

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

Trustees in Attendance: Casey Lamb, Sari Biddelman (via Zoom, in a public space), Marc Cohen, Robert de Luna, Chris Doyle, Sheila Durant (non-voting, pending final DOE approval), Loraine Enlow (via Zoom), Rick Grassey (via Zoom), Michael Guarini (via Zoom), Susheel Kurien, Karen Valbrun.

Absent Trustees: Michael Karp.

Other Attendees: Patrick Ford, Franklin Headley, Ray McGarrigle, Christine Papania.

Date and Time: July 21, 2021, 6:33 pm to 7:25 pm

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

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Ms. Lamb called the meeting to order at 6:33 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the June 9 board meeting were approved.
3. Ms. Lamb introduced a draft proposal for board consideration that would mandate COVID-19 vaccination for all VOICE employees except for those eligible for a medical accommodation. Discussion ensued touching on a range of related topics, including possible expansion on the accommodation beyond medical concerns, the unpaid leave component tied to the accommodation verification process, and the timing of the policy's implementation, as well as the underlying reasons for such a policy. Following a motion duly made and seconded, the board approved the substance of the policy, and it authorized



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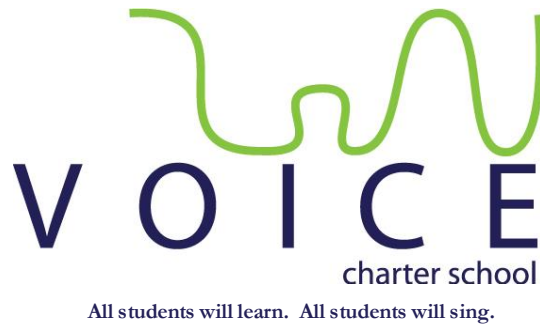
the Executive Committee to make revisions needed to finalize the policy (when the dates of the policy's implementation, as well as the related vaccination deadline dates, are determined) and to then officially adopt the policy.

4. In his Principal's report, Mr. Headley reported on the graduation ceremony, which took place outdoors, a precedent that worked very well and would be considered for future graduation ceremonies. Board members who attended shared their observations, including noting that the students and their parents were thrilled about the event. Mr. Headley noted the positive reception for the bestowal of the Founders Award to honor the memory of Jawann Haynes, the beloved VOICE upper elementary dean who died in early 2020. He also reported that summer school was underway and going well and that many staff members were returning from the July break and participating in a leadership retreat.
5. Ms. Lamb noted that several New York City charter schools had filed a lawsuit against the city seeking reimbursement for COVID testing and that the schools that were a party to that lawsuit, and only those schools, were receiving the reimbursement they sought. Further discussion with VOICE's lawyers would be needed to determine whether VOICE should pursue a similar lawsuit.
6. On behalf of the Music Committee, Mr. Kurien reported that VOICE would not be able to bring back choral singing in September because of COVID-related distance requirements, so the music program would be offering students other music education.
7. The meeting was adjourned at 7:25 pm.

A handwritten signature in blue ink, appearing to read "Rt de Luna".

Robert de Luna, Secretary

Approved Aug 25, 2021



VOICE Charter School of New York Minutes of August 25, 2021 Board Meeting

Trustees in Attendance: Casey Lamb, Robert de Luna (via Zoom), Chris Doyle, Rick Grassey (via Zoom), Michael Guarini (via Zoom), Susheel Kurien, Karen Valbrun (via Zoom).

Absent Trustees: Sari Biddelman, Marc Cohen, Sheila Durant, Loraine Enlow, Michael Karp.

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

Date and Time: August 25, 2021, 6:38 pm to 7:50 pm

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

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Ms. Lamb called the meeting to order at 6:38 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the July 21 board meeting were approved.
3. Ms. Lamb shared highlights from the committee reports, which were shared electronically prior to the meeting.
4. On behalf of the Finance Committee, Mr. Grassey reported on the school's end-of-year finances. Revenue was higher than budgeted for the year due to above-budget enrollment and PPP loan forgiveness. Pandemic-related expenses, including technology expenditures and costs associated with the in-school participation program, were also higher than budgeted. In aggregate, the school is financially in good shape.



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5. Continuing to share highlights from committee reports, Ms. Lamb noted that the Education and Accountability Committee would review and discuss recently drafted schoolwide priorities, goals, and metrics for the 2021-22 year.
6. Ms. Lamb reported that the Music Committee would be working with Music Department faculty to discuss the ongoing pandemic's impact on music teaching and learning. Mr. Kurien added that the Music Committee has requested that a Music Department representative play a role on the leadership team.
7. Ms. Lamb reported that the new Diversity, Equity, and Inclusion Committee held its first meeting. Dr. Valbrun has volunteered to chair the committee, which will draft a charter, consider committee goals in alignment with board and schoolwide goals, and engage the board on last year's equity audit and other diversity, equity, and inclusion matters.
8. Ms. Lamb summarized updates from the HR and Talent Committee, noting that the committee would review current systems with an eye to streamlining the HR management process.
9. Ms. Lamb summarized an update from the Nominating Committee, which is currently finalizing nomination materials to formally present one candidate for board consideration. Conversations have begun with another candidate, who Mr. Kurien suggested could be a good representative of the Astoria community.
10. On behalf of the Admissions and Planning Committee, Mr. de Luna summarized the current enrollment snapshot, which shows below-target enrollment. He commented on the unique uncertainties of this time given the ongoing pandemic, particularly with the lower grades. Conversation ensued about enrollment fluctuations and predictions, demographic shifts, constraints due to building capacity, potential mitigation strategies, and budgetary consequences in the event of enrollment shortfalls. Ms. Lamb added that the board would monitor the enrollment situation closely as the school year began.
11. Mr. Headley presented the Fall 2021 COVID-19 Safety Plan. Discussion ensued around vaccinations, a contingency plan for remote instruction, the definitions of close contact, and contact tracing. After a motion duly made and seconded, the COVID-19 Safety Plan was approved, with minor edits for clarity. The plan will be posted on the school's website.
12. Ms. Lamb noted that future board meetings will take place at 4:15 pm on the dates indicated in the previously approved calendar.
13. In his Principal's report, Mr. Headley spoke about the logistical challenges of reopening the school in the absence of official state or city guidance. He expected to have more to report to the board after two upcoming town hall events with families discussing the school's



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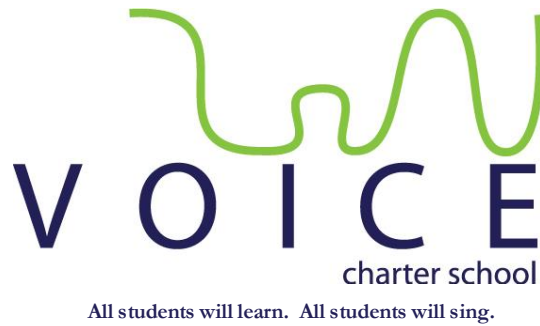
safety plan. He then summarized a recent staff-led schoolwide professional development session on anti-racism and equity.

14. The meeting was adjourned at 7:50 pm.

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

Robert de Luna, Secretary

Approved Sep 22, 2021



**VOICE Charter School of New York
Minutes of September 22, 2021 Board Meeting**

Trustees in Attendance: Casey Lamb, Marc Cohen, Chris Doyle, Sheila Durant, Loraine Enlow, Rick Grassey, Michael Guarini, Michael Karp, Karen Valbrun.

Absent Trustees: Sari Biddelman, Robert de Luna, Susheel Kurien,

Other Attendees: Franklin Headley, Christine Papania, Jordan Paul.

Date and Time: September 22, 2021, 4:20 pm to 6:15pm

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 meeting to order at 4:20 pm. Mr. Doyle served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the August 25 board meeting were approved.
3. Ms. Lamb noted her recent visit to the school and encouraged others to visit.
4. In his Principal's report, Mr. Headley outlined the main challenges of returning to school this year: the complicated logistics of student bus service that they city provides; understaffing from unfilled positions, unexpected departures, and staff calling out sick out of precaution; and enrollment shortfalls. Ms. Lamb added that students and staff were happy to be together in community again. Discussion ensued around staffing, enrollment, and financial consequences.



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5. Ms. Lamb shared highlights of the committee reports that were shared electronically. She noted that the Education and Accountability Committee discussed how Kindergarteners seemed less prepared for school due to decreased participation in Pre-K.
6. On behalf of the Diversity, Equity, and Inclusion Committee, Dr. Valbrun shared the Committee's plans to examine the board's communication practices and power dynamics; to coordinate with ongoing, internal anti-racism and DEI work now that the consultant's engagement has ended; and, in collaboration with the HR and Talent Committee, to review hiring practices and staff retention with an equity lens. Dr. Valbrun highlighted resources and concepts that would be helpful in the process. She added that members of the Committee would soon do a school climate, culture, and tone walkthrough on-site.
7. On behalf of the Music Committee, Ms. Enlow reported on the Music Department's progress in music instruction despite pandemic-related barriers. They discussed current and future issues of space allocation and the desired balance between vocal versus instrumental music instruction. Ms. Lamb noted the challenge of aligning the music curriculum across the three school divisions.
8. Ms. Lamb shared that the chairs of each committee had met recently to discuss reviewing and revising committee charters and aligning committee goals with schoolwide goals. She encouraged the trustees to explore membership on other committees with fewer members if possible. Conversation ensued about the charter renewal process and aligning board goals to address gaps indicated on the renewal report.
9. At Ms. Lamb's request, Ms. Papania introduced herself formally to the board, highlighting her background and professional involvement in choral music instruction and arts administration.
10. On behalf of the Nominating Committee, Dr. Valbrun noted the Committee's recommendation to approve Christine Papania's election to the board. After a motion duly made and seconded, Ms. Papania was elected to the board pending the school's authorizer's approval or deemed approval.
11. Mr. Headley introduced the schoolwide Strategic Priorities, Goals & Metrics document for 2021-22, which was shared via email prior to the meeting. Discussion ensued on specific goals, metrics, timelines, and accountability related to the document. The board collectively expressed strong support for the Strategic Priorities, Goals and Metrics document.
12. The board went into executive session at 6:07pm to discuss a personnel matter.
13. The board came out of executive session at 6:15pm and the meeting was adjourned.

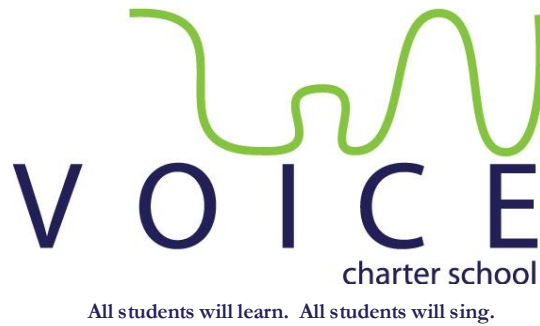


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A handwritten signature in blue ink that reads "Rlt D L".

Robert de Luna, Secretary

Approved Oct 20, 2021



VOICE Charter School of New York Minutes of October 20, 2021 Board Meeting

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

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

Other Attendees: Margie Amaya, Franklin Headley, Ray McGarrigle, Christine Papania, Jordan Paul, Daniel Powell.

Date and Time: October 20, 2021, 4:20 pm to 5:55 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 meeting to order at 4:20 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb introduced guest speakers Ms. Amaya, her children and VOICE students Isabel and Jason, and VOICE middle school social studies teacher Mr. Powell. The guests spoke about why they joined VOICE and what they appreciate most about the school, including its receptivity to parent input, its personalized communications with families, its commitment to helping students of all abilities, and its flexibility in working with parents around various challenges. The guests also shared what they might like to see change, including growing the school so that students could continue with VOICE through high school. Conversation ensued about the preparedness of VOICE students for high school and ways to better engage parents in school activities.
3. In his Principal's report, Mr. Headley noted the active work of several board committees. He summarized the major and persistent problems of the bus service supporting the school's families at the outset of this school year. Other challenges have included student



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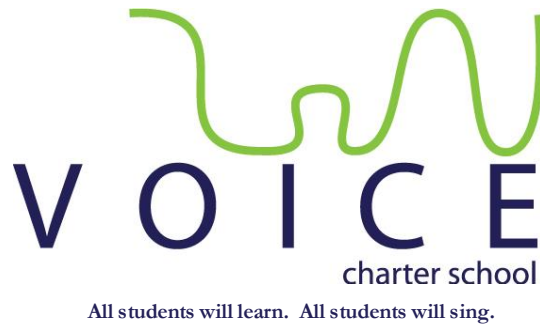
enrollment, which is lower than budgeted; open staff positions, which have been difficult to fill; and the greater need for additional supports by some students. The impact of the enrollment shortfall on the school's budget was also discussed.

4. Ms. Lamb distributed a survey form electronically for board members to complete.
5. After a motion duly made and seconded, the minutes of the September board meeting were approved.
6. Ms. Lamb shared highlights of recent committee work. She reported on this year's audit work by the Audit Committee, academic data that the Education Accountability Committee shared, and the Music Committee's recommendation to include music faculty at the leadership level of the school. She added that the Diversity, Equity, and Inclusion Committee membership had arranged to meet with the school's staff Diversity, Equity, and Inclusion working group. She summarized that the HR & Talent Committee was looking at creating a stronger music team leadership role and updating policies to increase assistant-level staff retention.
7. On behalf of the Admissions and Planning Committee, Mr. de Luna summarized the probable reasons for the enrollment shortfall, as well as various strategies underway to recruit additional students for the current year and beyond. Conversation touched on demographic changes in the school's district and the scope of the problem, which is affecting other district and charter schools as well.
8. In response to Mr. Kurien's concerns about pandemic-related student learning loss, Ms. Lamb explained the Education Accountability Committee's activities in that area.
9. The board went into executive session at 5:53 pm to discuss a personnel matter.
10. The board came out of executive session at 5:55 pm, and the meeting was adjourned.

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

Robert de Luna, Secretary

Approved Nov 17, 2021



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

Trustees in Attendance: Casey Lamb, Marc Cohen, Robert de Luna, Chris Doyle, Sheila Durant, Rick Grassey, Michael Karp, Susheel Kurien, Christine Papania.

Absent Trustees: Sari Biddelman, Loraine Enlow, Michael Guarini, Karen Valbrun.

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

Date and Time: November 17, 2021, 5:02 pm to 6:12 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. The board delayed its scheduled 4:15 start for an executive session to discuss a personnel matter.
2. Ms. Lamb called the board meeting to order at 5:02 pm. Mr. de Luna served as meeting secretary.
3. After a motion duly made and seconded, the minutes of the October 20 board meeting were approved.
4. Ms. Lamb summarized highlights of recent committee work. On October's finance update, she noted the financial impact of current enrollment, which is lower than budgeted. She reported on academic data discussed by the Education Accountability Committee, noting lower student performance than recorded at this point last year due to the pandemic, as well as actions undertaken to mitigate these deficits. Discussion ensued around historical trends in math and ELA performance, the pandemic's impact on learning in different content areas, and state testing. Mr. Karp noted the potential impact of staff morale on student achievement. Ms. Lamb completed her committee summary with the HR & Talent



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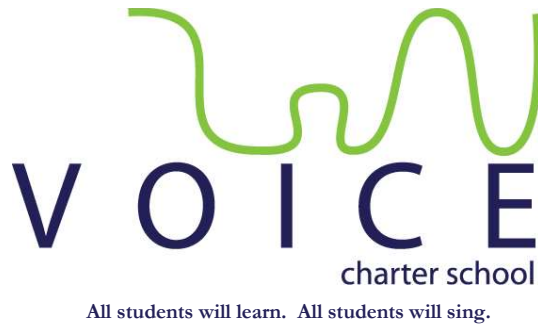
Committee, which will discuss staff survey results and entry-level staff turnover during the next meeting.

5. In his Principal's report, Mr. Headley summarized the school's response to COVID cases and the protocols in place to minimize transmission and disruptions. Despite the turmoil caused by these cases, student morale is high.
6. Ms. Lamb noted that the charter renewal process would be starting in the coming months, with completion planned by the spring of 2023. Discussion ensued on the details of that process.
7. Mr. Headley reported that the lease for additional space has been signed.
8. Ms. Lamb discussed efforts to increase parental involvement in a number of ways, including at town halls.
9. Ms. Lamb noted that Mr. Headley's evaluation is expected to be ready by the next board meeting..
10. On behalf of the Admissions and Planning Committee, Mr. de Luna led a discussion about current enrollment numbers, which show a small increase from last month but are still well below budget. He summarized the efforts to increase student enrollment, which include plans to engage a firm that specializes in marketing for student recruitment by charter schools. Discussion ensued on marketing efforts, social media, the VOICE staffing in these areas, and the long-term financial consequences of under-enrollment.
11. The meeting was adjourned at 6:12 pm.

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

Robert de Luna, Secretary

Approved Dec 15, 2021



**VOICE Charter School of New York
Minutes of December 15, 2021 Board Meeting**

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

Absent Trustees: Chris Doyle, Loraine Enlow, Christine Papania, Karen Valbrun.

Other Attendees: Margie Amaya, Aniko Domokos, Ray McGarrigle, Brenda O'Connor, Jordan Paul.

Date and Time: December 15, 2021, 4:17 pm to 6:15 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 4:17 pm. Mr. de Luna served as meeting secretary.
2. After a motion duly made and seconded, the minutes of the November 17 board meeting were approved.
3. Ms. Lamb welcomed to the meeting two VOICE parents, Ms. Amaya and Ms. Domokos, who shared reflections about how the school year is going and how parents are feeling. Ms. Amaya also updated the board on newly resumed Parent Association meetings, including plans for elections. Topics of interest at the most recent Parent Association meeting were bussing issues and classroom closures related to the pandemic.
4. In Mr. Headley's absence, Ms. Lamb provided a joint President's and Principal's report. She reported on a revised high school admissions timeline, potential changes to the COVID-19 safety plan to enable in-person staff meetings, and school-based vaccine clinics



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for students. She added that student enrollment remains below target, but new student admissions have negated recent losses through attrition. With the recent engagement of recruitment and marketing consultants, she is hopeful that the student enrollment shortfall will not continue after this year. Given temporary pandemic-related closures of certain grades and activity around vaccination clinics, Ms. Lamb noted that the assessment calendar has been somewhat interrupted, but that fewer interruptions would occur as more students got vaccinated. Ms. Lamb added that Mr. Paul would be leaving in January and thanked him for his service to the board and to VOICE.

5. On behalf of the Finance Committee, Mr. McGarrigle presented the November financials, noting no significant changes from previous months. The primary concern continues to be a revenue shortfall from under-enrollment. Conversation ensued about the enrollment shortfall, the extent to which other schools are experiencing similar shortfalls, and related financial consequences for future plans. Ms. Lamb and Mr. de Luna shared that VOICE's challenges with enrollment are consistent with many other schools' experiences; a number of families have moved away from the city or district, while others appear to be withholding their children from school due to health and safety concerns.
6. On behalf of the Admissions and Planning Committee, Mr. de Luna noted significant movement in enrollment in the past month—much higher churn than usual—with an equal number of newly enrolled and departed students. Conversation ensued around the long-term trajectory of the coronavirus, the possibility of reduced student enrollment beyond this school year, the related impact on the budget, and potential actions the school can take. Ms. Amaya added her impressions about how parents feel sending children to school during the current pandemic. Conversation ensued around after-school programming for elementary grades.
7. Ms. Lamb summarized updates from board committees, which had been shared electronically prior to the meeting. She noted that the DEI Committee had met with representatives from the staff DEI group, which is working on a draft vision statement to be presented in the coming months. The board DEI Committee began drafting its charter. The Music Committee began working on its charter as well. She noted that the Nominating Committee had not met but communicated about finding leads for new candidates through the school consultant Scott Crowley.
8. On behalf of the Education Accountability Committee, Ms. Lamb presented student assessment data with comparisons to previous years and national averages. She noted that student proficiency levels are lower than we'd like in both math and ELA, but not surprisingly so, given the impact of the pandemic on instructional time and continuity. She noted differences in the data resulting from two recently administered assessments. She



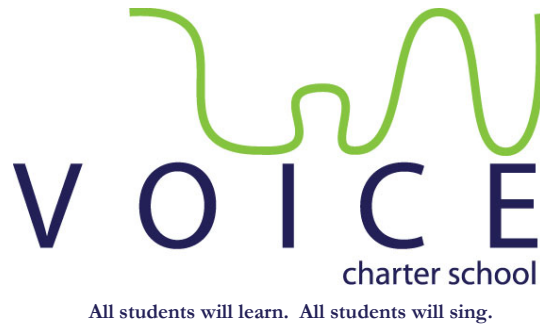
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added that school staff have been strategizing about addressing gaps in learning and that school leadership has been discussing academic alignment across school divisions.

9. On behalf of the HR and Talent Committee, Ms. O'Connor shared results from this year's Pulse Survey of all staff. Given the ongoing pandemic, the response rate and the positivity of the responses were encouragingly high, meeting or exceeding all but one target. Conversation ensued around the wording of specific questions, the rationale for choosing the targets, segmenting the data by demographics, communication and discrepancies among divisions, and actions to be taken based on the data. Ms. Durant and Ms. Lamb shared their thoughts about the incoming chancellor and how his policies could transform education and the charter sector in New York City.
10. The board went into executive session at 5:34pm to discuss a personnel matter.
11. The meeting was adjourned at 6:15 pm.

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

Robert de Luna, Secretary
Approved Jan 19, 2022



VOICE Charter School of New York Minutes of January 19, 2022 Board Meeting

Trustees in Attendance:	Casey Lamb, Sari Biddelman, Marc Cohen, Chris Doyle, Robert de Luna, Rick Grassey, Michael Guarini, Michael Karp, Christine Papania.
Absent Trustees:	Sheila Durant, Loraine Enlow, Susheel Kurien, Karen Valbrun.
Other Attendees:	Nora Clancy, Patrick Ford, Franklin Headley, Stephany Lin, Ray McGarrigle.
Date and Time:	January 19, 2021, 4:18 pm to 5:55 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 4:18 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb welcomed Stephany Lin, an Astoria-based architect who, because of her interest in education, is eager to learn more about VOICE.
3. Ms. Lamb introduced Nora Clancy of Pasek Consulting, who provided an overview of the timeline and steps involved in the charter renewal process. VOICE's upcoming renewal will conclude in 2023. Ms. Clancy discussed a survey that board members would receive as part of the process, and she expects an initial draft of the renewal document would be shared in April or May. The related discussion touched on challenges raised by COVID, how public hearings may be different, and a preliminary assessment of VOICE's prospects.
4. After a motion duly made and seconded, the minutes of the December 15 board meeting were approved.



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5. In his Principal's report, Mr. Headley reported that he had recently held two town hall meetings for parents, at which the topic of remote instruction due to the COVID Omicron variant was discussed. Virtually all parents agreed that remote instruction for the first two weeks of the new year was prudent, while at the second meeting the parents were more split on whether an additional week of remote instruction was needed. As a compromise, it was agreed that in-person instruction would restart on January 20. Mr. Headley also discussed bringing in an outside firm to test students and all employees. He noted that student attendance remained significantly higher than DOE rates during the remote instruction period.
6. On behalf of the Finance Committee, Mr. McGarrigle presented the December financials, noting a continuation of previously reported trends, most notably, a budget shortfall tied to lower student enrollment than originally budgeted.
7. On behalf of the Education Accountability Committee, Ms. Lamb reported on the challenges to gathering performance data from grades 3 through 5 due to several periods of COVID-related remote instruction.
8. Ms. Lamb shared a summary of the meetings of the other board committees, including noting that the Music Committee was developing its charter, the DEI Committee continues to work closely with their VOICE staff counterparts, the HR and Talent Committee shared recommendations on how to better retain more of our teaching assistants, and the Nominating Committee is in the early stages of vetting two board candidates.
9. On behalf of the Admissions and Planning Committee, Ms Lamb and Mr. de Luna noted that significant enrollment churn continues, but the school continues to add students as fast as they exit, keeping enrollment stable. Mr. de Luna reported that work continues with our new marketing consultant, focused on recruiting for both this year and next.
10. The board went into executive session at 5:27 pm to discuss a personnel matter. No action was taken.
11. The meeting was adjourned at 5:55 pm.

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

Robert de Luna, Secretary

Approved Feb 16, 2022



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

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

Absent Trustees: Loraine Enlow, Michael Guarini.

Other Attendees: Patrick Ford, Robert Gunther, Franklin Headley, Ray McGarrigle.

Date and Time: February 16, 2021, 4:15 pm to 6:00 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 4:15 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb introduced and welcomed Robert Gunther, a parent of a current VOICE first grader.
3. After a minor correction and a motion duly made and seconded, the minutes of the January 19 board meeting were approved.
4. Ms. Lamb shared that she would be unavailable for the scheduled April board meeting and asked for thoughts on whether that meeting should be rescheduled.
5. Ms. Lamb shared her observations on her most recent visit to the school, which included a kindergarten lesson about the impact of color on heat absorption and a fifth grade lesson on civil rights. She noted high attendance and great engagement. She encouraged other board members to visit the school soon.



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6. In his Principal's report, Mr. Headley discussed upcoming changes to COVID health policies, including masking policy. He reported that the school has been slowly resuming more in-person activities, such as allowing visitors in the building and spectators at basketball games; soon, in-person parent-teacher conferences will be offered as an alternative to the ongoing Zoom option. He then discussed the pros and cons of possibly opening a pre-K in the future, which is becoming a growing factor in parents' selection of a school for their children. He also discussed the weariness felt among staff and students regarding the pandemic and provided an update on vaccination clinics.
7. Ms. Lamb reminded board members who haven't already completed the emailed board survey to do so.
8. On behalf of the Admissions and Planning Committee, Mr. de Luna discussed the enrollment situation, including an uptick in new student enrollment for the current year and an early look at the application numbers for next year. Discussion ensued about VOICE efforts to counter declining applications.
9. On behalf of the Finance Committee, Mr. McGarrigle presented the January financials, noting no substantial change to the budget shortfall pattern tied to below-budgeted enrollment and special ed billing. Discussion ensued about how we are dealing with the current shortfalls, as well as the implications for next year.
10. Ms. Lamb summarized the meetings of several board committees, including the Education Accountability Committee, which is reviewing middle school student survey results, the DEI Committee, which is looking at representation at the board and committee level, and the HR and Talent Committee, which has been looking into assistant turnover.
11. Ms. Lamb introduced the topic of board growth and direction. Mr. Doyle suggested the board consider committee consolidation. Mr. Headley reminded the board that VOICE initially began with just the Finance Committee and suggested that committees could also meet less frequently.
12. The board went into executive session at 5:31 pm to discuss real estate and personnel matters. No action was taken.
13. The meeting was adjourned at 6:00 pm.

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

Robert de Luna, Secretary -- Approved March 23, 2022



VOICE Charter School of New York Minutes of March 23, 2022, Board Meeting

Trustees in Attendance: Casey Lamb, Sari Biddelman (via Zoom), Marc Cohen, Robert de Luna, Chris Doyle (via Zoom), Sheila Durant (via Zoom), Rick Grassey (via Zoom), Michael Guarini, Michael Karp (via Zoom), Susheel Kurien, Christine Papania, Karen Valbrun.

Absent Trustees: Loraine Enlow.

Other Attendees: Patricia Davis, Diana DiCocco, Franklin Headley, Ray McGarrigle, Juan Vasquez.

Date and Time: March 23, 2022, 4:17 pm to 6:15 pm

Location: VOICE Charter School, 36-24 12th Street, Long Island City, and via Zoom

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Ms. Lamb called the board meeting to order at 4:17 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb introduced Patricia Davis, a newly elected Parent Association co-chair and parent of a VOICE fifth-grade student.
3. Ms. Lamb shared a document with the meeting norms used by other organizations and asked board members to reflect on the content as it relates to today's board meeting.
4. After a motion duly made and seconded, the minutes of the February 16 board meeting were approved.



All students will learn. All students will sing.

5. Ms. Lamb reported on the visit to VOICE by New York State Regent Judith Chin, who had the opportunity to speak with teachers, students, and a parent. Ms. Durant reported that Regent Chin had observed rigorous teaching and engaged students, and Mr. Headley reported that the regent shared positive feedback about the school and its administration.
6. In his Principal's report, Mr. Headley reported on COVID developments at the school, noting that anxieties have gone down but not gone away. Wearing masks is now optional for students and staff, with about half choosing to continue to wear them. The daily health questionnaire and weekly testing continue to take place. All eighth graders are vaccinated, and middle school had the best in-person attendance for parent-teacher conferences. The restrictions around music instruction have been fully lifted; discussions about a possible June concert are ongoing, while students will also perform a production of "The Lion King." In other news, the middle school girls' basketball team won the Queens championship and was advancing to compete against other borough champions.
7. Ms. Lamb welcomed Juan Vasquez, who was recently elected to be a Parent Association co-chair, along with Ms. Davis. The co-chairs shared updates, including about bussing and upcoming Parent Association events, such as a carnival that will feature a dunking booth.
8. Ms. Lamb thanked the board for completing the recent survey, with results to be shared via email and a planned discussion at the next board meeting. Among the high-level takeaways she shared were that the board is very engaged and active, while she also noted possible opportunities for growth, including clarifying succession planning, more clearly connecting to our DEI mission and building a stronger sense of inclusion, and getting our parents and alumni more actively involved.
9. Mr. Headley introduced Diana DiCocco to the board as VOICE's new administrative coordinator.
10. Mr. Headley reported that the City Council had introduced legislation that would pay for security guards in all schools, including charters.
11. On behalf of the Finance Committee, Mr. Grassey presented the February financials, noting the importance of meeting enrollment targets in the future. He shared that the Finance Committee and Admissions and Planning Committee had met to make sure everyone had a shared understanding of where applications stand and what we hoped to achieve.
12. On behalf of the Admissions and Planning Committee, Mr. de Luna discussed revised admission estimates for next year, which included plans to add an additional sixth-grade class for next year. He shared details about ongoing churn among currently enrolled students and discussed the knowns and unknowns about next year's admission.



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13. Mr. Headley reported that offer letters to teachers have been sent out, and most teachers have already signed, confirming their intent to return.
14. On behalf of the Education and Accountability Committee, Ms. Lamb shared some of the findings of Lead to Empower, an organization engaged to audit the school's structures and roles. Mr. Headley shared that he and the other school leaders were not surprised by the audit's results.
15. The board went into executive session at 5:16 pm to discuss a business proposal, personnel matters, and a student matter.
16. Following the executive session, and following a motion duly made and seconded, the board authorized the engagement of TNTP, a consultancy firm, in support of the school's efforts to align its curriculum across all grades, among other work.
17. The meeting was adjourned at 6:15 pm.

A handwritten signature in blue ink, appearing to read "Rlt D L", is positioned above the printed name of the Secretary.

Robert de Luna, Secretary
Minutes approved April 19, 2022



**VOICE Charter School of New York
Minutes of April 19, 2022, Board Meeting**

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

Absent Trustees: Sari Biddelman, Loraine Enlow, Michael Guarini, Christine Papania.

Other Attendees: Nora Clancy, Diana DiCocco, Anjelica Hall, Franklin Headley, Kit Tollerson.

Date and Time: April 19, 2022, 4:22 pm to 5:52 pm

Location: VOICE Charter School, 36-24 12th Street, Long Island City, and via Zoom

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Ms. Lamb called the board meeting to order at 4:22 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb shared an edited version of the previously shared meeting norms and reminded board members of the school's mission and values.
3. After a motion duly made and seconded, the minutes of the March 23 board meeting were approved.
4. Ms. Lamb welcomed Nora Clancy (of Pasek Consulting), who summarized results of the recent board survey, including noting that the responses show we have an active and engaged board, excited about the work ahead.



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5. Ms. Lamb asked for volunteers for a task force to review the school's bylaws for possible updates. She also asked board members to consider attending the May 24 Department of Education Annual Comprehensive Review visit.
6. Ms. Clancy provided insights on the May 24 Department of Education Annual Comprehensive Review visit, noting that the school will receive another visit in the fall or winter as part of the charter renewal process. She also reported that we are making good progress in preparing documents for the renewal process.
7. After an introduction by Ms. Lamb, Anjelica Hall and Kit Tollerson (of TNTP) provided thoughts on the first of their three days of classroom observations and audit interviews, which have started off well. They provided an overview of their process, which includes updating the board at each phase.
8. In his Principal's report, Mr. Headley reported that VOICE's middle school girls' basketball team won the city championship, which the whole school celebrated; he was especially proud that every member of the team had scored during the playoffs. He also reported that he will be meeting next week with New York City Schools Chancellor David C. Banks at the Charter Center. The state math tests are also next week, with the ELA state tests recently completed. Ms. Durant, who has supervised ELA scoring, reported that the students are doing well. Mr. Headley provided an update on hiring, noting the high caliber of candidates who have applied; filling entry-level positions continues to be challenging because of the tight labor market.
9. Ms. Lamb reported that, in the coming months, past policy governing board meetings will resume, requiring a quorum at a physical location. The board will have some related decisions to make.
10. On behalf of the HR and Talent Committee, Ms. Lamb reported that the school's handbook is being updated to reflect the changes to employee benefits that have previously been discussed.
11. On behalf of the Music Committee, Mr. Doyle reported that the committee met to discuss defining the committee's purpose and goals, which should reflect the larger goals for the school as laid out by the board.
12. On behalf of the Admissions and Planning Committee, Mr. de Luna shared the committee's recommendation that the board designate a preference for nine kindergarten seats this year for applicants who qualify for free and reduced lunch. He reminded the board that we designate a certain number of seats each year as part of the school's efforts to make the



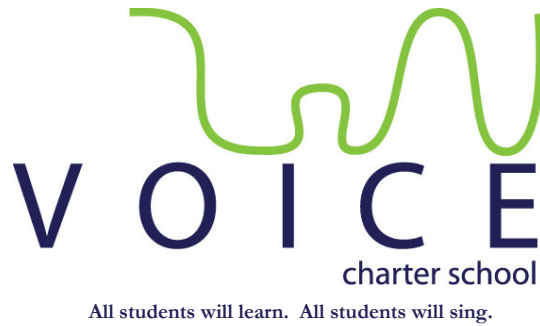
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demographics of the school match those of the community. After a motion duly made and seconded, the allocation of nine free and reduced lunch preference slots was approved.

13. Mr. de Luna reported that student enrollment for the current year increased slightly since last month. Following the recent lottery drawing for next year's applicants, invitations are already being extended, and the families who are being accepted are being walked through the registration process. VOICE staff and teachers are calling families about the application process to add a personal touch. While some families have already completed the enrollment process, the work to connect with every family will be ongoing, as will efforts to engage new families over the summer.
14. On behalf of the Finance Committee, Mr. Grassey reported that March financials continue to reflect trends observed throughout the fiscal year. He then discussed the 2023 draft budget and reported that the 990 document will be submitted next week. He noted the ongoing work with our auditors, who are close to signing off on the annual audit. He also reported that our health insurance provider has suggested an unreasonably large increase in premiums, and the committee is trying to negotiate a more reasonable rate.
15. Ms. Lamb adjourned the meeting at 5:52 pm.

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

Robert de Luna, Secretary
Minutes Approved May 25, 2022



VOICE Charter School of New York Minutes of May 25, 2022, Board Meeting

Trustees in Attendance: Casey Lamb (via Zoom), Sari Biddleman (via Zoom), Marc Cohen, Robert de Luna (via Zoom), Chris Doyle (via Zoom), Michael Guarini (via Zoom), Michael Karp (via Zoom), Susheel Kurien (via Zoom), Christine Papania (via Zoom), Karen Valbrun (via Zoom).

Absent Trustees: Sheila Durant, Loraine Enlow, Rick Grassey.

Other Attendees: Patricia Davis, Diana DiCocco, Franklin Headley, Victoria Jessie, Ray McGarrigle (via Zoom), Braceson Pennyfeather, Juan Vasquez, Moses Vasquez, Xavier Vasquez.

Date and Time: May 25, 2022, 4:17 pm to 6:30 pm

Location: VOICE Charter School, 36-24 12th Street, Long Island City, and via Zoom

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Ms. Lamb called the board meeting to order at 4:17 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 welcomed the VOICE students and parents who were joining the meeting to share their thoughts on what is working well at VOICE and what could be improved. All expressed their appreciation for the strength of the VOICE community. The parents noted how well rounded the education is, how everything that is needed for the students is supplied, and how positive the transition was for their children from their previous schools, including greater challenges. The students shared experiences they were proud of,



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including one making the track team and participating in his first track meet, at which he finished last but was proud to have tried his best; another who was proud of improving his grades in math and was looking forward to the concerts; and another who was doing “pretty well” with geometry and was enjoying third grade, especially math, PE, lunch, and recess.

4. Ms. Jessie, a middle school music teacher at VOICE, spoke about the challenges the many COVID disruptions placed on the music curriculum, how music class differed this year, and the possibilities open for next year. She also talked about the success of the students’ recent performance of “The Lion King Jr.”
5. The succeeding discussion, involving the students, parents, board members, and Ms. Jessie, touched on a range of topics, including music theory and teaching a range of music genres, whether there are expectations of parental fundraising, and the amount of homework for students, as well as more memorable stories from the students.
6. After a motion duly made and seconded, the minutes of the April 19 board meeting were approved.
7. On behalf of the Admissions and Planning Committee, Mr. de Luna reviewed the most recent enrollment numbers for the current year and admission numbers for next year. Next year’s additional sixth grade class appears to be filling nicely, but admissions in kindergarten and first grade are lagging. He shared his opinion that VOICE will need to seriously consider adding pre-k classes in the near future to generate robust kindergarten classes, which feed the other grades. The ensuing discussion touched on a range of related concerns, including the need for the board to learn more to make informed decisions about pre-k. Ms. Lamb suggested using July’s meeting as a space to discuss this further.
8. On behalf of the Finance Committee, Mr. McGarrigle provided a finance update. As has been the case throughout the fiscal year, below-budget enrollment has created an income shortfall. Income for special needs services is also tracking lower than budgeted. Looking to next year, he noted there will be a special meeting for the budget on June 1 to which all are welcome.
9. Mr. McGarrigle reminded the board that the lease for the new building has been signed, and rent will start being paid in July 2023. The board proposed to look at the lease again to figure out a construction timeline.
10. On behalf of the HR and Talent Committee, Mr. Karp discussed the challenges of staff turnover and filling teacher positions. He also shared that teachers and staff continue to struggle due to COVID. Ensuing discussion touched on the work of our consultant TNTP,



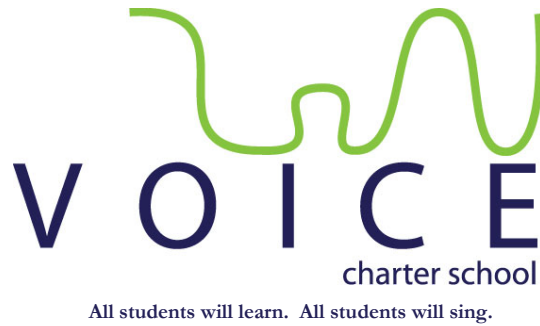
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which may help; some successes in addressing assistant teachers' concerns; and the new transition teams that have been put into place to help new leaders.

11. Ms. Lamb provided an update on the work of TNTP, which recently reviewed the results from the gap analysis. She encouraged board members on the TNTP task force to introduce relevant TNTP developments in their other committee work.
12. Ms. Lamb shared pictures from the Parade of Nations event and highlighted the sense of community it generates. Mr. Headley added that events like this are one of the important features that students love about VOICE. He added that VOICE has several upcoming events, including the spring concerts, the carnival, and the eighth-grade prom and graduation. The overnight field trip for eighth graders is also returning; they will go to Philadelphia.
13. Ms. Lamb reminded the board that in-person quorum will be required starting in June. She proposed having a social gathering after the next board meeting. In the interim, the executive committee will meet to adopt a formal resolution for board meetings moving forward.
14. Mr. Cohen asked how the school was speaking with students about the tragic shooting in Uvalde, Texas. Mr. Headley responded that staff members were prepared to address the difficult subject with their classes, in age-appropriate ways, the following morning. He touched on related staff anxieties and the delicate balance between creating a space to talk about such a tragedy and avoiding the projection of internalized anxieties on the students.
15. Ms. Lamb encouraged the board to attend one of the upcoming school events or visit the school on another day. She also reminded the board there will be a number of important business items at the next meeting, including budget approval, approval of handbook changes, and election of board officers.
16. The board went into executive session at 6:18 pm to discuss a personnel matter. No action was taken.
17. Ms. Lamb adjourned the meeting at 6:30 pm.

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

Robert de Luna, Secretary
Approved June 22, 2022



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

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

Absent Trustees: Sheila Durant, Rick Grassey.

Other Attendees: Diana DiCocco, Patrick Ford, Franklin Headley, Ray McGarrigle (via Zoom).

Date and Time: June 22, 2022, 4:34 pm to 6:45 pm

Location: VOICE Charter School, 36-24 12th Street, Long Island City, and via Zoom

AGENDA ITEMS

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

BOARD DELIBERATIONS

1. Ms. Lamb called the board meeting to order at 4:34 pm. Mr. de Luna served as meeting secretary.
2. Ms. Lamb reported on VOICE's public hearing held before the board meeting to discuss the government extension of its allowance for boards to meet via Zoom or other remote systems until July 14. Mr. Ford then shared resolution options for the board's consideration to define permissible use for future board member virtual participation, including on-camera requirements and reasons to allow for Zoom participation. After a motion duly made and seconded, a resolution for virtual board meeting participation was approved.
3. Ms. Lamb shared meeting norms and reminded board members of the school's mission and values.



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4. After a motion duly made and seconded, the minutes of the May 25 board meeting were approved.
5. On behalf of the Admissions and Planning Committee, Mr. de Luna reviewed the most recent enrollment numbers for the current year and admission numbers for next year. For the current year, six students have joined VOICE in the past month, while two students have departed. He noted that three of the new students were former VOICE students who had left VOICE to try another school but were happy to return to VOICE. He added that enrollment has grown throughout the school year, and we are ending at the year's peak. For next year, he reported that we have 200 new students in various stages of the application process, which puts us above enrollment targets in grades 4 through 8 and below targets in grades K through 3. If nearly all of those 200 students complete enrollment and start in the fall, we would exceed our overall enrollment targets.
6. In response to a question about why families who leave VOICE decide to return, Mr. Headley mentioned the pandemic caused a lot of families to move around. While reasons vary, some families chose to try out-of-district schools, and then came back. It also depends on the time of year, since bussing tends to be an issue in the beginning of the year, but not so much later in the year.
7. On behalf of the Finance Committee, Mr. McGarrigle provided a financial update. As has been the case throughout the fiscal year, below-budget enrollment has caused the school to run a deficit, but the school is still in good financial standing. The committee has drafted a budget for next year, with enrollment assumptions being the biggest variable. Mr. McGarrigle shared the draft, which the board then discussed. When asked about wiggle room in the budget, Mr. McGarrigle explained that most of the costs are fixed once the number of classes is decided, so there's not a lot of opportunity to change things. Discussions about the rising costs of health insurance and the school's participation in TRS followed, and it was agreed that now is not the time to consider changing the compensation schedule or benefits package. After a motion duly made and seconded, the VOICE fiscal year 2023 budget was approved.
8. On behalf of the HR and Talent Committee, Mr. Karp expressed concerns about staff morale and challenges in recruitment; Ms. Lamb encouraged board members to use their networks to share and circulate VOICE job postings to assist in recruitment efforts. He also reported that the school's Diversity, Equity, and Inclusion Committee has been active and productive, the two school director vacancies have been filled, and the school's work with the consultant TNTP continues as VOICE considers organizational and operational restructuring.



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9. The board reviewed recommended changes to VOICE's employee handbook. After a motion duly made and seconded, the changes to the employee handbook were approved.
10. On behalf of the Music Committee, Mr. Kurien shared feedback on recent conversations about the school's music program involving Parent Association Co-Chair Juan Vasquez and VOICE music teacher Annie Schulenburg. Mr. Kurien was pleased about the healthy communications between parents and teachers that such dialogue represents.
11. Mr. Cohen shared his recent discussions with the Parent Association Co-Chairs about ways to get more parents engaged and involved.
12. On behalf of the board's Diversity, Equity, and Inclusion Committee, Dr. Valbrun shared that the committee had not met this month, and the ensuing discussion about the focus of the committee led to the conclusion that the board will need to think more this summer about how best to honor VOICE's commitment to diversity, equity, and inclusion at the board level.
13. On behalf of the Nominating Committee, Mr. de Luna reported that the terms of four board members—Ms. Lamb, Ms. Biddelman, Dr. Valbrun, and Mr. de Luna—were ending, and all four welcomed the opportunity to accept another three-year term if the board wished to reelect them. After a motion duly made and seconded, Ms. Lamb, Ms. Biddelman, Dr. Valbrun, and Mr. de Luna were all reelected.
14. On behalf of the Nominating Committee, Mr. de Luna reported that four candidates had been nominated for next year's board officer positions Ms. Lamb was nominated as Chair, Ms. Biddelman as Vice Chair, Mr. Cohen as Treasurer, and Mr. de Luna as Secretary. After a motion duly made and seconded, the slate was approved.
15. The board acknowledged and applauded the work Ms. Lamb and Dr. Valbrun did this past year as President and Vice President.
16. Mr. Headley presented the proposed school calendar for school year 2022-2023, After a motion duly made and seconded, the school calendar was approved. The board calendar for next year was also shared and discussed.
17. Ms. Lamb reviewed the Gap Analysis prepared by the consultant TNTP, noting that design workshops will be conducted in July to determine the timing of some of the proposed changes. The work of TNTP will conclude in August, and an implementation plan will be developed internally, with board support, moving forward.



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18. Ms. Lamb expressed her interest in making the July 20 board meeting a working session, focused on reviewing and making changes to the school's bylaws and learning about the possibility of starting a Pre-K.
19. In his Principal's report, Mr. Headley shared updates on the end-of-year events, including the concerts, the Parade of Nations, the 8th Grade Prom, and the Carnival. Despite staff anxieties about pulling together these events, they were all successful and brought great joy to all involved. In particular, he underscored that students have often said it's events like these that are why they love VOICE. He reminded the board that graduation is tomorrow.
20. The board went into executive session at 6:23 pm to discuss a personnel matter. As a result of the executive session discussion, an offer letter was prepared to be extended to Mr. Headley. After a motion duly made and seconded, the offer letter was approved.
21. Ms. Lamb adjourned the meeting at 6:45 pm.

A handwritten signature in blue ink, appearing to read "Rt de Luna".

Robert de Luna, Secretary
Approved July 17, 2022