a motion duly made and seconded, the board approved an amendment to the bylaws to set the number of board members at 11.
4. After a motion duly made and seconded, the minutes of the August 24 board meeting were approved.

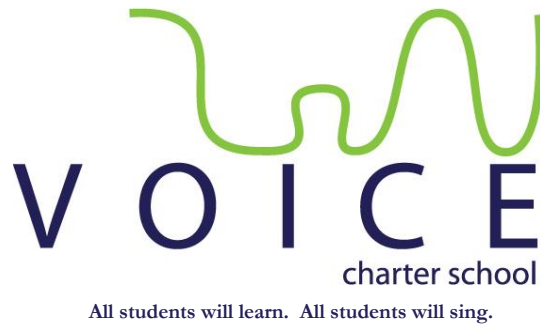


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5. On behalf of the Finance Committee, Mr. Cohen reported that the new fiscal year started as expected, with no income in August. Spending on temporary help was a little higher than budgeted, reflecting a few full-time positions that had not yet been filled.
6. Ms. Lamb shared that she and Ms. Durant are interested in participating in the work of the Pre K Task Force, joining Ms. Biddelman, Mr. Cohen, and Mr. de Luna.
7. On behalf of the Admissions and Planning Committee, Mr. de Luna reported that total enrollment for the new school year stands at 752 students, in line with the 751 budgeted for the full year. He added that in recent weeks the school has enrolled 65 children from migrant families who were bussed from Texas and are currently housed in neighborhood shelters. He added that the school's first effort to enroll an entire new class of sixth graders was successful.
8. Related to the school's charter renewal, Ms. Lamb reported that all the required documents were submitted on time, the public hearing has been scheduled, and the interview of board members has been rescheduled. We can expect to get some official response in December or January.
9. Ms. Lamb adjourned the meeting at 8:10 pm.



Robert de Luna, Secretary



VOICE Charter School of New York Minutes of October 26, 2022, Board Meeting

Trustees in Attendance: Casey Lamb, Sari Biddelman, Marc Cohen, Sheila Durant, Michael Guarini (via Zoom), Rick Grassey (via Zoom), Michael Karp (via Zoom), Susheel Kurien, Karen Valbrun (via Zoom).

Absent Trustees: Chris Doyle.

Other Attendees: Franklin Headley, Diana DiCocco, Patricia Davis.

Date and Time: October 26, 2022, 4:34 pm to 6:03 pm

Location: VOICE Charter School and 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. Ms. Lamb called the board meeting to order at 4:34 pm.
2. Ms. Lamb reviewed the slightly updated norms, highlighting a new norm focusing on seeking and valuing different perspectives.
3. There was an edit made to the attendance of September's minutes. After a motion duly made and seconded, the minutes of the September 22 board meeting were approved.
4. Ms. Lamb shared the news that Robert de Luna has resigned from the board. She and other Trustees expressed gratitude for his service, recognizing he was one of the longest serving members, and also appreciated his contributions to enrollment specifically.
5. There was discussion about potential reasoning behind recent resignations, including the shift of coming back in person since the pandemic, as well as family engagements and other commitments. The Nominating/Governance committee will explore this. There was



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also discussion on the high time commitments required of board members. Ms. Biddleman noted that this relates to the topic of restructuring the committees, which will be addressed in a future meeting.

6. After a motion duly made and seconded, the board approved a resolution to set the exact number of board members to 10.
7. Ms. Lamb reminded the board to fill out the post retreat survey, which includes preferences on time and locations of future board meetings. She also reminded the Board that the time of the meetings was changed to start earlier so board members could have the ability to spend time within the community at the school.
8. During the Principal Report, Mr. Headley spoke about a visit from Mr. Cahn, who started Cahn Fellows. He spent a lot of time in classrooms speaking to the students about their experience, and the visit went well. Mr. Headley gave an update on the renewal process – the hearing has been completed and we received positive support from alumni and the principal of PS111. The next steps are for the city to make a recommendation, which is likely to happen in February or March. Mr. Headley also spoke about the newly reorganized Strategy team (Directors) and Leadership team, which consists of all supervisors at VOICE. He mentioned the team is functioning at a high level, completing weekly walkthroughs of the school. An area of growth for the team is alignment across the divisions. There was discussion about the need for a strong communication strategy that's consistent across the divisions.
9. Mr. Headley gave an update on the school's work with newcomers and asylum-seeking families. VOICE will be hosting a coat drive event for these families on November 4th, staffed by VOICE's social workers and Spanish speaking staff. PA officers will also attend to assist with a parent buddies' program and further support. The event will include coat distribution, government ID signups, and laundromat services. VOICE is also working with Jacob Riis to provide adult English language classes and with the charter center to have a visitor observe the ENL program and see the experiences of the students. There was discussion about whether to try to publicize this event or related efforts to highlight the good work that VOICE is doing in the community.
10. Patricia Davis shared a PA report. She mentioned that the PA has been able to connect families with Hour Children, located across the street from the school, for donations. She reflected that the start of the year has been going well, highlighting the sports teams and the introduction of PowerSchool for parents. PowerSchool has provided more transparency, showing real time data on their child. PowerSchool training has also been provided to parents. There has been great enthusiasm from newcomers for the soccer team - overall,



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they're looking to have more opportunities for newcomers and as a whole community together in music and sports.

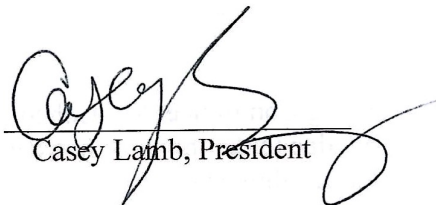
11. Mr. Headley shared about a visit from Schola, a vendor VOICE works with for enrollment, to film classrooms for a promotional video.
12. An update on the conclusion of the TNTP engagement was shared. The task force hasn't met to review the final deliverables, which consist of recommendations, and an implementation plan on the school and board level. The next steps are to review a revised job description for Mr. Headley and begin strategic planning.
13. Ms. Lamb gave a recap of last month's productive board retreat. During the retreat, committee restructuring was proposed and the need for a multi-year strategic plan was discussed. The board is hoping to have a 3-5 year plan put in place by June 2023. The board is considering bringing in Pasek Consulting to assist with the strategic plan – they also worked with VOICE during the renewal process. They would like to focus on the branding of VOICE during this planning, as well, which presents a unique challenge for charter schools when trying to recruit teachers and students. There are hopes to launch this planning by December or January – it is still to be determined the amount of board and Strategy team engagement needed for this process. The Strategy team expressed the hope for board members to visit the building during school hours and work together to make this a collaborative process.
14. On behalf of the Admissions & Planning Committee, Mr. Cohen reported that enrollment is ahead of the goal for this year, largely due to the influx of newcomers that have enrolled in VOICE this Fall. When reviewing the enrollment dashboard, the board discussed the amount of students who did not return from the last year's last day of school, resulting in 12% not returning. This is a typical percentage year to year. Mr. Cohen also shared that he has been accumulating information on the PreK process. Mr. Cohen spoke to a school in Washington Heights that was just approved for PreK – they shared insights on the quantity of students in their program and the amount of space needed..
15. Mr. Headley gave an update on facilities. As of now, grades 3-5 will most likely move to the DiMarco building, with grades 6-8 staying in Lena Horne campus. The architects and engineers are currently working on a plan to connect the two buildings with a secure egress. The anticipated timeline has VOICE formally occupying the new space by summer 2023.
16. On behalf of the Finance Committee, Mr. Grassey & Mr. Cohen noted positive trends in the September financials thanks to meeting enrollment targets. SPED numbers are lower



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than budgeted, but often over the course of the year. Personnel costs are under budget while temp costs are slightly over. There was a discussion about the challenge of translating temps to entry level positions, partly due to the compensation strategy for the overall school. VOICE has been able to convert two temp employees to staff in the HR and Finance department.

17. Ms. Lamb noted that there will be an audit meeting tomorrow, as the the annual audit is due to the state by November 1st. Once approved, documents will be sent to the board.
18. Ms. Lamb and Mr. Headley provided an academic update. The EAC committee hasn't met yet - iReady is being administered, but no results yet. Ms. Lamb has been working on how to track data and have results available on a board level – once the metrics are defined by the end of October, EAC will meet to discuss and review data.
19. Though the Governance committee has not formally been established, Ms. Lamb encouraged members to review the proposed charter and email her if interested in joining.
20. Mr. Headley notified the board that "Frank Headley Presents" is back, which consist of announcements to staff about tickets to Broadway shows and other events around the city.
21. Ms. Lamb adjourned the meeting at 6:03 pm.



Casey Lamb, President



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**VOICE Charter School of New York
Minutes of November 16, 2022, Board Meeting**

Trustees in Attendance: Casey Lamb, Sari Biddelman (via Zoom), Marc Cohen, Chris Doyle, Rick Grassey (via Zoom), Michael Karp (via Zoom).

Absent Trustees: Sheila Durant, Susheel Kurien, Karen Valbrun, Michael Guarini

Other Attendees: Franklin Headley, Diana DiCocco, Patricia Davis, Braceson Pennyfeather.

Date and Time: November 16, 2022, 4:40 pm to 5:36 pm

Location: VOICE Charter School and 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. Ms. Lamb called the board meeting to order at 4:40 pm.
2. Ms. Lamb started the meeting by reviewing the norms and reading the mission aloud.
3. After a motion duly made and seconded, the minutes of the October 26 board meeting were approved.
4. PA co-chair, Patricia Davis, shared a Parent Report. The PA officers had a meeting with parents on Monday, where they gave feedback on the involvement of the PA. They also would like to have an in-person meeting at the school once a month. They are figuring out how to further connect with newcomer families at VOICE. One of the biggest challenges newcomer families are facing are applying for jobs – the PA officers brainstormed how to support families with this during their officers meeting with Mr. Headley. One idea they are exploring is a buddy program for new families. Ms. Davis' son, Braceson Pennyfeather, was also present. Mr. Pennyfeather told us about his experience in the 6th grade so far this



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year, discussing his likes and hobbies, his most recent track meet, and what he is learning in his Social Studies class.

5. During the Principal Report, Mr. Headley spoke about how the school is navigating enrollment volatility, highlighting some of the proactive steps the staff is taking to forge partnerships in the community, and to identify and retain new families. Some partnerships discussed were with a food bank and a local soccer program.
6. Mr. Headley also previewed the upcoming December concerts and Parade of Nations event, potentially occurring in January. VOICE also hosted their first night of adult English language classes for newcomer families – 12 people were in attendance for the first class. Jacob Riis provided the instructor and classes take place after school 3 days a week, with childcare provided in the office. Mr. Headley gave an update on the support fair VOICE hosted for the newcomer families. The families enjoyed the event and it was great to see the school come together. The event included a coat and clothing drive, voucher distribution for laundromat services, Kids Rise sign-ups, and discussions with the Social Work team for further needs assessments.
7. Mr. Headley shared a summary from a visit from The Charter Center's Collaborative to observe the English for Non-native Learners program and give feedback. One key takeaway from the visit was a lot of engagement and love and joy in the classrooms. The areas of growth were around planning with every students' needs in mind. The next steps will be to explore tailored PD sessions with The Collaborative. When VOICE welcomed 70 families who had recently arrived in the U.S., at first it seemed none of the children spoke English. However, in a few months that has shifted as some students have become more comfortable to demonstrate pre-existing English skills and others have shown increased proficiency in English.
8. Mr. Kurien joined Mr. Headley and the architect during a walkthrough of the new building VOICE will be occupying next school year. During the walkthrough, they identified an egress they would like to build between the two buildings and the architect provided options. They will be creating a list of things that are needed before we occupy the space next fall.
9. Mr. Headley previewed that the Student Discipline Code has been updated in response to new State laws related to due process and rules about who can conduct suspension hearings. The new Code will be shared with the EAC committee before being presented to the Board. There was discussion around if students can understand the discipline code and if there's language around bullying on social media or student disputes that occur outside of school grounds.



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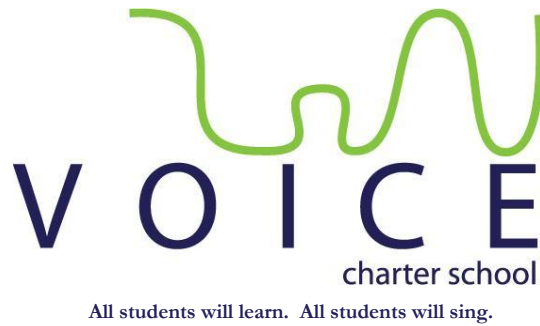
10. Ms. Lamb gave updates from the retreat feedback survey. The board will move forward with consolidating and updating committees. The revised Finance, Governance, and EAC committees will meet before the December board meeting to look at their charters. Additionally, she shared that KPIs are also almost finalized and will be reviewed by the new committees.
11. The TNTP task force met on Monday to review final reports. They updated a job description for Mr. Headley and will be meeting with the HR Manager and Mr. Headley to align on the evaluation process and final tweaks to the job description. This will be brought to the board in December. The remaining action items on TNTP's implementation plan included finalizing KPIs, translating the data dashboard on a board level, and using information to update and norm the teacher evaluation process across the three divisions.
12. Mr. Headley reported on VOICE's Strategy team retreat that occurred last Friday. They spent time looking at the current state and progress towards goals. For strategic planning recommendations, Ms. Lamb and Mr. Karp have been talking to consultants and recommendations sent by the Charter Center, with a goal of launching a process in early 2023. The school-based Strategy team will drive this process, working closely with a small board task force who will provide guidance.
13. On behalf of the Admissions & Planning Committee, Mr. Cohen reported that there has only been a small change in students from last month to this month. There was a projection of losing 13-14 students this month, but that hasn't happened yet. The students that have been leaving are a mix of newcomer families that have relocated and families enrolling in district schools. VOICE has seen students return to the school after leaving for district schools, as well.
14. On behalf of the Finance Committee, Mr. Grassey reviewed the finances and noted budget items that drive financial success. The influx of new students has been helpful when looking at finances and we're hopeful we can maintain a good number. It will be an ongoing discussion on balancing the budget if we lose students. Overall, we were in a good financial position last month, but it dropped this month, which is being closely monitored. Director of Finance, Thomas Ficeto, will create a report for the committee on the seasonality spend on some of the items causing the drop.
15. Ms. Lamb previewed agenda items for the December board meeting, including the new ED JD, KPIs, committee charters, PreK discussions, and strategic planning.
16. Ms. Lamb adjourned the meeting and went into executive session at 5:36 pm.



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A handwritten signature in black ink, appearing to read "Casey Lamb".

Casey Lamb, President



**VOICE Charter School of New York
Minutes of December 21, 2022, Board Meeting**

Trustees in Attendance: Casey Lamb (Zoom), Sari Biddelman (Zoom), Sheila Durant (Zoom), Michael Guarini (Zoom), Rick Grassey (Zoom), Susheel Kurien (Zoom), Karen Valbrun (Zoom).

Absent Trustees: Marc Cohen, Chris Doyle, Michael Karp.

Other Attendees: Franklin Headley, Diana DiCocco, Juan Vasquez.

Date and Time: December 21, 2022, 4:40 pm to 5:28 pm

Location: 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. Ms. Lamb called the board meeting to order at 4:40 pm.
2. Ms. Lamb started the meeting by reviewing the norms and reading the mission aloud.
3. After a motion duly made and seconded, the minutes of the November 16 board meeting were approved.
4. PA co-chair, Juan Vasquez, shared a Parent Report. The PA officers continue to be in communication with VOICE about programs and events. The PA wasn't able to have a meeting with the parents this month, but they have been making sure students are participating in the winter concert events. Overall, they would like to continue growing and getting parents involved. They are also continuing their efforts to schedule more in-person meetings with parents and pushing for more in-person events involving parents.



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5. During the Principal Report, Mr. Headley gave an update on enrollment, which have hovering around the same numbers. We are expecting some newcomer families to move while also expecting more families to arrive on buses coming to NY. Mr. Headley shared his latest thinking about a Pre-K feeder, and is exploring hosting a partner program at VOICE. The PreK task force will meet to discuss in January. Mr. Headley expressed excitement about VOICE's Leadership team, made up of all the school's supervisors. The team has been norming on teacher observation expectations and conducting formal observations. The midyear evaluations for teachers will begin in January.
6. Mr. Headley notified the board that the first winter concerts went very well. Mr. Kurien attended one concert and said it was a great evening and was wonderful to hear the children sing and return to the stage after three years. He congratulated the music department and complimented them on the choice of repertoire.
7. During the President Report, Ms. Lamb gave updates about the new committee structures. They will be moving forward with the updated committees of Finance, Governance, and EAC. Each committee will review their committee's charter. The Governance committee charter has already been circulated, outlining their goals for a succession plan, building a pipeline for board candidates, and evaluating trustees up for renewal. Finance and EAC committees are still in the process of meeting and reviewing their charters. The charters will give the board a better understanding of purpose and how they will work together.
8. The KPIs have been circulated to the board and shared with each of the committees. The board is looking to add a KPI for music and hoping to have any update in January. We will be using iReady for achievement and growth targets, which are computer-based assessments from the last few years developed by an external organization. Among other things, iReady is intended to be a predictor for performance in NYS exams. EAC committee will be looking at this data. The goal for student satisfaction will be measured with a survey question, with a goal of receiving 80% response from students saying they feel they belong in the VOICE community. Finance's goal is to end the year with a surplus of 1% and to meet targets for enrollment and application numbers.
9. The board is looking to engage with a consultant to develop a strategic plan for VOICE. Mr. Karp has been having initial conversations with strategy consultants and has narrowed down the search to two firms. Ms. Lamb will make connections to Mr. Headley and work on getting full proposals from each firm to help make a final decision.
10. Ms. Lamb gave an update on the conclusion of the TNTP engagement. Following the engagement, an updated job description for Mr. Headley has been developed. The board looked at different examples from other schools with similar structures. After a motion duly made and seconded, the updated job description was approved. The board is also



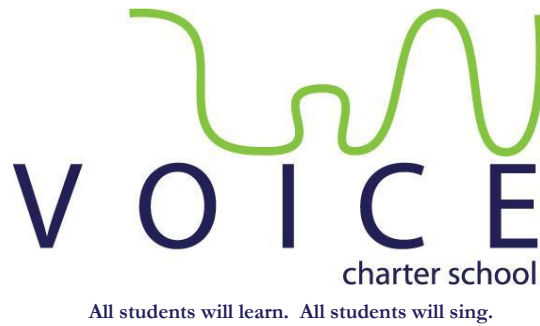
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looking to streamline and improve Mr. Headley's evaluation process and align with the directors' evaluation process.

11. On behalf of the Finance Committee, Mr. Grassey went through the month's finances and reported no significant changes. Enrollment hasn't significantly changed since last month. Attrition is anticipated after the winter break, in alignment with past years, but as Mr. Headley mentioned, they are expecting new buses with migrant families to bring new students.
12. Academically, VOICE is seeing positive increases in Middle School Math scores. Before the pandemic, students usually scored better in Math. The pandemic negatively influenced this trend, but there is evidence that we are beginning to reverse that.
13. The board asked about the food service in the cafeteria since the DOE has been prioritizing food quality/nutrition. Mr. Headley explained NYC offices provide food to all schools in the district and we have seen the food get better with options. There has also been more of an effort for plant-based foods. VOICE has a good relationship with the food service city office.
14. Ms. Lamb adjourned the meeting and went into executive session at 5:28 pm.

A handwritten signature in black ink, appearing to read "Casey Lamb".

Casey Lamb, President



VOICE Charter School of New York Minutes of January 25, 2023, Board Meeting

Trustees in Attendance: Casey Lamb (via Zoom), Sari Biddelman, Marc Cohen, Sheila Durant (via Zoom), Michael Guarini (via Zoom), Michael Karp (via Zoom), Susheel Kurien, Karen Valbrun (via Zoom).

Absent Trustees: Chris Doyle, Rick Grassey.

Other Attendees: Franklin Headley, Diana DiCocco.

Date and Time: January 25, 2023, 4:32 pm to 6:07 pm

Location: VOICE Charter School & 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. Ms. Lamb called the board meeting to order at 4:32 pm.
2. Ms. Lamb started the meeting by reviewing the norms and reading the mission aloud.
3. After a motion duly made and seconded, the minutes of the December 21 board meeting were approved.
4. During the Principal Report, Mr. Headley gave an update on the PA and their desire to be more involved with events. He mentioned he will be holding a meeting with all parents in the coming weeks. Mr. Headley shared an article featuring VOICE in NY1. A reporter was outside the building interviewing parents about the mayor's announcement to provide incentives to schools for accepting newcomer families. Mr. Headley invited the reporter inside and gave an interview, discussing that the children are gifts to the school, and they need resources.



All students will learn. All students will sing.

Mr. Headley gave an update on enrollment, stating there were expected turnovers due to families moving out of state. In the first few days back from holiday break, more than 60 new students registered to VOICE, mostly families coming from Ecuador. A majority of these students are in Grades 3-5 and most are living in the surrounding hotels.

5. During the facilities update, Mr. Headley notified the board that the architect working on the DiMarco building is coming back next week for a series of meetings. One of the projects they are working on is creating a larger music room for choir classes.
6. Mr. Headley also gave an update on the Music team's assessment tool they will be using for student metrics – the Music team will be meeting to finalize this tool. Mr. Kurien met with a few members of the Music team and discussed current staffing and their reflections on the winter concerts. The Music team announced the spring musical this year will be Shrek.
7. Mid-year evaluations have started for teachers and the Leadership team, consisting of VOICE deans and directors, has normed on teacher observations to include in the evaluation process, which includes observations, self-reflections, and supervisor's evaluations all using common tools. After the mid-year evaluations are complete, offer letters will be distributed in March.
8. During the President Report, Ms. Lamb gave an update on the data dashboard that has now been developed. We are making progress and getting close to a useful tool for the board to review monthly. Ms. Lamb also gave an update on the call with a Pre-k consultant. During this call, they discussed a few different options, including applying for our own Pre-k program or partnering with an existing Pre-k. They explored the pros and cons of each option and discussed doing research into the community needs for a Pre-k.
9. The board is looking to engage with a consultant to develop a strategic plan for VOICE. Mr. Headley has met two firms that board members vetted and who submitted proposals, and the school will move forward with Ford Research & Solutions. Jim Ford was recommended by the CEO of NYC Charter Center and has experience doing strategic planning with charter schools. He is ready to kick-off the project and is aiming to have an end product by June. The hope for the engagement is to receive an action plan from the needs assessments that have already been conducted through previous engagements. This engagement will focus on operationalizing a 3-5 year strategic plan. Ms. Lamb agreed to circulate the proposal following the meeting. Ms. Lamb and Mr. Karp will be involved to represent the board during this process.



All students will learn. All students will sing.

10. On behalf of the Finance Committee, Ms. Lamb went through the month's finances and reported no significant changes. Enrollment is closer to the target than last year, and we are more on track with the budget due to the increase in enrollment. The updated Finance Committee charter has also been circulated to the board. Mr. Cohen also highlighted a recommendation from the committee to analyze our banking patterns more closely to ensure returns on investment.
11. The EAC Committee charter has been circulated to the board. Ms. Biddelman discussed the updated committee charter and explained they wanted to be clear with their language that the committee is here to support the school, students, teachers, and directors in meeting the goals. The EAC committee will finalize monthly meeting times and have more of an update during next month's meeting.
12. On behalf of the Governance committee, Ms. Lamb reviewed the set of trustee agreements, outlining the board members' set of commitments. These agreements were introduced at the Fall retreat and have been reviewed by the committee. Ms. Lamb indicated that board members will be expected to sign the commitments annually, along with financial disclosures; for this year, they will be circulated separately. The goal of having a written agreement is to be more thoughtful, structured, and reflective. The Governance committee will also start having one on one conversations with each member to think about how they can tap into their network for potential board member recruitment. During the next board meeting, there will be a group brainstorm on recommendations for nominating processes and outreach strategies.
13. Dr. Valbrun reminded the board to be mindful of how we approach one another as we talk about the work and communicate, in alignment with our board norms.
14. Ms. Lamb adjourned the meeting at 6:07 pm.

A handwritten signature in black ink, appearing to read "Casey Lamb", written over a horizontal line.

Casey Lamb, President



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of February 15, 2023, Board Meeting**

Trustees in Attendance: Casey Lamb, Chris Doyle (via Zoom), Sheila Durant, Michael Guarini (via Zoom), Rick Grassey (via Zoom), Karen Valbrun (via Zoom).

Absent Trustees: Sari Biddelman, Marc Cohen, Michael Karp, Susheel Kurien.

Other Attendees: Franklin Headley, Diana DiCocco.

Date and Time: February 15, 2023, 4:38 pm to 5:42 pm

Location: VOICE Charter School & 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. Ms. Lamb called the board meeting to order at 4:38 pm.
2. Ms. Lamb started the meeting by reviewing the norms and reading the mission aloud.
3. After a motion duly made and seconded, the minutes of the January 25 board meeting were approved.
4. During the Principal Report, Mr. Headley gave an update on the PA meeting held with all parents. The meeting allowed for new parents to feel connected and for parents to express their concerns, mostly revolving around recent bus incidents related to overcrowding, and hoping for more PA leadership. These meetings have been held virtually, which supports translation services readily. He also mentioned plans to organize trainings for parents about how to identify and respond to bullying.



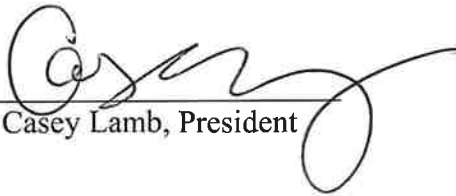
All students will learn. All students will sing.

5. Mr. Headley gave an update on VOICE's Pre-k considerations. The city announced they are not offering RFPs for new Pre-k programs next year, so VOICE is unable to apply. We have contacted existing Pre-ks to explore what a potential partnership might look like and will continue to research.
6. Mr. Headley gave an update on enrollment, stating we have met our FTE target this month, despite volatility and transience with newcomer families.
7. During the facilities update, Mr. Headley reported about a site visit from an architect working on the DiMarco building. They are making progress on the plans, which include working on a larger choir room and determining summer work needs.
8. During the academic update, Mr. Headley stated that as of the 2nd interim assessments, Middle School has made strong progress in math with positive developments across other grades, as well. Mid-year evaluations have also been in progress for teachers, which include observations, self-reflections, and supervisor evaluations using common tools on which the three school Directors have been norming.
9. During the President Report, Ms. Lamb gave an update on the strategic plan work. VOICE officially signed a contract with Jim Ford Research Co. Mr. Ford has been reviewing existing documents and previous reports in order to map out a workplan for the coming months. Mr. Ford will visit the school in March and attend the next board meeting. Mr. Ford also had a session with Mr. Ficeto, VOICE's Director of Finance, to discuss the financial aspects of the strategic plan.
10. On behalf of the Finance Committee, Mr. Grassey went through the month's finances, and shared updates on the committee's exploration of how to best leverage our banking relationship. Financials are looking more positive than last month due to a positive upswing in enrollment patterns. Applications for next year have also opened up and we discussed the incoming applications from various sources, as well as marketing efforts. Common applications are down, though an updated database of families will allow us to send applications to more relevant families.
11. Ms. Durant shared an update from the EAC, which met to review the role of the committee with the School Directors. They finalized a monthly meeting time with the Directors. Next month, there will be discussion on mid-year evaluations and the staff survey results. The committee will also be supporting as thought partners on any curriculum adjustments, as Directors are considering a more scripted approach.



All students will learn. All students will sing.

12. On behalf of the Governance committee, Ms. Lamb shared about efforts to explicitly define the role of a Board Member and the Board President. They discussed a desire for more connection in the community, and highlighted expectations from the bylaws.
13. Ms. Lamb facilitated a group brainstorm activity on board outreach, which resulted in a list of organizations and individuals in the community to target. Governance committee members are meeting individually with all board members to support follow-up, too. Ms. Lamb also discussed using a board match organization to help source candidates.
14. Ms. Lamb adjourned the meeting at 5:42 pm and went into executive session.



Casey Lamb, President



All students will learn. All students will sing.

VOICE Charter School of New York Minutes of March 22, 2023, Board Meeting

Trustees in Attendance: Casey Lamb (via Zoom), Sari Biddelman, Marc Cohen (via Zoom), Chris Doyle, Michael Guarini (via Zoom), Michael Karp (via Zoom), Susheel Kurien (via Zoom), Sheila Durant (via Zoom), Karen Valbrun (via Zoom).

Absent Trustees: Rick Grassey

Other Attendees: Franklin Headley, Matthew Delforte (via Zoom), Diana DiCocco, Jim Ford, Sachin Gujral.

Date and Time: March 22, 2023, 4:33 pm to 5:32 pm

Location: VOICE Charter School & 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. Ms. Lamb called the board meeting to order at 4:33 pm.
2. Ms. Lamb started the meeting by reviewing the norms and reading the mission aloud. Ms. Lamb also introduced Sachin Gujral, a potential candidate interested in joining the VOICE board, and Jim Ford, the strategic consultant who was conducting an onsite visit.
3. The minutes of the February 15 board meeting were not circulated yet – they will be approved during April's meeting.
4. During the Principal Report, Mr. Headley gave an update on the first same-day decision hiring day VOICE hosted for teacher candidates. Mr. Headley reported that there were a couple of strong interviews came out of it and the event showed a different way of getting candidates into the building in a challenging talent market.



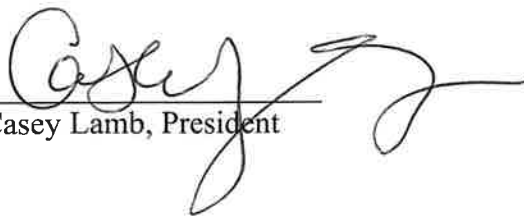
All students will learn. All students will sing.

5. Mr. Headley notified the board that the midyear evaluation process for teachers is nearly completed. During the process this year, teachers experienced more consistency in how their evaluations were conducted and documented, with themes that have been aligned across the divisions.
6. The annual Parade of Nations event occurred on Friday, March 24th. Mr. Headley encouraged the board to attend, as it is a joyful signature event for the school.
7. Mr. Headley shared that the Middle School is seeing good results with their high school placement – VOICE is getting back to pre-pandemic success in terms of students getting into their preferred choices, as well as competitive schools. The Middle School also held their Pi Day event on March 14th – the students showed a great amount of excitement during the event revolving around numbers and ending in select staff members getting pied.
8. During the President Report, Ms. Lamb gave an update on the data dashboard, which she will distribute to committees to review for final feedback.
9. On behalf of the Finance Committee, Mr. Cohen went through the month's finances and concluded it is looking stable. He also summarized the enrollment dashboard; VOICE currently has 772 students enrolled. This number fluctuates each month due to families leaving the state, and students applying for next year who are offered immediate placement. We are in good shape to meet our enrollment target. In terms of applications for next year, we are tracking a bit below. Mr. Headley gave a breakdown on the decision behind the grades that will be accepting all applicants. The Finance Committee will also be reviewing the timing of the budget process this spring in hopes to present a draft during the May board meeting.
10. The board posed a question about enrolling over our approved enrollment numbers. Mr. Delforte advised that we may need to get approval from the charter office.
11. Ms. Biddelman shared an update from the EAC, which met with the School Directors to discuss renewal, hiring, and evaluations. VOICE offered a referral incentive for faculty as a recruitment effort, as the turnover in the teaching profession has become a global conversation. Some topics for upcoming meetings are staff morale, surveys, the music program, and end of year.
12. The Discipline Code was circulated in the materials for approval, which includes minor revisions to comply with new laws. After a motion duly made and seconded, the Discipline Code was approved.



All students will learn. All students will sing.

13. On behalf of the Governance committee, Ms. Lamb shared about continued outreach efforts. Mr. Gujral attended the meeting at the school as a potential board candidate. Next month, the Governance committee will also be looking at the renewal process for board members. Ms. Lamb reminded the board that the Board Secretary position is vacant. Next year, the full slate of the Officers will need to be elected.
14. Mr. Ford conducted an onsite school visit and gave an update on his observations, as well as the strategic planning process. Mr. Ford introduced the process and discussed the different components of the strategic plan. Once a template has been populated, the next steps will be to identify aspects of the plan for key planning topics, key challenges, and needs. The goal is to develop detailed action plans designed to address these needs. Mr. Ford has also been working on creating an impact statement/elevator pitch for the school with VOICE's Strategy team and a few board members engaging in the process.
15. Ms. Lamb adjourned the meeting at 5:32 pm and went into executive session to discuss a matter related to personnel.



Casey Lamb, President



All students will learn. All students will sing.

**VOICE Charter School of New York
Minutes of April 25, 2023, Board Meeting**

Trustees in Attendance: Casey Lamb, Sari Biddelman (via Zoom), Marc Cohen, Chris Doyle, Michael Guarini, Michael Karp, Susheel Kurien, Rick Grassey (via Zoom).

Absent Trustees: Sheila Durant, Karen Valbrun.

Other Attendees: Franklin Headley, Diana DiCocco, Jim Ford (via Zoom), Sachin Gujral.

Date and Time: April 25, 2023, 4:38 pm to 6:42 pm

Location: VOICE Charter School & Zoom

AGENDA ITEMS

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

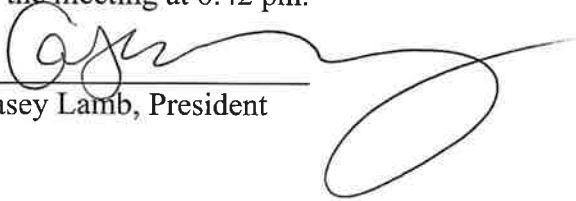
BOARD DELIBERATIONS

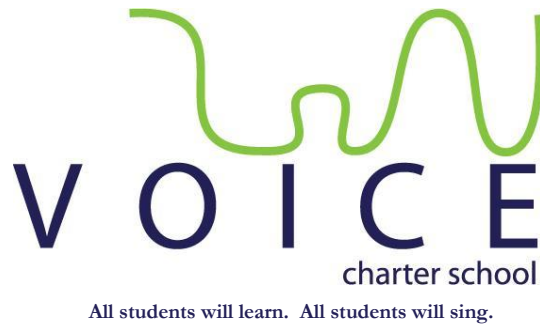
1. Ms. Lamb called the board meeting to order at 4:38 pm.
2. Ms. Lamb started the meeting by reviewing the norms and reading the mission aloud.
3. After a motion duly made and seconded, the minutes of the February 15 and March 22 board meetings were approved.
4. The board went into executive session at 4:45 pm to discuss matters related to personnel and facilities. The executive session ended at 6:15pm.
5. Jim Ford gave an update on the strategic planning process, including reviewing key planning issues and developing action plans around them. Ms. Lamb also stated they will be coordinating a board retreat in May to continue this collaborative process with Mr. Ford and the school's strategy team.



All students will learn. All students will sing.

6. On behalf of the Finance Committee, Mr. Cohen went through the month's finances, which continued trends from the previous month. The committee is engaging with our partners to negotiate insurance increases for next year.
7. Mr. Cohen also summarized enrollment updates, highlighting that we have more students than our target anticipated, despite continued high levels of turnover with new students coming in and leaving at similar rates. VOICE has been a welcome center for newcomer families, with some students only staying a few weeks. Mr. Cohen reviewed the number of applications for next year, which represents a 30% decrease from last year. Ms. Lamb informed the board that there was no need to vote on a preference level for free/reduced price eligibility because we accepted all kindergarteners who applied.
8. The audit committee is again engaging BDO for the audit process for this year, though anticipates putting out a bid for new auditors the following year in alignment with best practices.
9. On behalf of the Governance committee, Ms. Lamb shared that she and Mr. Headley met with BoardLead to discuss their application. Through BoardLead, VOICE can source board member candidates with a variety of skills us. We will find out shortly if our application is accepted. The committee also drafted a proposal for the renewal process for board members, which will be more rigorous than the past process. It was shared for feedback.
10. The Education Accountability Committee did not report as they are meeting the week after the board meeting.
11. Sachin Gujral formally introduced himself to the board. He visited the school and spoke with Mr. Headley prior to last month's board meeting. Mr. Gujral gave some background about himself and explained why he is interested in joining the board. After a motion duly made and seconded, Mr. Gujral was elected to the board pending the school's authorizer's approval or deemed approval.
12. Ms. Lamb adjourned the meeting at 6:42 pm.


Casey Lamb, President



VOICE Charter School of New York Minutes of May 24, 2023, Board Meeting

Trustees in Attendance: Casey Lamb (via Zoom), Marc Cohen (via Zoom), Chris Doyle (via Zoom), Michael Guarini (via Zoom), Michael Karp (via Zoom), Susheel Kurien (via Zoom), Rick Grassey (via Zoom).

Absent Trustees: Sari Biddelman, Sheila Durant, Sachin Gujral, Karen Valbrun.

Other Attendees: Franklin Headley (via Zoom), Diana DiCocco (via Zoom)

Date and Time: May 24, 2023, 4:40 pm to 5:44 pm

Location: 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. Ms. Lamb called the board meeting to order at 4:40 pm.
2. Ms. Lamb started the meeting by reviewing the norms and reading the mission aloud.
3. After a motion duly made and seconded, the minutes of the April 25 board meeting were approved.
4. Mr. Headley gave an update from his latest parent meeting with the PA officers. They discussed elections for the upcoming school year and there is excitement around finding new parents to run for office. These parent meetings have been helpful to get feedback about parents' questions and concerns following incidents. During the meeting, they also discussed organizing a talent showcase for the students and getting parents more involved with the event.



All students will learn. All students will sing.

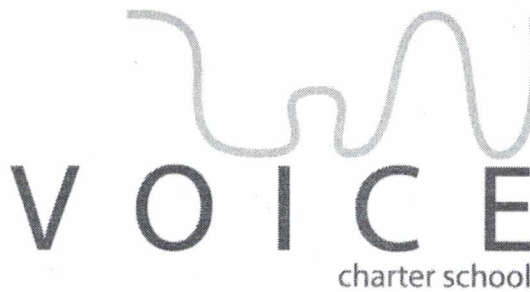
5. During the Principal's report, Mr. Headley discussed the school's latest visit to the DiMarco building while Growing Up Green's students weren't in attendance. This was the first time the staff had been given a tour of the building and the teachers showed enthusiasm for the new space. There will be extensive surveys given out to the staff to receive their feedback.
6. Regarding academics, Mr. Headley and the school directors will be presenting a proposal for a new published curriculum, MyView, to the EAC committee in the coming days. Once the EAC committee has reviewed, the curriculum will be presented to the board for review. If approved, the curriculum will go into a pilot year. School leadership expressed excitement about the plan to work with consultants as part of the academic improvement plan and showed appreciation for the board's support for this, which was discussed during the retreat.
7. Mr. Headley gave an update on how state testing went. He explained that the ELA tests have changed, and a new baseline is being established. The school will receive the item skills analysis in June, which provides a breakdown of individual skills. The Science test is also occurring this week and the Regents will occur in June.
8. There are many school events upcoming in June, including spring concerts, 8th grade graduation, and hiring days. The hiring days and incentive referral program are yielding some positive results.
9. In terms of enrollment, VOICE has registered a good number of children over the last several days. This wave of enrollment has mostly been in grades K-2, which differs from previous trends. VOICE currently enrolled at 793.
10. During the President's report, Ms. Lamb thanked everyone for joining the May retreat. The board retreat allowed for productive conversations. She also highlighted work from the beginning of the strategic planning process with Jim Ford to develop an impact statement. This statement will be circulated to the board for feedback.
11. Ms. Lamb also gave an update on Mr. Headley's mid-year evaluation. Ms. Lamb and Mr. Doyle will be conducting his evaluation conversation at the end of the week. Ms. Lamb and Mr. Doyle also had a conversation with a potential literacy consultant, Dr. Gravity Goldberg.
12. Ms. Lamb notified the board that the NY Board of Regents will approve VOICE's renewal agreement at the June 12th meeting, just before the next board meeting.



All students will learn. All students will sing.

13. On behalf of the Finance Committee, Mr. Cohen went through the month's finances, which followed recent trends. He noted a change in the retirement plan for teachers and changes in the money market.
14. The committee also highlighted elements of the draft budget for FY24, which includes a proposed deficit. This recommendation is being made to enable aggressive efforts to improve academic outcomes, particularly in literacy. The additional spending will support coaching, consultants, training, and a new curriculum. The Finance Committee indicated that they will be monitoring both academic improvement and facilities spending over the next year. This will also be previewed at the next committee meeting. The budget will be presented for approval at the next board meeting in June. Board members were encouraged to attend the next Finance committee meeting to discuss the budget in detail.
15. Mr. Cohen also summarized enrollment updates, including projections for next year, which may exceed 810 students. Mr. Cohen also highlighted that despite low enrollment in kindergarten, more students are enrolling in 1st grade. The committee discussed reasons why this might be happening.
16. On behalf of the Governance committee, Ms. Lamb shared that Mr. Gujral's application to VOICE's authorizer has been approved, and he is now a full board member. VOICE was also approved to be part of BoardLead's new cohort, which may yield new candidates in the coming months. Members will join a kick-off call in early June and Mr. Doyle will coordinate interviews with candidates. The board is also continuing to recommend potential candidates and reach out to those who are interested. Ms. Lamb reminded the board of the brainstorming activity from March and encouraged members to continue to engage their networks and affiliations in an effort to expand and diversify the board.
17. The Education Accountability Committee did not meet, but will soon be discussing proposed curriculum changes.
18. Ms. Lamb reminded everyone that the next meeting, on June 14, is the annual meeting, and will include a number of voting matters, including the budget, school calendar, handbook changes, and officer elections. Board members interested in officer roles, particularly the secretary role, were encouraged to reach out to the Governance Committee.
19. Ms. Lamb adjourned the meeting at 5:44 pm.

Susheel Kurien, Secretary



All students will learn. All students will sing.

18. Ms. Lamb reminded everyone that the next meeting, on June 14, is the annual meeting, and will include a number of voting matters, including the budget, school calendar, handbook changes, and officer elections. Board members interested in officer roles, particularly the secretary role, were encouraged to reach out to the Governance Committee.

19. Ms. Lamb adjourned the meeting at 5:44 pm.

A handwritten signature in blue ink, appearing to read "Susheel Kurien".

Susheel Kurien, Secretary



VOICE Charter School of New York Minutes of June 14, 2023, Board Meeting

Trustees in Attendance: Marc Cohen, Chris Doyle, Sheila Durant, Michael Guarini, Sachin Gujral, Michael Karp (via Zoom), Susheel Kurien (via Zoom), Rick Grassey (via Zoom).

Absent Trustees: Sari Biddelman, Casey Lamb, Karen Valbrun.

Other Attendees: Franklin Headley, Diana DiCocco, Jim Ford

Date and Time: June 14, 2023, 4:45 pm to 7:14 pm

Location: VOICE Charter School & 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. Doyle called the board meeting to order at 4:45 pm.
2. Mr. Doyle started the meeting by reviewing the norms and reading the mission aloud.
3. After a motion duly made and seconded, the minutes of the May 24 board meeting were approved.
4. During the Principal's report, Mr. Headley gave an update on the facilities timeline for the DiMarco building. He also gave an academic update, stating the state continues to change expectations for Reading and Math, which causes the published curriculum to change continuously. Charter schools are able to operate more independently than city schools when it comes to choosing published curriculum. The VOICE staff have also expressed an interest in changing the published curriculum. The next step would be for the board to vote on a pilot year. VOICE also received input from the literacy consultant, Gravity Goldberg.



All students will learn. All students will sing.

5. After a motion duly made and seconded, the pilot program of the new published curriculum for school year 23-24 was approved. After a motion duly made and seconded, the decision to submit the decision to the DOE of an official new published curriculum in school year 24-25 was approved.
6. Regarding the literacy consultant, Gravity Goldberg and her team have been hired to train and coach teachers on implementing the new materials. The core of their work will be coaching by observing teachers, debriefing with them, showing them new skills, and providing hands-on training into their practice. The scope of their services is pretty broad and will include assistance with the new curriculum. A more detailed scope will be part of the deep planning work done in July.
7. In order to move scores in year, VOICE will also be implementing test prep, something they haven't done in previous years. Since testing will be moving to a computer-based format, VOICE will also have more focus on supporting familiarity of Chromebooks.
8. Mr. Headley gave an update on the school's decision to move to remote days last week due to the city air quality warnings. The city had scheduled PD days but switched to remote PD days for the staff. VOICE followed the city's league, as they would do for snow days. Due to this, VOICE postponed the Middle School spring concert – this is the first time VOICE has scheduled two concerts (Grades 3-5 and Middle School) on one night. The remainder of the school year is busy, with an event happening almost every evening. There will also be a staff appreciation event on the last end of year PD day.
9. In terms of enrollment, the report remains robust. VOICE currently has 805 students in the building, with our ceiling being 810 students. VOICE had 150 newcomers students coming through the school, becoming a welcome center for the families. Mr. Headley shared that proceeding the regents meeting, Regents Chin called and asked to share highlights of VOICE's work with newcomer families. During the regents meeting, Regent Chin spoke on behalf of VOICE, laying groundwork for the next renewal.
10. Mr. Headley shared a summary of the June regents meeting where VOICE's renewal was discussed. The renewal recommendation of 3-years from the DOE was approved – data showed test scores went down, which VOICE is responding to with their academic improvement plans.
11. A bill on class size was approved, which could affect VOICE directly due to financing smaller class sizes.
12. Jim Ford gave an update on the strategic planning process, stating there is an established target date to complete the strategic plan by June 30th. There are five action plans that have



All students will learn. All students will sing.

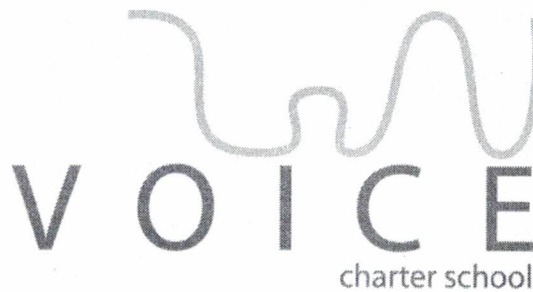
been developed – academic, organization effectiveness, accountability, communication, and leadership and governance succession. The strategic plan and action plans will be sent to board members to review during July's board meeting. During the July meeting, each action plan will be assigned an overall goal, annual benchmarks, execution strategies, timelines for completion, measures of progress, and status updates. There is also a plan to create a more robust data dashboard system.

13. On behalf of the Finance Committee, Mr. Cohen went through the month's finances and reported no changes from last month. We are on pace to meet the projected surplus next month. Mr. Cohen also gave an update on the TRS budget for the retirement plan, as well as our cash position, bond profile, and the money market.
14. The committee also highlighted elements of the projected budget for FY24, which includes allocations to academic improvement. The budget is larger, and it was an impressive endeavor to balance it. There has also been an increase in medical premiums and TRS continues to be a variable. The healthcare rates are shifting to people's behaviors and with Cigna, there is not much cost to go out of network. There was discussion about the new UFT contract for union teachers and how that might affect the city's teacher pay, as well as our funding model used for teacher salaries.
15. The capital plan for the DiMarco building was circulated to the board for review. Patrick Ford has been project managing the construction, including the creation of detailed floor plans using the teachers and the school director's input. The one-pager details the phases of construction, including the creation of a laundry room for parents. There's work being done to make the kitchen space usable, with input from SchoolsFood. The covered connector for the two buildings is also in the works but is not expected to be done until phase 2. After discussion, the Board recommended that the school engage a qualified professional General Contractor with experience in such projects to oversee and project manage phase 3 of the project. After a motion duly made and seconded, the plan and costs of phases 1 and 2 of the capital project plan were approved.
16. Regarding the data dashboard, it was confirmed the school has been using an internal dashboard, but the board hasn't had a dashboard for years. The school has developed an internal dashboard for the board level, but is now looking for an external person to help with the process. Mr. Ford said he has a recommendation and Mr. Headley mentioned he spoke to a consultant, Dillon Prime, about these potential services. This dashboard work would be integrated with a scope of work to help bridge the communication between board and management. A consultant in this area would help strengthen the relationship between the board and management by assisting with reporting, managing up to the board, and building capacity for a natural flow of information.



All students will learn. All students will sing.

17. The 23-24 school calendar was circulated to board members for review. The calendar roughly follows the DOE calendar and has the same requirement as city and state schools to have 180 school days. The first day of instruction is the Tuesday after Labor Day and more half days have been included than in previous years to provide more PD training to staff during the year. It was also noted that our calendar doesn't honor all the religious holidays – while children and staff are excused on those days, it becomes disruptive for children with high needs when the school is closed. It also allows us to have two weeks off around the New Year so families can travel to their home countries for an extended period of time. Remote learning was also mentioned since this has taken over the snow days, one of the great pleasures of youth. During the pandemic, VOICE modified live instruction during snow days so children could go out and play in the snow. After a motion duly made and seconded, the 23-24 school calendar was approved.
18. The 23-24 board meeting calendar was circulated to the board members. The meeting dates are scheduled around when financial data for the board will be ready, as well as around school vacations. The board meeting dates can be modified as needed. There were questions about the location requirement of the board meetings and the reasoning for making the board meetings earlier at 4:30 pm. The board meetings mostly met at the school in recent years at an early start time to encourage board members to visit the school while class was in session, as well as make it more convenient for parents to attend. The board meeting calendar was approved.
19. A summary of employee handbook changes was circulated to the board members. The PTO policy has changed to being earned along the way, instead of frontloading sick days. The frontloaded sick days worked well during the pandemic, but a change in employee behavior has shifted the change back to earning. Employees will be allowed to borrow days if needed. This policy is also consistent with the DOE. Another change includes how the days are rounded for accounting purposes. This will help resolve chronic lateness that wasn't having any financial impact and make the system more equitable. There are two parts of the COVID policy that will remain, including the requirement of vaccination and the booster requirement. After a motion duly made and seconded, the handbook changes were approved.
20. On behalf of the Governance committee, Mr. Doyle mentioned an onboarding packet has been created and a kick-off for BoardLead occurred. BoardLead can match VOICE with potential board members and source people for us to interview. The board is also continuing the push to reach out to their networks and recommend potential candidates. Mr. Headley also mentioned their search for a new lobbyist who can help us engrain in the community.



All students will learn. All students will sing.

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21. The following trustees were up for renewal – Mr. Doyle, Ms. Durant, and Mr. Kurien. Ms. Lamb conducted interviews and recommended voting for a three-year term. After a motion duly made and seconded, the term reelection of these three trustees was approved.
22. The board voted on the slate of officers, which included Mr. Doyle as Chairman, Ms. Durant as Vice Chair, Mr. Grassey as Treasurer, and Mr. Kurien as Secretary. After a motion duly made and seconded, the officer slate was approved.
23. Mr. Doyle adjourned the meeting at 7:14 pm.

A handwritten signature in blue ink, appearing to read "Susheel Kurien", is written over a horizontal line.

Susheel Kurien, Secretary