



All students will learn. All students will sing.

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

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

Absent Trustees: Loraine Enlow, Casey Lamb.

Other Attendees: Evelyn Gargano, Franklin Headley, Jordan Paul.

Date and Time: July 22, 2020, 6:35 pm to 8:25 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

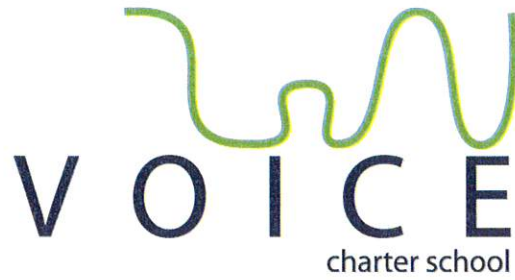
BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:35 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the June 10 board meeting were approved.
3. On behalf of the Finance Committee, Mr. Grassey presented financial data for the end of the fiscal year. Conversation ensued about the timing of certain budgeted items, including the possibility of prepaying certain expenses on the FY20 budget.
4. On behalf of the Education and Accountability Committee, Ms. Biddelman offered a preview of the upcoming committee meeting, which will focus on setting goals for virtual teaching and learning.



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5. On behalf of the Nominating Committee, Mr. Guarini noted that the committee has reviewed the committee's charter and created preliminary objectives for the coming school year. The board's diversity continues to be a committee focus. Mr. Cohen clarified that each committee will review its charter at the beginning of every school year and submit it to the board for approval.
6. On behalf of the HR Committee, Mr. Karp noted upcoming meeting dates.
7. On behalf of the Music Committee, Mr. Kurien shared the outcomes of three meetings, including the matrixing of the Music Department to enable more robust integration of music in other curricular teaching, the review of content with an eye for any racist bias, and a recalibration of the music curriculum to address the challenges of remote education.
8. In his Principal's report, Mr. Headley provided an update on training for the school's teachers and staff on applying trauma-informed practices to the start of the school year. He then outlined the school's reopening plan and provided the rationale for decisions, all informed by discussions with parents, teachers, and staff. Mr. Cohen noted that the plans take into account guidance from the New York State Departments of Health and Education. A discussion ensued about the turnaround time of COVID testing results, which is an important factor in determining the timing of transitions between the school's reopening phases. Mr. Headley added that the plan, which needs to be submitted to the State by July 31, would continue to evolve, as the State expects given the fluidity of the pandemic.
9. Mr. Cohen provided further detail about the school's COVID plan. He walked the board through a draft document that lays out each phase of the plan and what would trigger transitions between phases. After a motion duly made and seconded, the board approved the plan, conditional upon no board member raising any new objections or concerns by August 27. (Any objection would necessitate further discussion and a revote.) The board subsequently discussed how factors would be assessed to determine transitions between phases. After a motion duly made and seconded, the board also approved procedural clarity: Mr. Cohen would be authorized to determine which changes constitute material changes (requiring a board or Executive Committee discussion, depending on timing) and which are nonmaterial (which Mr. Cohen can decide and subsequently inform the board of the decision). For material changes to be decided by the Executive Committee, all board members would be invited to the meeting. Any transition between reopening phases would require a full board vote.
10. The board went into executive session at 7:55 to discuss a real estate matter. No action was taken.
11. The meeting was adjourned at 8:25 pm.



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A handwritten signature in blue ink, which appears to read "Rlt D L".

Robert de Luna, Secretary



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**VOICE Charter School of New York
Minutes of August 26, 2020 Board Meeting**

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

Absent Trustees: Rick Grassey, Casey Lamb, John Yarmick.

Other Attendees: Franklin Headley, Ray McGarrigle, Jordan Paul.

Date and Time: August 26, 2020, 6:35 pm to 7:40 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:35 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the July 22 board meeting were approved.
3. Mr. Cohen shared the personal news of two board members. Ms. Lamb gave birth to her baby at the beginning of August. Ms. Biddelman has become engaged. Mr. Cohen and the rest of the board congratulated both.
4. On behalf of the Education and Accountability Committee, Ms. Biddelman provided an update on the committee's recent meeting with school directors, which focused on short-term and aspirational (three-to-five-year) goals, as well as professional development schedules for each division. They also focused on student developmental goals—the different qualities to be developed for students in different grades—and how to align those



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developmental goals with VOICE's core values. Mr. Karp added that the Education and Accountability Committee goals would be shared with the HR Committee in order to align student and staff goals and inform staff training across the organization. Subsequent discussion ensued about the possible impact of remote learning on students, including their social-emotional and executive function development. Mr. Headley provided additional context, sharing thoughts about the burdens on working parents and the importance of engagement and building student skills.

5. On behalf of the Finance Committee, Mr. McGarrigle reported that the audit is underway. He then provided an update on the PPP loan forgiveness application and presented July's financial figures, which included small deviations from budget.
6. On behalf of the HR Committee, Mr. Karp commented on the challenges of working with students and parents virtually and the need for greater emphasis on staff development and alignment with Education and Accountability Committee work. He reported on results of the June staff survey, including staff members' expressions of need for virtual-instruction training. Mr. Headley led subsequent discussions that touched on response rates for staff surveys and efforts to support staff morale during virtual learning.
7. On behalf of the Admissions and Planning Committee, Mr. de Luna shared current enrollment data. He summarized enrollment in the different grades, flagging oversubscription and shortages. He also talked about outreach efforts during the pandemic. Mr. Headley added his thoughts on the possible impact on enrollment as families at other schools address the realities of the promised in-person programming.
8. After a motion duly made and seconded, the 2020-21 VOICE Family Calendar was approved.
9. After a motion duly made and seconded, the 2020-21 VOICE Board of Trustees Calendar was approved.
10. In his Principal's report, Mr. Headley summarized the virtual summer program for students, which was an astounding success, both for parent satisfaction and student engagement. He discussed the start of this year's professional development program, with its connections to staff summer workshops on data inquiry and trauma-informed healing. Mr. Headley reported that 98% of staff who responded to a survey about the school's anti-racism and equity program found the program effective or highly effective. Mr. Cohen added that a training for board members with the same equity consultants is being planned. Mr. Headley concluded with updates on staffing and expected state budget cuts.



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11. The board went into executive session at 7:35 to discuss a real estate matter. No action was taken.
12. The meeting was adjourned at 7:40 pm.

A handwritten signature in blue ink, appearing to read "RtD & L", is positioned above the printed name of the signatory.

Robert de Luna, Secretary



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**VOICE Charter School of New York
Minutes of September 23, 2020 Board Meeting**

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

Absent Trustees: Loraine Enlow, Casey Lamb.

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

Date and Time: September 23, 2020, 6:35 pm to 7:53 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:35 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the August 26 board meeting were approved.
3. On behalf of the Finance Committee, Mr. McGarrigle reported that there were no surprises in the July or August financials, with expected expenses and no revenue yet for the new fiscal year. Mr. Yarmick added that the annual audit is wrapping up, and the board would have the full report next month.
4. On behalf of the HR Committee, Mr. Karp reported on the committee's upcoming work on three priorities: the creation of a strategic plan for the HR Department, the four planned staff surveys, and a review of divisional goals, with an emphasis on staff development, for the coming year.



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5. On behalf of the Admissions and Planning Committee, Mr. Ford updated the board on student enrollment, which has been steady in recent weeks. Vanguard outreach to prospective kindergarten and first grade students was starting to yield results, with the process to enroll five or six new students underway. Enrollment in the other grades is at or above targets.
6. Mr. Ford presented revisions to VOICE policy and written documents. Changes included adopting the Parents' Bill of Rights for Data Privacy and Security, appending it to the VOICE Family & Student Handbook, and revising the handbook's table of contents to reflect the change. Ensuing discussion touched on whether other changes would be necessary to reflect the school's virtual operation, and Mr. Headley noted that no long-term changes appear to be needed. After a motion duly made and seconded, the Parents' Bill of Rights was approved. And after another motion duly made and seconded, the revision of the Family & Student Handbook was approved.
7. In his Principal's report, Mr. Headley summarized a recent call with VOICE's charter authorizer, the Department of Education, whose staff was complimentary of the school's reopening plan. Conversation among board members ensued about criteria for building closure once the In-School Participation program begins. Mr. Cohen noted that Mr. Headley serves on the Board of Jacob Riis Settlement House, the organization that VOICE has contracted to staff VOICE's In-School Participation program, and VOICE is working with attorneys to ensure that there is no conflict of interest and that appropriate disclosures are made. Mr. Headley noted that most families did not have an extreme need to send their children to the program, and he estimated that 60 children would participate. The rest of his report focused on the possibility of the school being used as a polling site, the success of the school's proactive program to ensure students have the required immunizations, last week's well-attended parent meeting, and the school's ongoing anti-racism work.
8. Mr. Cohen noted that the two-part anti-racism sessions for board members would take place on October 5 and October 8.
9. The board went into executive session at 7:45 to discuss a real estate matter. No action was taken.
10. The meeting was adjourned at 7:53 pm.

A handwritten signature in blue ink, appearing to read "RtD & L", is written above the printed name of the Secretary.

Robert de Luna, Secretary



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VOICE Charter School of New York
Minutes of October 28, 2020 Board Meeting

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

Absent Trustees: Loraine Enlow, Casey Lamb.

Other Attendees: Franklin Headley, Ray McGarrigle, Jordan Paul.

Date and Time: October 28, 2020, 6:35 pm to 8:03 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:35 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the September 23 board meeting were approved.
3. On behalf of the Audit Committee, Mr. Yarmick presented an overview of the recent audit. Despite increased operating expenditures due to the pandemic, the school remains in a good financial position, and its investments continue to be relatively risk-free. The auditors expressed a high regard for VOICE's accounting. After a motion duly made and seconded, the audit was approved.
4. On behalf of the Finance Committee, Mr. McGarrigle reported on September's finances, after the first month of the school's new year. He noted higher income than budgeted due to



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strong enrollment and special education reimbursement. Spending was also higher in some areas, especially for technology for staff, but the overall budget is in good shape.

5. On behalf of the Education and Accountability Committee, Ms. Biddelman reported on progress in remote teaching and learning, including more small-group instruction and more individual and intervention services. Challenges include tracking data differently. Professional development is also evolving to match the remote instruction, and with staff challenges, it has become more important to recognize all successes. There is also greater focus on incorporating more diversity in the curriculum.
6. On behalf of the HR Committee, Mr. Karp reported on the committee's recent focus on two topics: supporting staff to attain goals established through the development of student graduate "portraits" within each division, and refining staff development and evaluation frameworks for this year. The committee has also discussed this year's equity and anti-racism initiative, as well as how to sustain progress.
7. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on current student enrollment, noting that overall enrollment is a little above budget, even though kindergarten and first grade are a little under-enrolled. Mr. Headley added that there has been remarkable stability in enrollment, possibly reflecting families' reluctance to make changes in the current environment.
8. On behalf of the Music Committee, Mr. Kurien praised Ms. Drapek's leadership of the Music Department, citing a smooth translation of the existing curriculum to virtual instruction. Mr. Headley added that the students' winter performances may take place in January.
9. In his Principal's report, Mr. Headley provided updates on the In-School Participation program, which is currently serving approximately 40 students, and the Jacob Riis Settlement House afterschool program. He added that VOICE will hold a memorial event in January for Jawann Haynes, a VOICE dean who died earlier this year; the memorial will include a dedication of the upper campus gymnasium to Mr. Haynes. In general, Mr. Headley summarized parental feedback as very positive about the school's activities, quite possibly the result of more involved and more frequent interaction between the school and the families, yielding greater transparency and understanding. He provided an update on the school's work on racial equity, which was followed by a discussion about the challenges of testing during remote instruction.
10. The board went into executive session at 7:33 pm to discuss real estate matters. No actions were taken.



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11. The meeting was adjourned at 8:03 pm.

A handwritten signature in blue ink, which appears to read "Robert de Luna".

Robert de Luna, Secretary



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VOICE Charter School of New York
Minutes of November 18, 2020 Board Meeting

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

Absent Trustees: Loraine Enlow, Rick Grassey, Michael Karp, Casey Lamb.

Other Attendees: Franklin Headley, Ray McGarrigle, Jordan Paul.

Date and Time: November 18 2020, 6:37 pm to 9:13 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:37 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the October 28 board meeting were approved.
3. On behalf of the Finance Committee, Mr. McGarrigle reported on October's finances after the second month of the school's new year. Income continues to be higher than budgeted due to strong enrollment and special education reimbursement. Expenses are in good shape despite COVID expenditures. He added that VOICE has submitted to Citibank an application for PPP loan forgiveness.
4. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on current student enrollment, noting that overall enrollment remains steady and a little above budget, while kindergarten and first grade are still a little under-enrolled.



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5. In response to the Mayor's announcement that all NYC Department of Education buildings would be closed the following day, board members discussed Mr. Headley's proposed plan to pause the In-School Participation program for an indefinite period of time. Topics discussed included the needs of families and staffing considerations, as well as the possibility of using a different building for the program. The board also discussed the use of Jacob Riis staff members who oversee the In-School Participation program in support of virtual instruction during the program's pause. Following a motion duly made and seconded, the plan to pause the program was approved. Mr. Headley and Mr. Cohen will continue to discuss plans for resuming the program; the resumption would require approval from the board or the Executive Committee.
6. In his Principal's report, Mr. Headley discussed the support he has been receiving from colleagues and institutions, as well as from the board, and he summarized the supports and related initiatives undertaken to ensure staff well-being.
7. On behalf of the Music Committee, Mr. Kurien summarized some of the questions and challenges facing the school's Music Department in the pandemic, including how to assess students on Zoom, how to handle remedial instruction (especially for students new to VOICE), how performances can take place, and how the board can be supportive.
8. Mr. Cohen reported that Mr. Yarmick will be stepping down from the board but will continue to advise the board, and especially the Audit Committee, in an unofficial capacity. The rest of the board joined Mr. Cohen in thanking Mr. Yarmick for his contributions past and future.
9. Mr. Cohen invited board members to consider possible board committee reassignments.
10. The board went into executive session at 7:43 pm to discuss real estate and personnel matters. One action was taken. As a result of the session, following a motion duly made and seconded, the board approved, adopted, and authorized a Facilities Transition Agreement, by and between Voice Charter School and Growing Up Green Charter School, substantially in the form as submitted to the board prior to this meeting, subject to such modifications as the officers of Voice, with and upon the advice of counsel, shall deem necessary and appropriate, and the transactions contemplated thereby.
11. Following the executive session, the meeting was adjourned at 9:13 pm.

A handwritten signature in blue ink, appearing to read "Robert de Luna", is positioned above the printed name.

Robert de Luna, Secretary



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VOICE Charter School of New York
Minutes of December 16, 2020 Board Meeting

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

Absent Trustees: Sari Biddelman, Loraine Enlow.

Other Attendees: Franklin Headley, Ray McGarrigle, Jordan Paul.

Date and Time: December 16, 2020, 6:40 pm to 7:35 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:40 pm. Mr. de Luna served as meeting secretary.
2. Mr. Cohen reported that the PPP loan had been forgiven and thanked Mr. Ficeto, Mr. Headley, Mr. Grassey, and Mr. McGarrigle for their work.
3. Mr. Cohen reported that VOICE had signed a lease with the church on new basement space, which VOICE will use once full activity returns to campus.
4. Mr. Cohen also reported on the Executive Committee's vote to reopen the In-School Participation program to accommodate families' needs.
5. On behalf of the Finance Committee, Mr. McGarrigle reported on November's finances. Continuing the trend exhibited in recent months, income was higher than budgeted due to strong enrollment and special education reimbursement, and expenses were also higher



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than normal due to COVID-related expenditures. The net result is a modest deficit compared to budget.

6. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on student enrollment, noting that overall enrollment remains steady and a little above budget, despite kindergarten and first grade still being a little under-enrolled. Discussion ensued on attendance-taking methods and expectations during virtual instruction.
7. In his Principal's report, Mr. Headley provided an update on the reopening of the In-School Participation program, including current testing protocols and the absence of any parental complaints. He discussed plans for on-site COVID testing in January, and he gave an overview of concerns about and efforts to counter staff and student burnout. He also shared an overview of things to watch for on the political front as a new session gets underway.
8. Mr. Doyle proposed a revision to the draft of the November 18 board meeting minutes. After a motion duly made and seconded, the revised minutes were approved.
9. Mr. Cohen and Mr. Grassey led a discussion of two items on the school's financial spreadsheet—the documentation of PPP loan forgiveness and fluctuations in the bond portfolio.
10. The board went into executive session at 7:23 pm to discuss a real estate matter. No action was taken.
11. The meeting was adjourned at 7:35 pm.

A handwritten signature in blue ink, appearing to read "R de Luna", is positioned above the printed name of the Secretary.

Robert de Luna, Secretary



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**VOICE Charter School of New York
Minutes of January 13, 2021 Board Meeting**

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

Absent Trustees:

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

Date and Time: January 13, 2021, 6:34 pm to 7:45 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:34 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the December 18 board meeting were approved.
3. Mr. Cohen noted that, given that COVID-19 vaccination is now underway, VOICE should begin to develop plans for the school's reopening. He charged the Admissions and Planning Committee with beginning those discussions before the next board meeting.
4. On behalf of the Finance Committee, Mr. McGarrigle reported on December's finances. Continuing recent trends, revenue was higher than budgeted due to strong enrollment and special education reimbursement, and expenses were higher than budgeted due to COVID-related expenditures. Discussion ensued about the possibility of new federal support.



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5. Mr. Headley discussed his research on augmenting the life insurance benefit for staff, which would involve a modest expense for the school. Additional examination of the terms of the policy is underway.
6. On behalf of the HR and Talent Committee, Mr. Karp provided updates on the HR Department's work on equity and anti-racism and on mid-year staff evaluations. He also expressed an interest in adding another board member to the committee.
7. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on student enrollment, noting that overall enrollment remains steady and a little above budget, despite kindergarten and first grade still being under-enrolled. Applications for those who wish to begin attending VOICE next year were mailed out to more than 30,000 homes.
8. On behalf of the Education and Accountability Committee, Ms. Lamb discussed work in progress to develop school-wide accountability metrics for the year, as well as the challenge of aligning metrics with those of the State, since the State has paused testing.
9. Ms. Lamb noted that she had connected a possible candidate to join the board with Ms. Valbrun. Mr. Kurien noted that the Nominating Committee would do the usual vetting.
10. The board went into executive session at 7:10 pm to discuss personnel and real estate matters. No actions were taken.
11. The meeting was adjourned at 7:45 pm.

A handwritten signature in blue ink, appearing to read "R de Luna", is positioned above the printed name.

Robert de Luna, Secretary



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VOICE Charter School of New York
Minutes of February 10, 2021 Board Meeting

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

Absent Trustees: Chris Doyle, Loraine Enlow.

Other Attendees: Franklin Headley, Ray McGarrigle, Jordan Paul.

Date and Time: February 10, 2021, 6:37 pm to 8:05 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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


BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:37 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the January 13 board meeting were approved.
3. On behalf of the Education and Accountability Committee, Ms. Biddleman outlined the work associated with establishing school-wide goals and metrics for the current school year. She and Mr. Headley noted that these goals and metrics will necessarily be different because of remote teaching and learning.
4. On behalf of the Finance Committee, Mr. Grassey detailed a plan to increase life insurance coverage for the school's staff for a modest cost. The upgrade will increase the coverage from one times salary to three times salary, at a cost to the school of less than \$25,000.



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5. Also on behalf of the Finance Committee, Mr. McGarrigle reported on January's finances, noting that the picture remains the same. Despite above-budget revenue, COVID-related expenses are resulting in the school's overall finances being modestly below budget.
6. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on student enrollment, noting that it remains steady and a little above budget, despite kindergarten and first grade still being under-enrolled. Paper applications received for next year trail numbers from previous years, necessitating additional strategies for recruitment.
7. On behalf of the Nominating Committee, Mr. de Luna noted that a candidate is undergoing assessment for board consideration, and the process will continue to take time, including the candidate's attendance at a minimum of two board meetings. Led by Mr. Kurien, discussion ensued on the needed qualifications of new board candidates and the desire to find more diverse candidates who better represent the communities that VOICE serves.
8. On behalf of the HR and Talent Committee, Mr. Karp provided an update on the committee's most recent discussions, which focused on qualification wishes for a new board member, anticipated staffing needs for next year, ongoing equity and anti-racism training, a staff survey, and a review of the staff handbook.
9. In his Principal's report, Mr. Headley provided an update on bus and subway advertisements to attract new students. He also discussed efforts to get staff vaccinated against COVID-19, noting that more than 50 percent are already vaccinated and expectations are that 70 percent will be vaccinated by April. A corollary effort has staff working to help the family members of VOICE students getting appointments to be vaccinated. He also addressed potential scenarios for reopening the school to in-person attendance and instruction, perhaps as soon as April. Participation will be voluntary for both students and staff. Also on the table are the beginnings of plans for summer school.
10. Mr. Cohen shared preliminary news about the admissions of VOICE students to high schools of their choice. More detail will be available after all acceptance decisions are announced by March 1.
11. The board went into executive session at 7:50 pm to discuss real estate and personnel matters. No action was taken.
12. The meeting was adjourned at 8:05 pm.

 Robert de Luna, Secretary



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VOICE Charter School of New York
Minutes of March 17, 2021 Board Meeting

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

Absent Trustees: Rick Grassey

Other Attendees: Sheila Durant, Patrick Ford, Franklin Headley, Ray McGarrigle, Brenda O'Connor, Jordan Paul.

Date and Time: March 17, 2021, 6:35 pm to 8:36 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:35 pm. Mr. de Luna served as meeting secretary.
2. Mr. Cohen welcomed Sheila Durant, who introduced herself and discussed her career in education.
3. After a motion duly made and seconded, the minutes of the February 10 board meeting were approved.
4. On behalf of the HR and Talent Committee, Mr. Karp shared the results of the annual staff survey, highlighting greater staff participation than last year and sharing certain takeaways, including several reflecting favorably on VOICE being a respectful place to work. Ms. O'Connor provided greater detail about response differences among VOICE's divisions.



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5. Mr. Ford introduced the district safety plan, which outlines response plans in the event of school-based emergencies. Discussion ensued and touched on the current school security staff. Mr. Cohen suggested the addition of language to the plan formalizing the board's notification in the event of an emergency. After a motion duly made and seconded, the safety plan was approved substantially in the form presented to the board.
6. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on student enrollment. While enrollment changed more than in previous months—five students departed—overall enrollment remains above budget and turnover has been much lower than in most years. Regarding applications for next year, the numbers overall are down, but application types that have traditionally been the most likely to turn into attending student (e.g., paper applications and direct applications) are up; most of the decline is in Common App applications, which have typically yielded a much lower percentage of attending students. Mr. Ford provided an update on an ongoing advertising campaign aimed at attracting new student families. Discussion ensued based on the committee's recommendation for the number of free lunch preference spots to allocate this year. After a motion duly made and seconded, seven free/reduced lunch preference spots for 2021-22 enrollment were approved.
7. On behalf of the Finance Committee, Mr. McGarrigle reported on February's finances, underscoring consistency with the narrative of recent months. Despite above-budget revenue, COVID-related expenses are resulting in the school's overall finances being modestly below budget. Conversation ensued about budgeting for future staffing needs and addressing post-pandemic trauma.
8. Mr. Cohen noted that the 990 form, a draft of which had previously been shared with board members for review, would be submitted the following day.
9. On behalf of the Education and Accountability Committee, Ms. Biddleman shared that the committee had reviewed recent academic assessment data from the lower elementary division, with the goal of providing greater support to any students who are struggling. She led a discussion about preliminary plans to open the campus for some student activities, with a focus on social-emotional and physical health. Mr. Headley discussed some of the uncertainties remaining about state testing. Conversation ensued about state testing.
10. In his Principal's report, Mr. Headley advanced the discussion about preliminary plans for children to return to in-person activities on a voluntary basis, in parallel with the ongoing virtual program. He also discussed his ongoing discussions with parents and shared some of their wishes and concerns. Dr. Valbrun urged Mr. Headley and the trustees to carefully consider those students who do better during remote programming in planning for the coming school year and beyond. Conversation ensued about the different experiences that



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students have had during remote instruction and how to ensure equity. Mr. Headley concluded by updating the board with the status of staff vaccinations.

11. The board went into executive session at 8:21 pm to discuss a real estate matter. No action was taken.
12. The meeting was adjourned at 8:36 pm.

A handwritten signature in blue ink, appearing to read "RtD & L".

Robert de Luna, Secretary
Approved April 21, 2021



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VOICE Charter School of New York
Minutes of April 5, 2021 Board Meeting

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

Absent Trustees: Michael Guarini, Karen Valbrun.

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

Date and Time: April 5, 2021, 6:04 pm to 7:11 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

1. Approval of a revision to the Middle School PREP In-School Participation Reopening Plan

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:04 pm. Mr. de Luna served as meeting secretary.
2. Mr. Cohen explained that the Middle School PREP In-School Participation Reopening Plan had been reviewed and recommended for passage by the Education and Accountability Committee, but it requires a board vote because it constitutes a material change to the 2020-21 Reopening Plan. Mr. Kolman presented an overview of the plan and program. Discussion ensued about safety concerns and precautions, scheduling, music classes, and state exams. After a motion duly made and seconded, the revision of the Middle School PREP In-School Participation Reopening Plan was approved.
3. The board went into executive session at 6:28 pm to discuss a real estate matter. No action was taken.
4. The meeting was adjourned at 7:11 pm.

A handwritten signature in blue ink, appearing to read "R de Luna", is written over the printed name of Robert de Luna.

Robert de Luna, Secretary
Approved April 21, 2021



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**VOICE Charter School of New York
Minutes of April 21, 2021 Board Meeting**

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

Absent Trustees:

Other Attendees: Sheila Durant, Patrick Ford, Franklin Headley, Ray McGarrigle, Jordan Paul.

Date and Time: April 21, 2021, 6:34 pm to 8:29 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:34 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the March 17 board meeting were approved.
3. After a motion duly made and seconded, the minutes of the April 5 board meeting were approved.
4. On behalf of the Education and Accountability Committee, Ms. Biddleman shared updates on student academic progress, noting exceptional growth in technological skills. She led a discussion on plans for upcoming in-school activities, including state testing. Mr. Headley noted that the first cohort of in-school participation students have completed their two weeks, with very positive feedback overall. He then added that a growing number of middle school students have been electing to take state exams and that VOICE would offer



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in-person summer programming with an emphasis on students' social-emotional and physical well-being.

5. On behalf of the Finance Committee, Mr. McGarrigle reported on March's finances, which continue to show above-budget revenue and above-budget expenses related to COVID—resulting in the school's overall financial performance being modestly below budget. Mr. Grassey added an update on pricing negotiations over staff health care benefits.
6. On behalf of the HR and Talent Committee, Mr. Karp reported that offer letters have gone out to teachers and other staff for next year. Staff turnover for the incoming 2021-22 school year is expected to be relatively low.
7. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on student enrollment, which remains above budget. He provided an overview on the admissions lottery, student invitations, and student acceptances, noting an aggressive plan to fill spots as early as possible for next year.
8. On behalf of the Nominating Committee, Mr. Kurien shared the committee's thoughts on diversifying the board's membership, including a potential program in partnership with a local graduate school of education. Conversation ensued about parent participation in board meetings and the current status of the school's Parent Association.
9. In his Principal's report, Mr. Headley discussed progress in the vaccination of staff, noting that it was unclear whether the city and state would mandate or allow remote instruction in the fall. He reported a growing acceptance among teachers and staff to return to the campus, and he answered questions about remote instruction. He also provided an update about COVID testing and related funding.
10. Mr. Cohen noted that he had approved a nonmaterial change to the reopening plan related to physical distancing guidelines.
11. The board went into executive session at 7:30 pm to discuss real estate and personnel matters.
12. Mr. Cohen called the meeting to order again at 7:50 pm. Following the executive session discussion, the following resolutions were introduced:

RESOLVED, that the board, pursuant to the exercise of the good faith judgment of each of the trustees, believes it is advisable, desirable, fair to, and in the best interests of the school that the board approve, adopt, and authorize a lease for the premises located at 36-49 11th Street, Long Island City, New York (the "11th Street lease") and a lease extension and



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modification agreement with respect to that certain lease concerning the premises located at 36-24 12th Street, Long Island City (the "12th Street lease," and, collectively, with the 11th Street lease, the "leases"), in each case, substantially on the material terms and conditions included in the drafts of the leases that were submitted to the board prior to this meeting; and it is further

RESOLVED, that the officers of the school are authorized to enter into, at their discretion, an agreement or agreements to merge the two leases for the purpose of satisfying certain conditions related to charter school facilities rental subsidies; and it is further

RESOLVED, that the transactions contemplated by the leases be, and they hereby are, approved and authorized in all respects; and it is further

RESOLVED, that the chair of the board, the president, the treasurer, and the secretary of the school (the "authorized officers") be, and each of them hereby is, authorized and empowered, in the name and on behalf of the school, to execute and deliver the leases and any agreements to merge the leases, with such modifications as any such authorized officers, with and upon the advice of counsel, shall deem necessary and appropriate, and the execution and delivery of the leases and any agreements to merge the leases to be conclusive evidence that the same has been approved pursuant to these resolutions.

After a motion duly made and seconded, the resolutions were approved.

13. Discussion ensued about the board's fulfillment of duties and responsibilities to stakeholders and how it could evolve to better serve its function. It was decided that a survey would be created for and circulated among board members to further the discussion.
14. The meeting was adjourned at 8:29 pm.

A handwritten signature in blue ink, appearing to read "RtD & L", is written over the text of item 14.

Robert de Luna, Secretary

Approved May 19, 2021



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**VOICE Charter School of New York
Minutes of May 19, 2021 Board Meeting**

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

Absent Trustees: Susheel Kurien.

Other Attendees: Sheila Durant, Franklin Headley, Ray McGarrigle, Jordan Paul.

Date and Time: May 19, 2021, 6:34 pm to 7:56 pm

Location: Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:34 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the April 21 board meeting were approved.
3. On behalf of the Finance Committee, Mr. McGarrigle reported on April's finances, which continue to show above-budget revenue and above-budget expenses related to COVID—resulting in the school's overall financial performance being modestly below budget. Mr. Grassey added an update on pricing negotiations over staff health care benefits. Discussion followed on federal COVID-19 stimulus funds. Mr. Cohen reported on progress in the preparation of next year's budget, which will be shared with board members in advance of the next meeting so it can be voted on at that meeting.

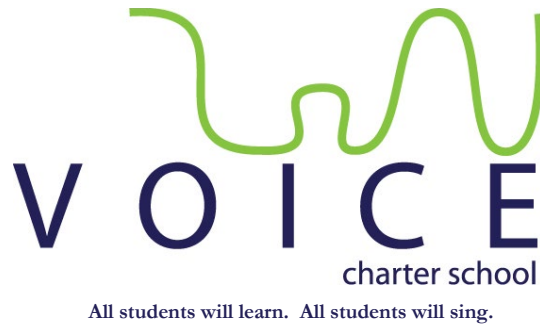


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4. On behalf of the Music Committee, Ms. Enlow provided an update on a recent meeting with Ms. Drapek, noting that data documenting different milestones for students of different ages would be shared at a future meeting.
5. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on student enrollment, which remains unchanged from last month and still above budget. He commented that the admissions process appears to be on track to meet enrollment goals for the 2021-22 school year.
6. On behalf of the Nominating Committee, Mr. de Luna announced that the June board meeting would mark the end of the current board term and that four members would be completing terms and possibly willing to continue for another term. He planned to contact the four before the next meeting to capture their wishes about continuing and their reflections on the past term. He added that elections for officers would also be held at the June board meeting, as well as a vote on a new board candidate. Conversation ensued on election protocols.
7. Mr. Cohen reported that most board members have already responded to the survey that had been distributed, and he asked that those who haven't completed it yet to do so at their earliest convenience.
8. In his Principal's report, Mr. Headley began by thanking Mr. Cohen for his service as board chair. He continued with an update on a town hall meeting held earlier in the day with parents, at which most parents expressed gratitude for VOICE's support, and a range of topics were openly discussed. Parents were pleased to hear about the commitment to have the best in-person school possible starting in the fall. Mr. Headley also shared with parents information about summer camps and VOICE's summer school program. He also reported that he had received results of the school's equity and anti-racism audit, but he had not had time to digest and assess the data. Extensive conversation ensued about the audit data, its presentation to the board, and the work's scope and progress. Mr. Cohen and Mr. Headley agreed to work together to determine next steps. Mr. Headley then shared plans for the school's outdoor in-person graduation ceremony, which will take place in the PS111 schoolyard on June 25 at 5:00 p.m.
9. Mr. Cohen noted that 117 out of 120 school staff members have reported being vaccinated.
10. The meeting was adjourned at 7:56 pm.

A handwritten signature in blue ink, appearing to read "Rt de Luna", is written over the printed name.

Robert de Luna, Secretary
Approved June 9, 2021



VOICE Charter School of New York Minutes of June 9, 2021 Board Meeting

Trustees in Attendance:	Marc Cohen, Sari Biddelman, Robert de Luna, Chris Doyle, Loraine Enlow, Rick Grassey, Michael Guarini, Michael Karp, Susheel Kurien, Casey Lamb, Karen Valbrun.
Absent Trustees:	None.
Other Attendees:	Patrick Ford, Franklin Headley, Ray McGarrigle, Brenda O'Connor, Christine Papania, Jordan Paul, Juan José Vásquez.
Date and Time:	June 9, 2021, 6:34 pm to 8:57 pm
Location:	Zoom Virtual Meeting

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Mr. Cohen called the meeting to order at 6:34 pm. Mr. de Luna served as meeting secretary.
2. Mr. Cohen thanked VOICE staff for the hard work in preparation for the meeting, and he welcomed both Christine Papania, who introduced herself and discussed her career in choral music education, and Juan José Vásquez, who was observing as a VOICE parent.
3. After a motion duly made and seconded, the minutes of the May 19 board meeting were approved.
4. Mr. Cohen reported that he had emailed board members the results of the equity and anti-racism audit, which will be discussed at a future meeting.
5. On behalf of the HR and Talent Committee, Mr. Karp discussed three changes to the Employee Handbook for board consideration: an updated protocol related to safety



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incidents; a new employee time-clock procedure; and an expansion of parental leave/bereavement benefits. Ms. O'Connor answered questions related to the changes. After a minor correction and a motion duly made and seconded, the changes to the Employee Handbook were approved.

6. On behalf of the Music Committee, Ms. Enlow and Mr. Kurien provided an update on the Music Department's progress during the pandemic, including the collection of music assessment data. Conversation ensued about the integration of these data with other academic data and metrics that compose the school's dashboard, as well as about lessons learned from remote music instruction.
7. On behalf of the Education Accountability Committee, Ms. Biddelman presented the proposed 2021-22 academic calendar, flagging minor deviations from previous years. Mr. Headley underscored the structural flexibility that allows for celebration of religious holidays that fall on instructional days. After a motion duly made and seconded, the 2021-22 academic calendar was approved.
8. Mr. Cohen presented the proposed 2021-22 board of trustees calendar, noting the probability of regulatory changes affecting remote meetings. After a motion duly made and seconded, the 2021-22 board of trustees calendar was approved.
9. On behalf of the Admissions and Planning Committee, Mr. de Luna provided an update on student enrollment, which remains virtually unchanged, and on the admissions process for the 2021-22 school year, which is making progress towards admissions targets.
10. On behalf of the Finance Committee, Mr. McGarrigle introduced the proposed 2021-22 budget, commenting on student enrollment, pandemic-related staffing, federal funding, technological needs, and staff compensation. Discussion continued about staffing related to pandemic issues. After a motion duly made and seconded, the 2021-22 budget was approved.
11. Mr. Cohen shared highlights related to the acceptance of VOICE students to prestigious high schools and praised the Middle School team for their hard work in effecting these results. Discussion ensued on tracking VOICE alumni participation in music performance after graduation.
12. On behalf of the Nominating Committee, Mr. de Luna reported that the three-year terms of four current board members were expiring. All four board members are eligible for another term, and all expressed an interest in being considered for another term. After four motions duly made and seconded, Marc Cohen, Michael Guarini, Michael Karp, and Rick Grassey were individually reelected to the board.



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13. On behalf of the Nominating Committee, Mr. de Luna reported the committee's recommendation to approve Sheila Durant's election to the board. After a motion duly made and seconded, Sheila Durant was elected to the board.
14. On behalf of the Nominating Committee, Mr. de Luna announced the closure of the nominating period, with four candidates for officer positions, one for each position: Casey Lamb was the nominee for chair/president; Karen Valbrun, the nominee for vice chair/vice president; Rick Grassey, the nominee for treasurer; and Robert de Luna, the nominee for secretary. Brief discussion ensued on election protocol. After four motions duly made and seconded, the four nominees were individually elected to their respective officer roles. Mr. Cohen, Ms. Lamb, and Mr. Headley offered comments and gratitude for the outgoing and incoming officers.
15. In his Principal's report, Mr. Headley provided an update on in-school activities and summer school plans, as well as perspectives on lessons learned from remote instruction that will contribute to thinking about next year.
16. The board went into executive session at 8:11 pm to discuss a personnel matter.
17. Following the executive session, the public session reconvened at 8:50 for a vote. Following a motion duly made and seconded, the offer letter to be presented to Mr. Headley for the 2021-22 school year was approved.
18. The meeting was adjourned at 8:57 pm.

A handwritten signature in blue ink, appearing to read "Rt de Luna", is positioned to the left of the printed name.

Robert de Luna, Secretary
Approved July 21, 2021