

VOICE Charter School of New York Minutes of July 26, 2023, Board Meeting

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

Absent Trustees: Sari Biddelman, Casey Lamb, Susheel Kurien.

Other Attendees: Franklin Headley, Diana DiCocco, Jim Ford, Dwayne Andrews.

Date and Time: July 26, 2023, 4:38 pm to 6:03 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. Mr. Doyle called the board meeting to order at 4:38 pm.
2. Mr. Doyle attended the 8th grade graduation and said it was a touching and moving ceremony. He thanked Mr. Headley for the end of the year and for developing plans for moving forward.
3. The school was fully closed the first two weeks of July for a short summer break. Mr. Headley and the Strategy team, made up of the school's directors, returned to the school following the break and traveled to San Diego for a retreat.
4. Mr. Doyle introduced Dwayne Andrews, a lobbyist who will be working with VOICE. Jim Ford also joined the board meeting to discuss the final drafts of the action plans.
5. After a motion duly made and seconded, the minutes of the June 14 board meeting were approved.



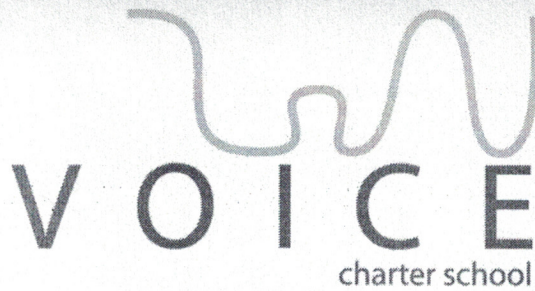
All students will learn. All students will sing.

6. Mr. Andrews has been brought on to help navigate the renewal process, among other things. With the changing times and changing personnel in the mayor's office, it was time for VOICE to bring on a new lobbyist team to assist with the next renewal. Mr. Headley and Mr. Doyle have both met with Mr. Andrews, and it was suggested to meet on a regular basis to keep the involvement and deep connections with the various offices. Mr. Andrews submitted a comprehensive proposal.
7. Mr. Andrews introduced himself and gave background on his renewal work over the years. He explained how he builds up a rapport leading up to renewals with officials and their staff members due to term limits often become officials down the line. Mr. Andrews expressed his hope to work with VOICE, stating the school is doing interesting and innovative things.
8. During the Principal's report, Mr. Headley gave an update on the facilities timeline for the DiMarco building. He explained that the timeline is moving quickly, and we are ahead of schedule on certain tasks. Mr. Headley is excited about the laundry room we'll be able to provide for families in the DiMarco building.
9. Mr. Headley also gave an update on the turnaround happening in the labor market. He said VOICE's recruiter, Liz Blair, has been doing a great job reaching out to people on LinkedIn, encouraging people to apply, and creating profiles for the job openings. He gave a hiring update, stating that Lower Elementary is currently over-hired. Upper Elementary and Middle School have a few positions left to fill but are in good shape. Mr. Headley explained the transition plan in place for the Middle School high school placement role, stating the Daniel Powel will take over the role. Mr. Powel also works in the summer program, which will make this a good transition plan. The board asked which key positions the school has left to fill – we're still short on social workers. We're looking to hire Spanish speakers because children need the support from social workers. Mr. Headley gave an update on the search for a Data Manager, stating it will be more challenging to find. It is an unusual position that requires other pieces of consulting work.
10. There have been conversations about the accountability action plan and the systems going in place for the board to be confident about fulfilling responsibilities to get a full renewal. VOICE is currently looking for a consultant to help gain clarity around how the EAC can help the board and assist with managing up. Mr. Ford and Mr. Headley have focused the action plan on grades K-5 since they use a published curriculum and the performance in grades 3-5 has been historically low. The Middle School plan is a bit vaguer because they don't use a published curriculum. There's also discussion about bringing Amy D'Angelo formally with Achievement First to work with the Middle School.



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11. Mr. Headley gave an update on the strategy retreat in San Diego. During the trip, the directors visited three year-round schools that are in close proximity to the Mexico border. The team felt very welcome at the schools and explained how each school was different. They were all in a process of change. The Strategy team asked each school about their best support for their ELLs and how to hold them responsible for their grade levels. There were also discussions about parent engagement.
12. There has been discussion about the process of developing and implementing the action plans and having the board more involved in the oversight of the action plans. Mr. Headley thanked Mr. Ford and his team for spending a lot of time on the action plans and strategic plan, spending time deeply thinking through the issues. The board members self-reflected on the process and mentioned that the strategic plan will be an evolving document as the times change. The current draft of the action plans went to the board members to review for feedback. The goal is for the school to collectively hit the ground running with a well thought out action plan that defines metrics and goals that we are implementing, achieving, and making progress on. At the board level, committees and task forces will need to be formed with respect to individual action plans. This will require some board members to be more deeply invested. The board members continued to give their initial reactions to the action plans, such as having a clear understanding of the roles within the various plans, clarifying what the inputs are, and who is accountability. There was a suggestion to have Ms. D'Angelo help with transitioning the action plans to a workable document that the board can assign responsibilities. The board also mentioned wanting to get a monthly dashboard as early as September, as well as find volunteers to look through the academic action plan more deeply. Mr. Doyle will also be meeting with Ms. D'Angelo to discuss her role in this review process.
13. Mr. Headley assigned the Strategy team to read *Designing Your Life* over the summer, which is about finding your dream job. The Strategy team worked through the exercises in the book with the purpose of transforming each role. The teams will have to be agile to increase student scores and the book relates to working with a team to make the school better.
14. Mr. Ford gave his thoughts on the conversation about the action plans, reiterating that they will continue to evolve. He likes the idea of an individual review of the plans and making it more digestible for the board for them to assign board committees. There are still some outstanding pieces, such as defining the board related issues in the action plan. The strategic plan also links to the action plans, mentioning we can't lose sight of where the challenges originally steamed. The narrative was developed first, which became the driver for the action plans. Overall, Mr. Headley is accountable for the strategic plan results.
15. Mr. Doyle adjourned the meeting at 6:03 pm.



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A handwritten signature in blue ink, which appears to read "Susheel Kurien". The signature is written in a cursive, flowing style.

Susheel Kurien, Secretary



VOICE Charter School of New York Notes of August 23, 2023, Board Meeting

The August 23, 2023 VOICE Board of Trustees met with these board members present:

Trustees in Attendance: Chris Doyle (via Zoom), Michael Guarini (via Zoom), Sachin Gujral (via Zoom), Susheel Kurien (via Zoom)

Absent Trustees: Sari Biddelman, Sheila Durant, Rick Grassey Michael Karp, Casey Lamb, Karen Valbrun.

Other Attendees: Franklin Headley, Diana DiCocco.

Date and Time: August 23, 2023, 4:43 pm to 5:56 pm

Location: Zoom

Since this is not a majority of the Board, the quorum was not met and as such no actions were taken. Below are notes of what was discussed at this 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. Doyle called the board meeting to order at 4:43 pm.
2. Mr. Doyle explained that this is an unofficial meeting due to not meeting quorum. This meeting time was used to provide updates – the July meeting minutes are not able to be approved during this meeting. We currently have 10 board members and outreach for new people is a continued effort, with a focus on adding people to the finance committee.
3. An update was given on the status of the action plans and strategic plan. Overall, the board would like the information to be presented in a more digestible matter where responsibilities are clearly assigned. Through this process, we were able to put direct focus on important metrics, now we're hoping to engage with someone to support the school



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team in monitoring them throughout the year. There have been a few external candidates considered for this role.

4. In connection with implementing the strategic and action plans, VOICE has retained three important people – two consultants and a new Dean. Amy D’Angelo was brought on as a consultant to work with the Middle School, which includes a refresh of reevaluating teachers and administration and introducing metrics of student performance. Dana Clark from Gravity Goldberg’s firm was brought on as an ELA consultant, addressing the needs in K-5 ELA, including improving the teaching of ELA with the use of the curriculum. Lastly, VOICE hired a Dean of Data, Dominic van Bussel, who will be working with the school and EAC committee to define the use of data and develop dashboards. Mr. van Bussel interviewed for a teaching role but has experience in data and giving feedback to teachers on data systems. He will also be transitioning the strategic plan and action plans to PowerPoints to make the information more digestible for the board. There is also a development of a time/responsibility chart to show the specific set of actions that will be taken from the strategic plan and the timeline of these key milestones.
5. David Frank will be attending September’s board meeting. He knows the process of authorization and wants to join to answer any questions.
6. During the finance committee meeting, the closing accounts for the year were discussed and good news came from exceeding our target.
7. During the Principal’s report, Mr. Headley gave an update on hiring, stating that it has been volatile. We have had new hires not show up on the first day without any communication. We are a little behind on hiring due to this, but we have enough staff to open the doors. We have been hiring temps to fill some positions, as well. Mr. Headley also explained that enrollment has been volatile, stating the school has been getting new families moving around in the shelters. Enrollment numbers for kindergarten are lower than expected and will continue into the year. Some other trends we’re noticing are more children coming from the food bank are from Russia, rather than South America, which was more common last school year.
8. Mr. Headley also gave an update on the progress of the DiMarco building. During phase one of the project, there were some complications with the plumbing work and flooding with the rain, but the asbestos process went faster than expected. Some construction was added during this phase, as well, for the culture aspect. For example, to value collaboration, the architecture of some of the doorways was changed to allow for easy access for teachers in between rooms. Additional space for small groups was also given to the ENL teacher. It was decided not to remove the lockers from the building. The walkway between the buildings will not be completed in phase one of the project.

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9. The board had a few questions about the additional work in phase one, such as why it was not included in the initial estimates. Mr. Headley explained some of these things could not have been thought of beforehand without simulating the teachers' experience. The board would like to have a construction subcommittee and a process that allows any changes in the project to be reported to the finance committee or construction subcommittee for approval. The board would also like monthly construction reports to make sure the project is on track with the budget. When reviewing contracts and change orders, the finance committee would like to set a threshold of 10% change for their approval. Mr. Ficeto will also schedule Special Finance committee meetings to discuss the status of this project.
10. Mr. Doyle adjourned the meeting at 5:56 pm.



**VOICE Charter School of New York
Minutes of September 20, 2023, Board Meeting**

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

Absent Trustees: Sari Biddelman, Casey Lamb.

Other Attendees: Franklin Headley, Diana DiCocco, Charlene Martinez, Matthew Kolman, Patricia Davis.

Date and Time: September 20, 2023, 4:40 pm to 6:40 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. Mr. Doyle called the board meeting to order at 4:40 pm.
2. The board was notified that Ms. Karen Valbrun will be resigning from the board. Mr. Doyle reminded the board that will now have 9 board members and that recruitment for new candidates is still ongoing.
3. On behalf of the PA, co-chair Patricia Davis, provided a parent report. The PA was scheduled to meet later this week with our after-school vendor, Legacy, to discuss the program offerings and determine interest in signing up. Ms. Davis said the PA's goal is to get more parents involved this year and that they would like to conduct surveys for parent feedback. Ms. Davis also expressed she is happy with the new Upper Elementary wing building and is interested in seeing how all the buildings will co-exist. Her son, Braceson, who was also present at the meeting, is in the Middle School building and he informed the Board that hallways are less crowded and there is more space. He also noticed the Science



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rooms added new tables and “looks more like a science lab”. Ms. Davis also inquired about the budget for the PA – Mr. Headley explained that there is funding that goes towards students’ overnight trips and other student-oriented events.

4. After a motion duly made and seconded, the minutes of the unofficial August 23 board meeting were approved.
5. During the Principal’s report, Mr. Headley gave an update on the construction timeline for the Upper Elementary wing. Mr. Headley communicated the good news that within 7 weeks, they were able to prepare the building for children and were able to open the building on time. However, since we were not able to get into the building until the summer, some things were only discovered in the limited time available, such as the drainage issues for the parking lot. Mr. Headley updated the Board on the originally proposed construction project to expand the cafeteria. The anticipated construction costs do not support continuing with this part of the construction. The current focus is to observe how the relationship between the two buildings, with regard to parallel food service (i.e cafeterias in both buildings) will impact the children. The primary necessity is to get the egress between the two buildings in place and operational – currently, students are traveling down the sidewalk or walk through the parking lot. The last part of the egress needs to be surveyed by ground radar to determine any critical impediments. Once that is completed, Mr. Headley will report back – the hope is to have the egress completed by early November.
6. Mr. Grassey gave a finance committee update. Combined finance and construction committee meetings have been scheduled. We are currently over the number of students budgeted. Our budget calls for 810 students, and we currently have over that number. Newcomers make up about 300 of those students over the course of the school year – this revolving door of newcomers impacts on morale and resources. The strategy to frontload and overbook is something VOICE has done in past years – we will stop enrolling in the second week of school. We are also currently understaffed, but coverage has been provided by temps. Last month we saw a surplus. The question was brought up how the budget surplus affects education. Mr. Headley brought up VOICE staffing in relation to this and the trends we are seeing with teachers leaving and filling vacancies. Hiring teachers is our recruitment priority.
7. Mr. Headley gave some background on Amy D’Angelo’s work this summer and how it relates to the EAC. VOICE’s Dean of Data met with Ms. D’Angelo and has been working on mapping out EAC meetings based on when data is available over the course of the year. Ms. D’Angelo’s work also focused on delivering on the goals of the academic improvement plan and a Middle School improvement plan. Mr. Headley thanked Ms. D’Angelo for all her good work this summer.

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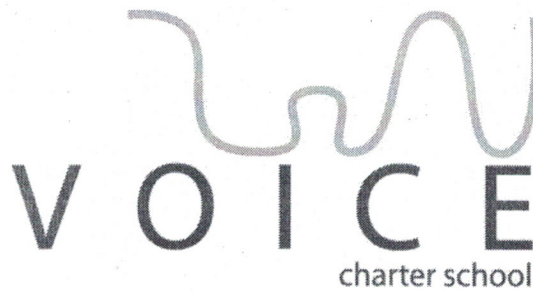
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8. Mr. Headley gave some background on Jacob Michaelman's upcoming work with the school. Mr. Michaelman will be visiting the school to observe the in-person evaluations in its current state. He will be working on items for the performance reviews.
9. During the Principal's report, Mr. Headley gave an update on bussing. It's been a great start to bussing this year, there haven't been problems with the routes. The buses are now coming to the Upper Elementary wing, which has been a good experience so far. There is a bus strike looming – if this happens and affects our routes, we will do our best to support families and lessen the disruption. Mr. Headley also notified the board that a Japanese TV network, NHK, filmed at the school for story coverage on newcomers' experiences in NY schools. The NHK team was very happy to be at the school and we expect some good coverage from the story. A reporter from a local newspaper, The 74, will also be visiting the school in early October to do a story on us. This positive media reporting becomes a part of who we are and is a highlight in terms of renewal.
10. Mr. Headley presented on the strategic plan highlights, the purpose being to digest the findings. A master timeline for the action plans was also created. The presentation also highlighted the 80/20 work that will be done in classrooms, which stemmed from the Strategy team's deep retreat work over the summer. It was also explained that a new baseline for September's iReady data will be determined given that we have a new student population in front of us, differing from what was represented in the spring data. With the large ENL population, we can see this as an opportunity to develop better instruction for all children. Recognizing previous curriculum misalignments we are now getting back to the core of VOICE. There will be clear priorities that will flow into the teacher evaluation. One of the priorities being student attendance and monitoring it daily and having a family communication process in place to chronic absent students. The other part is also celebrating those who are present in school. There will also be reading groups and targeted interventions for newcomers. Mr. Headley will be attending divisional leadership meetings and will join a sampling of walkthroughs and observations. The work with Mr. Michaelmen will focus on the principal's evaluation, as well as the leadership/governance portion of the action plans.
11. During the August PD training for teachers, the academic action plan was communicated to staff on a macro level. In order to get feedback from students and teachers, pulse surveys are distributed and the data from the results is reviewed. Mr. Headley also holds office hours and gathers informal data in the main office.
12. The board meeting went into closed session at 6:21 pm to discuss personnel matters. No action was taken.



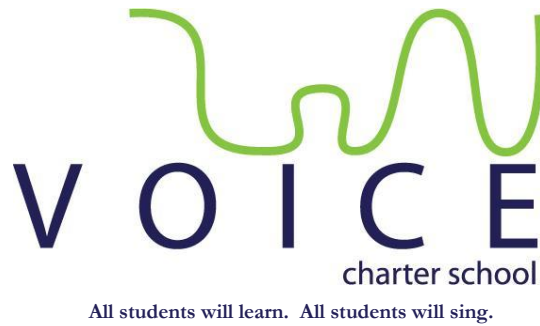
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12. The board meeting went into closed session at 6:21 pm to discuss personnel matters. No action was taken.
13. Mr. Doyle adjourned the meeting at 6:40 pm.

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

Susheel Kurien, Secretary



VOICE Charter School of New York Notes of October 18, 2023, Board Meeting

The October 18, 2023 VOICE Board of Trustees met with these board members present:

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

Absent Trustees: Sari Biddelman, Sheila Durant, Sachin Gujral, Casey Lamb.

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

Date and Time: October 18, 2023, 4:35 pm to 6:10 pm

Location: Zoom

Since this is not a majority of the Board, the quorum was not met and as such no actions were taken. Below are notes of what was discussed at this 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. Doyle called the board meeting to order at 4:35 pm.
2. Mr. Doyle explained that this is an unofficial meeting due to not meeting quorum. The purpose of the meeting to provide updates – the September meeting minutes are not able to be approved during this meeting.
3. During the finance committee meeting, Mr. Grassey reported they reviewed the budget and discussed how it was impacted by understaffing. Solutions as to resources for understaffing were discussed, including tutoring agencies, to address the needs of raising student academic performance. They also reviewed variances in the budget, such as the addition of the changed curriculum and unanticipated labor expenses.



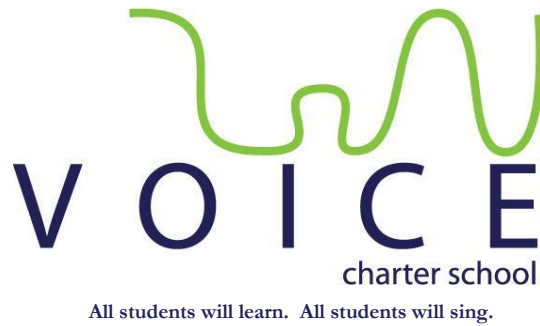
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4. Mr. Headley also gave an update on the progress of the DiMarco building. There have been no surprises, and the authorized work is set to continue roughly on schedule, with an aim to complete work in January. The city asked for a soil sample, which we will share the results once they are received.
5. Mr. Headley gave an update on the flooding that occurred at the school at the end of September. The school has been working with an adjustor for the insurance. The flood caused damage to machines, computers, books, and the gym floor. The photocopiers have been moved upstairs from the basement to the main office at the Lena Horne campus. We had a team that worked through the weekend to pump the water out and sanitize the building. On the day of the flooding, we temporarily lost the use of the kitchen, so the students had a pizza party. In about 4-6 weeks, we'll have the school inspected for mold before doing any repainting.
6. During the Principal's report, Mr. Headley gave highlights on the data dashboard. He explained the board will be receiving this dashboard every month and he explained what information will be given through it. The dashboard includes iReady online assessment scores on reading comprehension and math skills, which a larger percentage of students are taking, as well as baseline measurement and assessment results for music. It includes data for student satisfaction and teacher satisfaction, which show there is good morale right now. During the next finance committee meeting, a goal for cash reserves will need to be discussed and set.
7. Mr. Headley gave a presentation on our data launch. This data was presented to the staff, and it was the first time they saw the state results and the cohort analysis. The ELA state test results showed we were behind the district, but a positive narrative can be seen in the returning students because they are closer to the district and the growth is trending positively. The Math state results are much closer to the district and the rate of growth was higher than the district. For returning students, growth almost doubled the district. This data has given us an action plan on how to help the high percentage of ELLs in their ELA skills. In the enrollment data by demographic, we also beat the district in almost every category, including unhoused students and students with disabilities.
8. Now that we have the state proficiency results, we can set goals for the year. We need to get the students to grade level so we can meet the district. Our constant that we've had over the years is our music program, which is most likely a reason our math scores are stronger because there is a correlation between music and math skills. Music also helps with language acquisition – this year, we have a full capacity music department. In order to reach the goals we set, we need to focus on a theory of action, which is more narrow aspect of the academic action plan.



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9. During our work with Amy D'Angelo, we talked through a schedule and cycle for Mr. Headley to observe classrooms firsthand and unfiltered, as well as attending grade meetings and teacher check-ins. Mr. Headley also discussed the low hanging fruit to put our efforts in, such as student attendance. For example, there is a procedure in place for calling parents if a student is frequently absent. As we set these goals, progress is being shared with staff in the form of percentages daily in an effort of data transparency. The other low hanging fruit data we're tracking revolves around direct instruction, time on task, and classroom transitions.
10. During the Parent report, PA co-chair Juan Vasquez expressed he has seen more attentiveness to communication from teachers via Talking Points. He said it's been a great start to the school year. He wants to sit down with parents and get more feedback from them. He mentioned the annual Parade of Nations event is next month and there's an upcoming Scholastic book fair. There was a question if there is a library in the school – only the classrooms have libraries. There are also field trips to the public library to ensure students have a library card.
11. Mr. Headley gave an update on the recent press that has been at the school. Part of the renewal responsibility is ensuring a fair narrative of our school is understood, therefore a relationship with the media is important. The Japanese news television station, NHK, visited the school to do a live broadcast and included some great clips of the school during their coverage. We also had a reporter visit from The 74, a publication that covers education news. Mr. Headley was also quoted in a Chalkbeat article about the mayor's 60 day eviction notice. In his quote, he said this would be disruptive to families. We are tracking this story and figuring out how it would affect our families and how we can help.
12. Mr. Doyle adjourned the meeting at 6:10 pm.



**VOICE Charter School of New York
Minutes of November 28, 2023, Board Meeting**

Trustees in Attendance: Sari Biddleman (via Zoom), Chris Doyle (via Zoom), Sheila Durant (via Zoom), Michael Guarini (via Zoom), Michael Karp (via Zoom), Susheel Kurien.

Absent Trustees: Rick Grassey, Sachin Gujral, Casey Lamb.

Other Attendees: Franklin Headley, Diana DiCocco, Dominic Van Bussel, Patrick Ford (via Zoom).

Date and Time: November 28, 2023, 4:40 pm to 6:30 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. Mr. Doyle called the board meeting to order at 4:40 pm.
2. After a motion duly made and seconded, the minutes of the unofficial October 18 board meeting were approved.
3. Mr. Headley provided an update on the soil sample from the construction site – the results were as expected and confirmed that it is safe for the school. Additionally, the mold check conducted after the flooding returned a negative result
4. Mr. Headley provided a finance committee update. The variances remain the same and we are budgeted to have a deficit due to the additional funds reserved for academic improvement. Hiring teachers continues to be our recruitment priority as we work to fill vacancies with the support of recruitment agencies and contracted teachers. A discussion

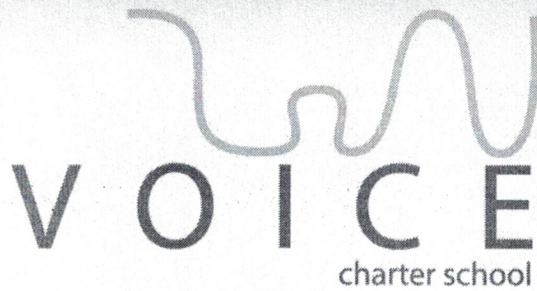


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ensued on cash balances related to the construction of the last stages of the Upper Elementary wing building.

5. Mr. Headley provided an EAC committee update. He presented a PowerPoint on the data dashboard and the academic achievement plan, which included updates on teacher quality, test prep starting in January, certification progress, the new sick day accrual policy that started this year, and teacher vacancies. Mr. Headley also provided an update on the 60-day eviction notice that was provided by the city to the shelters -there is uncertainty as to how this will impact our newcomer families due to the various issues impacting how they would follow-through with this plan. Additional data that was presented included student attendance, ELA IAs and how we're predicting if we're on track to meet our goals, cohort analysis based on the ELA IAs, and the employee pulse survey. During the next EAC meeting, there will be a presentation on grades K-2 data to see how the foundational learning affects testing grades as the students move into the upper grades. Tutoring interventions that have already been implemented in Middle school were also discussed, as the team collects data to determine which interventions are most effective.
6. During next month's meeting, Jacob Michaelman will be joining to report on his findings from his classroom walkthroughs. Dominic Van Bussell will also be joining to review the action plan timeline that came from our strategic planning work and to adjust deadlines for the board-related items.
7. During the Principal's report, Mr. Headley gave an update on the construction for the Upper Elementary wing. The work on the walkway is progressing and there have been no significant changes on costs. The construction is expected to end in February. Mr. Headley also gave an update on the insurance adjuster visit to assess the flood damage – the claim will be honored and a plan for fixes to the damage is in place and bids to contractors are being collected.
8. The board meeting went into closed session at 5:50 pm to discuss personnel matters. No action was taken.
9. Mr. Doyle adjourned the meeting at 6:30 pm.

Susheel Kurien, Secretary



All students will learn. All students will sing.

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

Susheel Kurien, Secretary