

**Northside Charter High School
Board of Trustees Meeting
July 16, 2019**

The meeting was held at: The meeting was held via video conference. See location notices for locations

PRESENT

Kaley Childs Karaffa, Chair *via video conference*
Emily Moskowitz, Trustee *via video conference*
Rizwan Alladin, Trustee *via video conference*
Matthew Brian, Trustee *via video conference*

David Li, Trustee *via video conference*
Willie Scott, Trustee *via video conference*
Danielle Redmond, Trustee *via video conference*

EXCUSED

Deangeor Chin, Trustee; Douglas Giles, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Racquel Brown, Director of Operations

Charlie Russell, CSBM

Agenda

Executive Session: 6:00p.m. to 6:10p.m.
Board Meeting opened at 6:13p.m.

1. Executive Committee Report
 - a. Approval of Agenda: After discussion, on motion to approve the July 2019 Agenda that was seconded and carried, all were in favor.
 - b. Approval of June Board Minutes: After discussion, on motion to approve the June 2019 Minutes that was seconded and carried, all were in favor.
 - c. MACHRA Consulting Update: Ms. Karaffa reported that she and Ms. Fitzmaurice have continued working with Mr. Chaudhry. Mr. Alladin led discussion over the scope of work related to fundraising strategy. Ms. Fitzmaurice described Mr. Chaudhry and his grant writer's review of the current fundraising strategy.
 - d. Executive Director Year End Evaluation: Ms. Karaffa reported the 360-degree staff written evaluation of the Executive Director had been distributed and the interviews were currently underway. Additionally, the Board and Executive Director had also been sent their Executive Director Evaluations. She reported the goal is to complete the process for discussion with the Executive Director during August.
 - e. Board Annual Self-Assessment: Ms. Karaffa reported she had distributed the Board Self-Assessment to all Board members with a requested completion by the end of July, so results can be compiled and discussed in August.
 - f. Organizational Structure Review: Ms. Karaffa presented the Organizational Structure and Capacity Review and rationale behind it, which is based on ensuring the Board provides oversight and approval of the optimal structure for

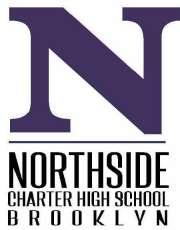
supporting future growth and ensuring the Executive Director has the appropriate people in each role. The Board discussed the importance of this project and details to ensure the best outcome.

- g. Assistant Principal Transition Plan: Ms. Fitzmaurice reported that Mr. Harrell has submitted his resignation and his last day of employment will be August 1 to ensure a smooth transition. She presented on the recruitment timeline, current interviews scheduled, and internal and external supports to manage the transition. She reported that they are engaging Future Leaders Incubator (FLI) for normal school wide operations. FLI has a fellows program and leadership program -- will be working with them for professional development and fellows program, and they will be providing support for transitional period for the assistant principal.
2. Finance Committee Report
 - a. Financial Review For June 2019: Mr. Brian and Mr. Russell presented the financial statements for June. The surplus was approximately \$254,000 based on larger savings in staff, events, and marketing/recruitment costs. Ms. Fitzmaurice reported that the budgeting processes for the past few years including for 2019-2020 have been conservative and based on actuals and that she expects future surpluses to decrease based on this practice and allocating funds to mission. The Board discussed budgeting practices and the Board's philosophy.
 - b. Annual Audit for Fiscal Year 2019: Mr. Brian reported that the annual audit will be completed by September. The Finance Committee is meeting with PKFD on June 19, 2019 to discuss the scope and details of the timeline of the audit.
 - c. PEO Onboarding: Ms. Fitzmaurice reported that the management team is working with TriNet to onboard the School to their platform and developing communications for staff to ensure they understand the components of the transition as it relates to their health insurance and payroll. The transition will be complete by September 1, 2019, and Ms. Fitzmaurice reported she is closely managing this process to ensure its success.
 - d. Fundraising Update: Mr. Brian reported that the Finance Committee is reviewing the details of the 2019-2020 Fundraising Strategy to be presented to the Board in August for approval. Ms. Fitzmaurice reported on fundraising efforts for this year and for next year, which will be the School's 10th anniversary. She will provide the fundraising opportunities to the Board as the details are finalized.
 3. Board Development Committee Report
 - a. Board Retreat: Ms. Karaffa reported she is working with Ms. Fitzmaurice, the Committee Chairs, Mr. Chaudhry and Mr. Pasek to prepare materials for the August retreat. The focus of the retreat will be on reviewing 2018-2019 performance, governance best practices, and strategic planning.
 - b. Management Succession Plan: Ms. Karaffa reported that the Board Development Committee has reviewed and provided suggestions to Ms. Fitzmaurice on the management succession plan. Ms. Redmond worked closely with Ms. Fitzmaurice in providing insights through her expertise in human resources matters.
 4. Education and Accountability Committee Report
 - a. Education Update: Mr. Alladin reviewed Regents results, which included double digit growth over 2018 in every subject except for Algebra II and Chemistry. The Board requested Ms. Fitzmaurice provide more detail in August on why results in Algebra II and Chemistry were lower than 2018. Ms. Fitzmaurice noted the growth in Regents scores were a reflection of teacher development efforts. The Board discussed setting goals for 2019-2020 growth during the Board Strategy Retreat in August. The Board discussed the correlation between Regents scores over 85, Advanced Regents Diplomas, and having students be college ready and

achieve excellence and setting targets for these areas for 2019-2020. Mr. Alladin reported on student enrollment data including recruitment efforts and increased competition from DOE schools. Ms. Fitzmaurice reported that the School continues to enroll students off of the waiting list and that she expects another increase in enrollment in all grades in September. Ms. Fitzmaurice reported on year end data for student discipline and administration

5. Next Meeting: August 9, 2019 at 6:00PM: Ms. Karaffa reported the next Board Meeting will be on August 9, 2019 at 6:00pm.
6. Motion to Adjourn Meeting: On motion to adjourn made, seconded and carried, the meeting was adjourned.

Executive Session



**Northside Charter High School
Board of Trustees Meeting
August 9, 2019**

The meeting was held at: The meeting was held at 424 Leonard Street, Brooklyn, NY.

PRESENT

Kaley Childs Karaffa, Chair
Emily Moskowitz, Trustee
Rizwan Alladin, Trustee

David Li, Trustee
Willie Scott, Trustee
Matthew Brian, Trustee

EXCUSED

Deangeor Chin, Trustee; Douglas Giles, Trustee; Danielle Redmond, Trustee

GUESTS

Lori Fitzmaurice, Executive Director
Muhammed Chaudhry, Consultant

Agenda

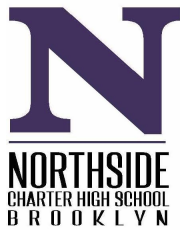
Executive Session: 6:00p.m. to 6:15p.m.

1. Executive Committee
 - a. Approval of Agenda: After discussion, on motion to approve the August 2019 Agenda that was seconded and carried, all were in favor.
 - b. Approval of July Board Minutes: After discussion, on motion to approve the July 2019 Minutes that was seconded and carried, all were in favor.
2. Finance Committee
 - a. Financial Status Update: Mr. Brian reported that there was no financial report update per normal practice due to insufficient transactions in July.
 - b. 2019-2019 Audit Update: Mr. Brian reported the Finance Committee had a preliminary discussion with PKFD regarding the 2018-2019 audit, which has resulted in no findings based on their preliminary work and review of adherence to financial policies and procedures. The Finance Committee will meet with PKFD again in October as the audit is completed.
 - c. Budget Amendment Approval: The Board discussed the financial analysis presented by Ms. Fitzmaurice a zero bottom line budget with salary adjustments for the new Assistant Principal based on her qualifications and experience and the addition of a new Special Education teacher to accommodate student needs through reduction of low-impact costs. After discussion, on motion to approve the Amended 2018-2019 that was seconded and carried, all were in favor.
3. Board Development Committee
 - a. Board Retreat: Ms. Karaffa Reported the Board Retreat was successful with deep conversations on 2018-2019 results, charter renewal prospects and requirements, organizational development for long term success, growth options, and Board priorities for 2019-2020.

4. Education and Accountability Committee Report
 - a. Education Update: Mr. Alladin reported the 2018-2019 academic data had been reviewed in detail during the Board retreat. The Board requested Ms. Bero provide a start of the year report from Ms. Bero at the September Board meeting.
5. Next Meeting: Ms. Karaffa reported the next Board meeting is on September 17, 2019 at 6:00PM.
6. Motion to Adjourn Meeting: On motion to adjourn made, seconded and carried, the meeting was adjourned.

Meeting adjourned at 6:42PM

Executive Session



**Northside Charter High School
Board of Trustees Meeting
September 17, 2019**

Minutes

The meeting was held at: The meeting was held via video conference. See location notices for locations

PRESENT

Kaley Childs Karaffa, Chair *via video conference*
Emily Moskowitz, Trustee *via video conference*
Rizwan Alladin, Trustee *via video conference*
Matthew Brian, Trustee *via video conference*
Douglas Giles, Trustee *via video conference*

David Li, Trustee *via video conference*
Willie Scott, Trustee *via video conference*
Danielle Redmond, Trustee *via video conference*
Deangeor Chin, Trustee *via video conference*

EXCUSED

None

GUESTS

Lori Fitzmaurice, Executive Director
Racquel Brown, Director of Operations
Louise Grotenhuis, Assistant Principal

Charlie Russell, CSBM
Danielle Bero, Principal
Angie St. Louis, Director of Human Resources

Executive Session: 6:00p.m. to 6:10p.m.

1. Executive Committee Report

- a. **Approval of Agenda (VOTE):** After discussion, on motion to approve the September 2019 Agenda that was seconded and carried, all were in favor.
- b. **Approval of August Board Minutes (VOTE):** After discussion, on motion to approve the August 2019 Minutes that was seconded and carried, all were in favor.
- c. **2018-2019 Annual Report Update:** Ms. Karaffa reported on NYSED's response to the School's Annual Report submission on August first and noted the particular areas of concern identified by NYSED and the School's response. The Board discussed protocol for review to prevent future human errors in submission and ensure clean quality of submission. Ms. Fitzmaurice reported she will be working with her management team and Pasek Consulting to ensure they understand all new and enhanced reporting expectations and standards.
- d. **Strategic Plan Implementation Update:** Ms. Karaffa reported on the Executive Committee's oversight of relevant areas of the Strategic Plan:
 - i. Ms. Karaffa reported the 2018-2019 year end attrition rate was 35%. Ms. Fitzmaurice reported all staff positions are filled. The Board discussed efforts for staff attrition. Ms. Fitzmaurice provided a summary of staff

- attraction and retention efforts with notable new areas of implementation of TriNet, staff coaching, and improvements to compensation.
- ii. Ms. Fitzmaurice and Ms. Bero reported on parent engagement events and efforts for this year with particular note of Parent Teacher Association.
 - iii. Ms. Bero reported on current discipline statistics noting their early focus on being proactive in preventing repeat offenders and addressing behavioral concerns early.
- e. **2018-2019 Organizational Structure (VOTE):** Ms. Karaffa reported the Board and Executive Director had detailed discussions and analysis regarding optimizing organizational structure for 2019-2020 and beyond to align with long-term growth goals. Ms. Fitzmaurice reported that based on the counsel she received from the Board and feedback from staff and School consultants, the goal for the organizational structure for this year is to bolster the Operations Department with the addition of the Assistant Director of Operations, but otherwise promote stability and consistency from the prior year. On motion to approve the 2018-2019 Organizational Structure that was seconded and carried, all were in favor.
- f. **NCHS Policies (VOTE):** Ms. Karaffa noted that the Executive Committee and other Board members had reviewed the following proposed policies and provided commentary. Ms. Fitzmaurice reported that these policies were also reviewed by Schneider & Cohen, the School's outside counsel.
- i. **Student Life Guide:** Ms. Fitzmaurice provided an overview of changes to the Student Life Guide. The Board and Ms. Fitzmaurice and Ms. Bero discussed the particular changes to due process for discipline matters, addition of hate speech regulations, and changing "detention" to "reflection" and implementation of the peer court to further restorative practices and build our social-emotional support services while maintaining the integrity of the academic environment. On a motion to approve the Student Life Guide, seconded and carried, all were in favor.
 - ii. **Personnel Handbook:** Ms. Fitzmaurice reported on notable changes including sexual harassment policy improvements, intellectual property policy that was added in 2018-2019, additional clarifications around rights for employees facing domestic violence situations, voting leave policy, lactation policy, and child abuse mandated reporting, general complaint process and resolution, policies for notifying emergency services, and lock-down procedures. On a motion to approve the Personnel Handbook, seconded and carried, all were in favor.
 - iii. **Teacher Handbook:** Ms. Fitzmaurice reported the changes to the Teachers' Handbook and that this document is being incorporated as an additional section of the Personnel Handbook. On motion to approve the Teacher Handbook, seconded and carried, all were in favor.
- g. **Management Emergency Succession Plan:** Ms. Karaffa reported that Ms. Fitzmaurice has developed the Management Emergency Succession Plan in consultation with external advisors.
- h. **MACHRA Consulting:** Ms. Karaffa reported Mr. Chaudhry facilitated the Board and Management Retreat in August 2019. He will continue to provide advisement and support to the Board including scheduling another Board retreat for late fall or early winter.
- i. **Executive Director Goals 2019-2020:** Ms. Karaffa reported she and Ms. Fitzmaurice have met several times to discuss feedback from the Executive Director Year-End Evaluation. Ms. Karaffa relayed the Board's priorities for Ms.

Fitzmaurice's performance going forward in areas critical to promoting growth and strong leadership. Ms. Karaffa and Ms. Fitzmaurice discussed their goals for aligning the Board's and Ms. Fitzmaurice's goals for her performance with the goals for her direct reports, which will all be aligned to strategic plan priorities. The Executive Committee will finalize Ms. Fitzmaurice's goals with her input and present them to the Board.

2. Finance Committee Report

- a. **August Financial Report:** Mr. Brian provided a summary of current financial status with notable revenue impact based on under-budgeting the number of students (budget was based on 390 students and current enrollment is approximately 400) and savings in expenses based on salaries being finalized at less than budgeted amount. Mr. Russell reported that no adjustments have been made to budgeted amounts since it is early in the year. Mr. Russell also connected with PKFD and they reported the draft of the audit will be presented
- b. **CSBM Contract (VOTE):** Ms. Karaffa reported that she and the Finance Committee and Ms. Fitzmaurice have been in extended negotiation around service level provided to further the Board's goal of bringing financial functions in-house for efficiency and best utilizing financial resources while maintaining third-party oversight. The Board reviewed the proposed services to be provided by CSBM. On motion to approve the CSBM service agreement, seconded and carried, all were in favor.
- c. **Budget Amendments (VOTE):** Mr. Brian described the changes to the 2019-2020 budget based on the increased contract with CSBM for a total of \$126,580 and noted already realized savings in personnel and other areas. On motion to approve the revised budget, seconded and carried, all were in favor.
- d. **Financial Policies and Procedures (VOTE):** Mr. Brian reported the Finance Committee had thoroughly reviewed the proposed changes to the Financial Policies and Procedures that were primarily focused on updating authorities appropriately based on our current organizational structure with the Executive Director as chief executive and the addition of TriNet as the human resources services provider. On motion to approve the Financial Policies and Procedures, seconded and carried, all were in favor.
- e. **2019-2020 Fundraising Plan (VOTE):** Mr. Brian and Ms. Fitzmaurice reviewed the major areas encompassed under the fundraising plan and how to capitalize on fundraising and development opportunities in our tenth year of tenure. On motion to approve the 2019-2020 Fundraising Plan, seconded and carried, all were in favor.
- f. **TriNet Implementation Update:** Ms. Fitzmaurice and Ms. St. Louis reported on the implementation of TriNet and procedures to put in place to account for the external handling of human resources areas. The Board questioned the reception by staff and effectiveness of new procedures and requested an update be provided in October.

3. Board Development Committee Report

- a. **Board Match Event:** Ms. Karaffa and Ms. Fitzmaurice reported the NYC Board Match Event will be on September 18, 2019 in Midtown Manhattan and that Ms. Moskowitz and Mr. Giles would attend along with Ms. Fitzmaurice. The Board discussed its goals for identifying candidates with relevant expertise and characteristics to support the Board's goals for a well composed and diverse board. Ms. Karaffa invited all Board members to attend the event.
- b. **Strategic Plan Implementation Update:** Ms. Karaffa reported the Board has been successful in maintaining an appropriate board size with well functioning

committees and efficient board processes. The Board discussed its success on maintaining strong governance practices and healthy board dynamics.

4. Education and Accountability Committee Report

a. Education Update:

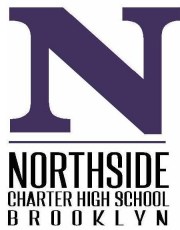
- i. Ms. Bero reported the School has engaged Courageous Conversations for staff development, Mr. Bance is enhancing school engagement through monthly cultural celebrations and activities, and employees are setting specific annual SMARTIE goals (“I” means Interesting and E means Equitable); Regents focus will be working with the Department Coordinators to maintain expectation of growth from last year’s baselines; additional reporting to students so they have a clearer picture of their performance and prompt higher achievement; co-teaching focus with lead and secondary as well as parallel teaching; technology inventory to understand student capability.

- b. **Strategic Plan Implementation Update:** Mr. Alladin reported the Committee has been reviewing areas for focus in reviewing student achievement data this year. The Committee will be planning a meeting to discuss goals and key indicators for student achievement for 2019-2020.

5. **Next Meeting:** October 15, 2019 at 6:00PM (Virtual)

6. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.

Executive Session



**Northside Charter High School
Board of Trustees Meeting
October 15, 2019**

Minutes

The meeting was held at: The meeting was held via video conference. See location notices for locations

PRESENT

Kaley Childs Karaffa, Chair *via video conference*
Emily Moskowitz, Trustee
Danielle Redmond, Trustee *via video conference*
Deangeor Chin, Trustee *via video conference*

David Li, Trustee *via video conference*
Willie Scott, Trustee
Matthew Brian, Trustee *via video conference*
Douglas Giles, Trustee *via video conference*

EXCUSED

None

GUESTS

Rizwan Alladin
Lori Fitzmaurice, Executive Director
Racquel Brown, Director of Operations
Louise Grotenhuis, Assistant Principal

Laron Walker, CSBM
Danielle Bero, Principal
Angie St. Louis, Director of Human Resources
Suzanne Curran, Director of Instruction

Executive Session: 6:00p.m. to 6:10p.m.

1. Executive Committee Report

- a. **Approval of Agenda (VOTE):** After discussion, on motion to approve the October 2019 Agenda that was seconded and carried, all were in favor.
- b. **Approval of September Board Minutes (VOTE):** After discussion, on motion to approve the September 2019 Minutes that was seconded and carried, all were in favor.
- c. **Organizational Review:** Ms. Karaffa reported the Executive Director will be continuing to analyze the current organizational structure and responsibilities for departments and roles in the goal of bringing a recommendation to the Board to optimize organizational structure to align with long-term growth goals.
- d. **MACHRA Consulting:** Ms. Karaffa reported Mr. Chaudhry has continued to provide advisement and support to the Board to address growth challenges and opportunities. The Board discussed the goals of the continuing work and will be scheduling another Board retreat for late fall/early winter.
- e. **Resignation of Rizwan Alladin:** Ms. Karaffa informed the Board that she received Mr. Alladin's resignation letter with his effective resignation date of October 15, 2019.
- f. **Resignation of Lori Fitzmaurice:** Ms. Karaffa reported that throughout the summer and into the start of School, the Board and Ms. Fitzmaurice have been

evaluating the School's successes to date, identifying current challenges, and developing goals for growth for this year and beyond in line with our strategic plan and charter promises. Ms. Fitzmaurice has been facing personal health challenges that have required her to take time off and will present ongoing challenges to her ability to fulfill the responsibilities and work required of her as Executive Director. In light of this analysis and totality of current circumstances, Ms. Fitzmaurice recognized that it is in the School's best interest and her best interest for her to step down as Executive Director. The Board had many discussions with Ms. Fitzmaurice and the Board's advisors and outside counsel. Ms. Karaffa reported that together the Board and Ms. Fitzmaurice reached the very difficult decision that this change is necessary in order to overcome current challenges and catalyze on current successes and strategies for growth. The Board discussed that the change will put the School in a stronger position for long-term growth as we approach our next charter term and the renewal process and will be working closely with our liaisons at the NYSED Charter School Office and Board of Regents. Ms. Fitzmaurice remarked on her decision to resign.

- g. **Appointment of Interim Executive Director (VOTE):** The Board discussed the importance of appointing an interim executive director who has the skills and experience to promote stability and continued growth through the transition. The Board discussed how it evaluated the expertise, experience, and history of Board members and other potential interim successors. Ms. Karaffa noted that Mr. Alladin's has deep knowledge of Northside through his service on the Board of Trustees and extensive experience in change management, executive coaching, and non-profit and education leadership. The Board discussed its believe that the combination of his professional experience and history with the School provides him with the unique ability to be successfully lead the School through this transition period, capitalize on changes and opportunities, drive strategy, maintain strong board and management alignment, and promote stability. After discussion, and upon motion to appoint Mr. Alladin as interim executive director, seconded and carried; all were in favor.
- h. **Strategic Plan Implementation Update:** The Board reviewed the Executive Committee's oversight of relevant areas of the Strategic Plan including current professional development hours provided, staff attrition, parent engagement, student discipline, board's governance practices, and regulatory compliance. The Board questioned management on data presented in these areas, and management responded fully and accordingly. Ms. Bero reported that she would provide the Board with an update on the new teacher satisfaction survey in November.

2. Finance Committee Report

- a. **September Financial Report:** Mr. Brian provided a summary of current financial status and noted there had not been significant change since the September Board meeting and that the annual surplus is expected to be approximately \$188,000. The Board questioned Mr. Walker of CSBM and the management team regarding changes in revenue and expenses, and they responded accordingly.
- b. **2018-2019 Audit Update:** Mr. Brian reported that the 2018-2019 audit was completed, and the auditor issued a clean opinion. Further the Finance Committee reported they discussed changes in accounting standards in an independent meeting with the School's auditors. Ms. Karaffa reported she would be receiving and signing the Form 990 prior to the filing deadline.
- c. **CSBM Service Review:** Mr. Brian reported that Ms. Karaffa and the Finance Committee reviewed the billing and services provided to date by CSBM. They noted they have been and will be continuing to work with the management team

and CSBM to evaluate level of service and monitor costs and identified the areas for analysis and continued improvement in efficiency and quality of service.

- d. **TriNet Implementation Update:** Ms. St. Louis reported the implementation of TriNet has been overall successful and identified areas where she and the management team are working to continue to refine. The Board asked Ms. St. Louis relevant questions, which she answered and noted she will continue to provide the Board with updates as appropriate as the relationship with TriNet progresses.
- e. **Financial Institutions Signatory Changes (VOTE):** Ms. Karaffa reported that due to the resignation of Ms. Fitzmaurice, appointment of Mr. Alladin, and updating of the School's Financial Policies and Procedures, the signatories on all School financial institution accounts must be updated. On a motion to add Mr. Rizwan Alladin as an authorized signatory on all Northside Charter High School financial institution accounts and to remove Ms. Lori Fitzmaurice and remove Ms. Danielle Bero as authorized signatories from all Northside Charter High School financial institution accounts, seconded and carried; all were in favor.
- f. **Close TD Bank Savings and Checking Accounts (VOTE):** Mr. Brian reported that through the Finance Committee's review of the School's bank accounts, the Finance Committee noted that there were two accounts, a savings account and a checking account, that were not being used for any relevant purpose; therefore, the Finance Committee recommended the School move the two balances to the School's operating account and close the two accounts. The Board discussed the decision to close the two accounts and simplify the School's banking account structure to eliminate additional risks and fees. On Motion to transfer the balances from TD Bank savings account ending in 0014 and from the TD Bank savings account ending in 9009 to the NCHS Operating Account at TD Bank and close the two aforementioned accounts, seconded and carried; all were in favor.
- g. **Schedule of Insurances:** Ms. Karaffa reported that in accordance with the School's Financial Policies and Procedures, the Finance Committee will be reviewing the School's schedule of insurances to ensure appropriate coverage. Ms. Brown reported that she would provide this information to the Finance Committee, so each policy can be reviewed in advance of its renewal date.

3. Board Development Committee Report

- a. **Strategic Plan Implementation Update:** Ms. Karaffa reported the Board has continued to be stable in size and focus on efficient functioning of board and committee meetings in its goal of maintaining strong governance practices and healthy board dynamics and overall board effectiveness.
- b. **Board Match Event:** Ms. Karaffa reported the Board Development Committee will be following up with candidates from the Board Match event to determine if any may be appropriate candidates for future

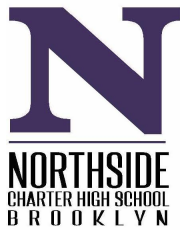
4. Education and Accountability Committee Report

- a. **Appointment of Education and Accountability Chair:** Ms. Karaffa reported she will be appointing a new chair for the Education and Accountability Committee based on Mr. Alladin's resignation from the Board.
- b. **Education Update:** Ms. Bero and Ms. Grotenhuis reported on the current focus for students and staff development including upcoming staff evaluations. The Board questioned the management team's
- c. **Strategic Plan Implementation Update:** Ms. Bero and Ms. Grotenhuis reported number of students passing Algebra II currently in the 11th and 12th grade classes. Ms. Brown reported the current attendance rate is 85% and on the efforts the School staff is making to contact parents and ensure students are attending

school. They also reported on the current SPED and ELL population rates and the efforts to provide them with relevant services and programming and increase retention and recruitment of these populations. The management team responded fully to the Board's questions related to these topics.

5. **Next Meeting:** November 19, 2019 at 6:00PM (Virtual)
6. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.

Executive Session



**Northside Charter High School
Board of Trustees Meeting
November 19, 2019**

Minutes

The meeting was held at: The meeting was held via video conference and at 424 Leonard Street, Brooklyn, NY 11222. See location notices for locations

PRESENT

Kaley Childs Karaffa, Chair *via video conference*
Emily Moskowitz, Trustee *via video conference*
Danielle Redmond, Trustee *via video conference*
Douglas Giles, Trustee *via video conference*

David Li, Trustee *via video conference*
Willie Scott, Trustee *via video conference*
Deangeor Chin, Trustee *via video conference*

EXCUSED

Matthew Brian, Trustee

GUESTS

Rizwan Alladin, Interim Executive Director
Racquel Brown, Director of Operations
Louise Grotenhuis, Assistant Principal
Suzanne Curran, Director of Instruction *via video conference*
Jean Marie Laurore, NCHS Math Teacher
Chuen Chun Li, NCHS Math Teacher

Debbie Tenney, 10th Grade Parent
Laron Walker, CSBM
Angie St. Louis, Director of Human Resources
Kaitlin Frangella, 12th Grade Guidance Coun.
Joanne Philippe, 9th Grade Guidance Coun.

Executive Session: 6:00p.m. to 6:30p.m.
The Board Meeting opened at 6:30p.m.

1. Executive Committee Report

- a. **Approval of Agenda (VOTE):** After discussion, on motion to approve the November 2019 Agenda that was seconded and carried, all were in favor.
- b. **Approval of October Board Minutes (VOTE):** After discussion, on motion to approve the October 2019 Minutes that was seconded and carried, all were in favor.
- c. **Organizational Review:** Ms. Karaffa reported that she has been meeting with Mr. Alladin and continuing to assess the optimization of the School's organizational structure with advisement from the School's advisors and consultants including Pasek Consulting and Muhammed Chaudhry. Mr. Alladin described his focus during his first month of tenure on building relationships with staff, understanding processes and systems, and focusing on Trinet, Finance consultants (CSBM), coordination between management and compliance deadlines.

- d. **Executive Director Transition and Search:** Ms. Karaffa reported on developing a search committee for ED candidates. Mrs. Karaffa will work on identifying three candidates from the board, staff, parents as apart of the search committee. The floor was open for discussion or comments on the Ed time-line in the early part of Spring 2020 open up the floor
- e. **Teacher Certification Update:** Ms. Karaffa reported that Ms. St. Louis provided an updated memorandum regarding the teacher certification requirements and current status, which includes the specific regulation and notes we are out of slightly out of compliance with 16 uncertified instructional staff and our maximum amount of uncertified instructional staff allowed is 15. Mr. Alladin reported that the teachers recruited last year through Future Leadership Incubators recruited teachers for us that were uncertified but had potential to attain certification and were otherwise highly qualified and innovative teachers. The Board questioned management regarding tracking of teacher certifications and School efforts to ensure all instructional staff are certified and how they address and support instructional staff in attaining certification and management described their efforts in each area including the time period in which reaching certification of all instructional staff is attainable. The Board requested Mr. Alladin and management provide the Board with an analysis of the current certification status and paths of uncertified instructional staff, process for determining which instructional staff must be certified and which do not, and how we will remain in compliance with relevant thresholds. Ms. St Louis reported that the goal was to have everyone certified or close to within the next two year, because certification process for each person will vary; Testing and completing masters. She also reported that NCHS have implemented the tuition reimbursement for staff to assist with education continuation. Each staff can be eligible to receive up to \$800 per semester which can total \$2400.00 per fiscal year.
- f. **MACHRA Consulting:** Ms. Karaffa reported Mr. Chaudhry has continued to provide advisement and support to the Board to address growth challenges and opportunities. The Board discussed the goals of the continuing work and will be scheduling another Board retreat for December 5th.
- g. **Data Review:** Mr. Alladin reported that prior to his tenure a former employee was late entering August graduate data into the state reporting system and then also reported inaccurate data regarding student suspensions and absence data. Mr. Alladin will work with administration to fill this role whether its consultant, full-time staff member or an internal staff member.
- h. **Strategic Plan Implementation Update:** The Board reviewed the Executive Committee's oversight of relevant areas of the Strategic Plan including current professional development hours provided, staff attrition, parent engagement, student discipline, board's governance practices, and regulatory compliance. The Board questioned management on data presented in these areas, and management responded fully and accordingly. Ms. Curran reported that the School is trying to reach 1000 hours of external professional development total for this year, and current rates of internal and external professional development to support staff. Mr. Alladin and Ms. Grotenhuis shared the update on the staff satisfaction survey to be conducted in June 2019, and that there is a survey that they will be conducting with new staff at an appropriate time and build into regular onboarding process and shared insights from research on best practice in surveys for school culture. Ms. Grotenhuis suggested that we consider using the "TNTP" insight survey tool. It helps school with instructional culture insight that gives

concrete feedback on the aspects of the school culture that matters most for teachers and students success. The Board questioned the methodology and goals of the culture survey and the management team responded in full. Mr. Alladin and Ms. Grotenhuis reported the staff made significant improvements in parent engagement through parent-teacher conferences and other parent focused events.

2. Finance Committee Report

- a. **October Financial Report:** Mr. Walker provided a summary of current financial status and noted the personnel costs have been updated based on actuals since all positions have been filled and the current savings is expected to be about \$91,000. The annual surplus is expected to be approximately \$259,000. The Board questioned CSBM and the management team regarding changes in revenue and expenses, and they responded accordingly.
- b. **2018-2019 Audit Update and Form:** Ms. Karaffa reported that the 2018-2019 audit was completed, and the auditor issued a clean opinion. Mr. Walker asked the board if they can have it signed and return to him within a week.
- c. **CSBM Service Review:** Ms. Karaffa reported Ms. Daniels, COO of CSBM provided a report of their work to date, and the Finance Committee shared concerns of the report not providing meaningful analysis of the work and whether we are receiving the strategic. and the Finance Committee reviewed the billing and services provided to date by CSBM. They noted they have been and will be continuing to work with the management team and CSBM to evaluate the level of service and monitor costs and identified the areas for analysis and continued improvement in efficiency and quality of service. Mr. Alladin reported that he had a call today with Ms. Daniels and that him and Emily will continue to work on prioritizing financial forecast.
- d. **TriNet Implementation Update:** Ms. St. Louis reported that staff is adjusting well to TriNet, but there are two areas they are still working to refine, which the TriNet is coming to the School to meet with Ms. St. Louis to address. Mr. Alladin reported that he has also reached out to senior management at TriNet to address Ms. St. Louis's unaddressed concerns. the implementation of TriNet has been overall successful and identified areas where she and the management team are working to continue to refine. The Board asked Ms. St. Louis relevant questions, which she answered and noted she will continue to provide the Board with updates as appropriate as the relationship with TriNet progresses.

3. Board Development Committee Report

- a. Mrs. Karaffa reported that the board will be looking to add new members to the board.
- b. **Strategic Plan Implementation Update:** Ms. Karaffa reported the Board has continued to be stable in size and focus on efficient functioning of board and committee meetings in its goal of maintaining strong governance practices and healthy board dynamics and overall board effectiveness.

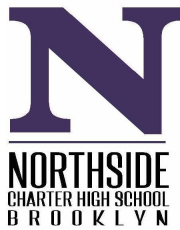
4. Education and Accountability Committee Report

- a. **Appointment of Education and Accountability Chair:** Ms. Karaffa reported she has appointed Ms. Chin as the new chair for the Education and Accountability Committee. based on Mr. Alladin's resignation from the Board.
- b. **Education Update:** Ms. Bero and Ms. Grotenhuis reported on the current focus for students and staff development including upcoming staff evaluations. The Board questioned the management team's
- c. **Strategic Plan Implementation Update:** Ms. Grotenhuis reported number of students passing Algebra II currently in the 11th and 12th grade classes. Ms. Brown reported the current attendance rate is 94.52% and on the efforts the

School staff is making to contact parents and ensure students are attending school. Ms. Curran reported on the current SPED and ELL population rates and the efforts to provide them with relevant services and programming and increase retention and recruitment of these populations. The management team responded fully to the Board's questions related to these topics.

- d. Public Comment:** Ms tenney voiced hers and other parents concerns about recent incident after-school by McCarren park on Nov. 7th .She stated that she is also aware that the student who was involved still attends NCHS. She would also like to see a Parent Handbook and possible another language offered at NCHS other than Latin.
5. **Next Meeting:** December 17, 2019 at 6:00PM
6. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.

Executive Session



**Northside Charter High School
Board of Trustees Meeting
December 10, 2019**

Minutes

The meeting was held at: The meeting was held via video conference and at 424 Leonard Street, Brooklyn, NY 11222. See location notices for locations

PRESENT

Kaley Childs Karaffa, Chair *via video conference*
Emily Moskowitz, Trustee
Danielle Redmond, Trustee *via video conference*
Matthew Brian, *via video conference*

David Li, Trustee *via video conference*
Willie Scott, Trustee *via video conference*
Douglas Giles, Trustee *via video conference*

EXCUSED

Deangeor Chin, Trustee

GUESTS

Rizwan Alladin, Executive Director
Racquel Brown, Director of Operations
Louise Grotenhuis, Assistant Principal
Suzanne Curran, Director of Instruction *via video conference*
Taylor Flinn, NCHS Special Ed. Teacher

Laron Walker, CSBM, *via video conference*
Angie St. Louis, Director of Human Resources
via video conference
Danielle Bero, Principal
Chris Chattergoon, NCHS General Ed. Teacher
Maria Reyes, parent of NCHS student

Executive Session: 6:00p.m. to 6:30p.m.
The Board Meeting opened at 6:30p.m.

1. Executive Committee Report

- a. **Approval of Agenda (VOTE):** After discussion, on motion to approve the December 2019 Agenda that was seconded and carried, all were in favor.
- b. **Approval of November Board Minutes (VOTE):** After discussion, on motion to approve the November 2019 Minutes that was seconded and carried, all were in favor.
- c. **Organizational Review (VOTE):** Ms. Karaffa reported that she has been meeting with Mr. Alladin and continuing to assess the optimization of the School's organizational structure with advisement from the School's advisors and consultants including Pasek Consulting and Muhammed Chaudhry. Mr. Alladin described the focus and objectives in developing a revised organizational structure that is focused on efficient functioning and deployment of resources and more cohesive and coherent organization of departments and key leaders to promote focused work and services provided to students. The Board discussed its review of the elements of this review process and proposed changes that occurred during

its December 5, 2019 Board retreat. The Board discussed the proposed structure and asked related questions of Mr. Alladin. After discussion, a motion to approve the organizational structure that was seconded and carried, all were in favor.

- d. **Executive Director Transition and Search:** Ms. Karaffa reported on developing a search committee for Executive Director candidates. Mrs. Karaffa will identify three candidates from the Board to form the Board search committee, and that the committee will select members of staff, parents, and students to be liaisons to the committee and provide important perspective in selecting the Executive Director. The Board discussed the Executive Director recruitment process and timeline.
- e. **MACHRA Consulting:** Ms. Karaffa reported Mr. Chaudhry has continued to provide advisement and support to the Board and facilitated the December 5, 2019 Board retreat.
- f. **Strategic Plan Implementation Update:** The Board reviewed the Executive Committee's oversight of relevant areas of the Strategic Plan including current professional development hours provided, staff attrition, parent engagement, student discipline, board's governance practices, and regulatory compliance. The Board questioned management on data presented in these areas, and management responded fully and accordingly. Ms. Curran reported to the Board on the updated professional development for staff. Ms. Bero reported on new staff engagement and their focus on targeted professional development, notably equality and intersectionality.

2. Finance Committee Report

- a. **November Finance Report:** Mr. Brian reported to the Board on the November financial reports. Mr. Walker noted he has been meeting with Mr. Alladin regarding changes in expenses, notably changes in fees and expenses due to the transition to TriNet. The payroll fees and medical and dental benefits are trending higher than expected from budget and the original proposal from TriNet. The Board questioned CSBM and management regarding changes in revenue and expenses, and they responded accordingly. The Board requested Mr. Walker work with Mr. Alladin and TriNet and schedule a meeting for the Finance Committee to review these items in greater detail in the next two weeks.
- b. **Form 990 Filing:** Mr. Walker reported the Form 990 has been filed according to the external auditor.
- c. **CSBM Service Review:** Ms. Karaffa reported that the Board has not received the work-to-date report and escalation report from CSBM and requested Mr. Walker follow up with Ms. Daniels to provide the Board with these reports immediately.
- d. **TriNet Implementation Update:** Mr. Alladin reported on the continuing implementation of TriNet and that current focus has been on continuing to improve payroll processes and staff reporting of hours worked. He further advised he is working with TriNet to implement the transition to the new organizational structure including development of position responsibilities and job descriptions, transition of responsibilities from old roles to new roles.

3. Board Development Committee Report

- a. **Strategic Plan Implementation Update:** Ms. Karaffa reported the Board has continued to be stable in size and focus on maintaining strong governance practices. The Board will begin recruiting new members in 2020 and has a few identified candidates from the fall Board Match Event.
- b. **Board Retreat:** Ms. Karaffa reported the Board held a retreat on December 5, 2019, to assess the proposed organizational structure changes and discuss alignment to strategic objectives. The Board discussed the outcomes of the retreat.

4. Education and Accountability Committee Report

- a. **Education Update:** Ms. Bero reported the School will have Asian Awareness month in January, the School musical will be held on December 20th before the school closes for the holiday break, and that Regents exams will occur in January. Ms. Bero reported that a New Staff lunch was held on December 5th. New staff members were given a survey to determine insights regarding their first months at Northside. Results reflect that the new staff showed clear understanding of the School's vision and mission as well as an affiliation with the School culture. The respondents seek greater clarity around the classroom observation process.
 - b. **Strategic Plan Implementation Update:** Mr. Alladin reported on the strategic plan metrics relevant to the Education and Accountability Committee. Student enrollment declined slightly, consistent with previous years' trends. Dr. Grotenhuis shared that the School is upgrading platforms to get access to postgraduate college enrollment and persistence data. She expressed optimism to have an update by the January 21st Board meeting.
 - c. **Public Comment:** Maria Reyes, a parent of a student at the School, shared her concerns regarding safety at the school. She expressed her desire to have metal detectors installed at the school and for there to be better safety protocols in place. She was concerned that students fears about their own safety would distract them from their focus on education.
5. **Next Meeting:** January 21, 2020 at 6:00PM
 6. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.

Executive Session

**Northside Charter High School
Board of Trustees Meeting
January 21, 2020**

Minutes

The meeting was held at: The meeting was held via video conference and at 424 Leonard Street, Brooklyn, NY 11222. See location notices for locations

PRESENT

Kaley Childs Karaffa, Chair *via video conference*
Emily Moskowitz, Trustee *via video conference*
Danielle Redmond, Trustee *via video conference*
Matthew Brian, *via video conference*
conference

David Li, Trustee *via video conference*
Willie Scott, Trustee *via phone conference**
Douglas Giles, Trustee
Deangeor Chin, Trustee *via video*

**Mr. Scott participated in the Board meeting but did not vote on any board matters due to his participation.*

EXCUSED

None

GUESTS

Rizwan Alladin, Executive Director
Racquel Brown, Director of Operations *via video conference*
Louise Grotenhuis, Assistant Principal *via video conference*
Suzanne Curran, Director of Instruction *via video conference*
Danielle Bero, Principal
Karen Daniels, CSBM, *via video conference*
Kaitlin Frangella, faculty
Joanne Philippe, faculty
Luz Gonzalez, parent
Kevin Darnowski, parent
Jeannie McAuley, parent
Debbie Tenney, parent

Executive Session 6:00-6:15pm

The Board Meeting opened at 6:18p.m

1. Executive Committee Report

- a. **Approval of January 2020 Board Meeting Agenda (VOTE):** After discussion, on motion to approve the January 2020 Board Meeting Agenda that was seconded and carried, all were in favor.
- b. **Approval of December 2019 Board Meeting Minutes (VOTE):** The Board reviewed the December 2019 Board Meeting Minutes. After discussion, on motion to approve the December 2019 Board Meeting Minutes that was seconded and carried, all were in favor.

- c. **School Safety Plan:** Mr. Alladin reported that the School and the school building are required to have a comprehensive safety plan that outlines roles, processes and responsibilities for school safety. The Board reviewed the plan and discussed its provisions and purpose. After discussion, on motion to approve the School Safety Plan that was seconded and carried, all were in favor.
- d. **January Compliance Reporting:** Mr. Alladin reported on January 3rd, 2019, that the 2018-19 BEDS Day Enrollment Data Extract and the 2018-19 FRPL Data Extract and the 2018-19 BEDS Day Immigrant Student Count Data Extract were officially opened for official extraction into public record. On January 6, 2019 the VR1-9 data was also extracted from our data system. The Board asked questions of management that were answered in full.
- e. **Re-Organization Update:** Ms. Karaffa reported the Resolution for the reorganization with the Board approved organization chart, memorandum describing rationale, and updated impact budget were sent to NYSED. Ms. Karaffa and Mr. Alladin reported they had a call with Paolo Giovine of NYSED in December 2019, and he confirmed it was a non-material change that would could go into effect at the Board's discretion on timing based on the sufficiency of the information provided to NYSED. Mr. Alladin updated the Board regarding his efforts informing the staff of the proposed changes and promoting stability to the culture.
- f. **Executive Director Transition and Search:** Ms. Karaffa reported that the Board identified key characteristics that the Board desires in the Executive Director during its December Board retreat and that the Board through its Executive Director Search Committee will update the Executive Director job description and present it to the Board for approval prior to beginning the search process. Mr. Alladin was requested to qualify traits needed to fulfill the future vision of the role.

2. Finance Committee Report

- a. **December Finance Report:** Mr. Brian reported to the Board on the December financial reports as prepared by CSBM. The Board discussed changes including increased employee benefit costs and questioned management regarding these differences. The Board instructed Mr. Alladin to work with CSBM and TriNet to provide the Board with a full understanding of the increased expenses over projected amounts based on the Board approved TriNet proposal and report back with their findings and potential actions to minimize financial impact while maintaining support for strategic initiatives.
- b. **CSBM Service Review:** Ms. Daniels reported that NCHS Board and School Management noted issues with the August through December 2019 financial reports provided by CSBM. The Board discussed the scope of the review. Ms Daniels reported she would have the review action plan to the Board by January 22, 2019, and would meet with the Board to address all concerns and any inaccuracies.
- c. **Budget Timeline:** Mr. Brian presented the Board with the proposed fiscal year 2021 budgeting timeline, which begins with management review of current and prior fiscal year actuals and assessment of financial needs to support strategic goals to be conducted during February and March. The management team will discuss these findings and goals and suggest budget priorities to the Finance Committee in March, which will allow for the Finance Committee to review the draft budget in

April for presentation to the Board for review and comment in May prior to Board approval of the fiscal year 2021 budget in June. The Board discussed and agreed on the proposed timeline.

3. Board Development Committee Report

- a. **Strategic Plan Implementation Update:** Ms. Karaffa reported the Board Development Committee will be meeting again in February and focusing on Board succession planning and developing the agenda for the next Board retreat.

4. Education and Accountability Committee Report

- a. Ms. Chin reported that the Education and Accountability Committee met with key members of management to discuss the Committee's focus for the remainder of the school year and key metrics and are refreshing goals to ensure the committee can provide oversight of the School's academic performance.
- b. **Strategic Plan Implementation Update:** Ms. Brown reported on current enrollment fluctuations and student attendance data. The Board asked questions of management regarding current enrollment numbers and impact on funding, and the management team responded describing enrollment efforts and Ms. Bero reported on PSAT scores for 11th graders and the School's initiatives to provide additional support to ensure students' scores meet or exceed the mean goal of 1100. Dr. Grotenhuis reported on the management team's efforts to collect college persistence and acceptance data. The Board discussed the data and asked questions of management regarding their efforts to promote increases in student performance and achievement. Ms Bero announced about the upcoming Historically Black Colleges and Universities (HBCU) tour planned for February to further promote college readiness

5. Public Comment:

- a. Ms. Tenney commented that she was not called in by the management team to review safety concerns in November/December and noted she heard rumors about new threats to student safety at the School. She noted that the Northside webpage lacked up-to-date information. She questioned why SAT prep classes are only offered to 12th grade students, to which Ms. Bero and Dr. Grotenhuis responded explaining the School's programming and preparatory courses for SAT. Ms. Tenney commented about her perceptions of the staff's desire to have parent involvement. She noted that Board minutes are not online. She made allegations and questioned management's decisions in hiring uncertified teachers and whether the School was seeking to increase the number of uncertified teachers. She felt the School lacked adequate signage for non-English speakers. The Board noted that it closely oversees teacher certification to ensure compliance with all regulatory requirements and that management has been transparent in regularly providing full information regarding each teacher's current certifications and plans for achieving additional certifications. The Board directed Mr. Alladin to work with appropriate members of his staff to address Ms. Tenney's concerns are resolved.
- b. Mr. Darnowski commented that he has two sons with IEPs attending Northside. He questioned whether the increased Special Education funding was assisting students with IEPs. He shared the difficulties he and his children faced in getting occupational therapy services. He commented on a rumor he heard about alleged restrictions on restroom access for students during the period after lunch. The

management team responded to Mr. Darnowski's comments regarding Special Education Funding and how the School utilizes funding to provide services for special education students. The Board directed Mr. Alladin to work with Mr. Darnowski to address any legitimate concerns regarding services for his children. The Board directed Mr. Alladin to investigate the allegation regarding restrictions on student bathroom access and report back to the Board with his findings and to ensure all staff and students are clear on the process through which a student should request access to the restroom.

6. **Next Meeting:** February 18, 2020 at 6:00PM
7. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.

Executive Session

**Northside Charter High School
Board of Trustees Meeting
February 18, 2020**

Minutes

The meeting was held at: The meeting was held via video conference and at 424 Leonard Street, Brooklyn, NY 11222. See location notices for locations

PRESENT

Kaley Childs Karaffa, Chair <i>via video conference</i>	David Li, Trustee <i>via video conference</i>
Emily Moskowitz, Trustee	Willie Scott, Trustee <i>via video conference</i>
Danielle Redmond, Trustee <i>via video conference</i>	Douglas Giles, Trustee
Deangeor Chin, Trustee <i>via video conference</i>	

EXCUSED

Matthew Brian, Trustee

GUESTS

Rizwan Alladin, Executive Director *via video conference*
Danielle Bero, Principal
Louise Grotenhuis, Assistant Principal *via video conference*
Karen Daniels, CSBM, *via video conference*
Leslie Roper-Thomas, CSBM, *via video conference*
Debbie Tenney
Jamie MacCauley
Luz Gonzalez
Kevin Darnowski
Jamal Deas, staff

The Board Meeting opened at 6:03p.m

1. Executive Committee Report

- a. **Approval of February 2020 Board Meeting Agenda (VOTE):** After discussion, on motion to approve the February 2020 Board Meeting Agenda that was seconded and carried, all were in favor.
- b. **Approval of January 2020 Board Meeting Minutes (VOTE):** The Board reviewed the January 2020 Board Meeting Minutes. After discussion, on motion to approve the January 2020 Board Meeting Minutes that was seconded and carried, all were in favor.
- c. **February Compliance Reporting:**
 - i. Mr. Alladin updated the Board regarding the appeal to update BOCES data entered by the former Assistant Director of Operations and former Executive Director; he noted the appeal was denied by the NYSED Office of Accountability, because the School is currently in “Good Standing” as evidenced by the letter from the New York State Department of Education

dated February 13, 2020. Mr. Alladin reported the School will appeal the erroneous Chronic Absentee data in Spring 2020 through the MIP appeal process, and he will notify the Board when this appeal period is open.

- ii. Mr. Alladin reported that in preparation for our mid-year authorizer visit, the NYSED Charter School Office asked the Management Team to disseminate surveys to parents and teachers by January 29th. As a response, we have taken the following actions to encourage maximum completion of the surveys. For teachers, three email reminders have been sent out as of February 8, 2020. Teachers were allowed to leave the school early on the Friday of Regents week (1/24/2020) if they showed proof of completing the survey. Through SwiftAlert, parents have received the Parent Survey information in emails, texts, and phone calls. Students received emails and a paper copy (notice) to share with families. If 80% of families complete the survey, staff and students will earn a dress down day. We shared these efforts with the Charter School Office where they lauded our efforts. The survey will close on February 29, and we will be sending out reminders after Winter Break (2/24/2020).
- d. **Darnowski Complaint:** Ms. Karaffa reported that on February 10, 2020, the Board received a complaint from a parent regarding restrictions on students' access to the restroom. Ms. Karaffa reported that she and Mr. Alladin spoke with Paul O'Neill, outside counsel, regarding the complaint and what actions the Board and School should take in regard thereto. In accordance with guidance provided by Mr. O'Neill, the Board directed Mr. Alladin to investigate the matter and report back to the Board with any findings, ensure all School policies have clear indicators of how a student is able to access the restroom, and ensure all staff have received appropriate training and comply with these policies.
The Board questioned if there being any policy in the past would have violated any legal statutes and determined that legal counsel advice will be sought alongside Mr. Alladin's investigation.
- e. **Re-Organization Update:** Mr. Alladin updated the Board regarding his efforts informing the staff of the upcoming organizational changes and promoting stability to the culture. He shared with staff the schedule for developing and communicating updated/new job descriptions. Mr. Alladin reinforced to the staff Northside's value around "Rigorous Academics" as the driver for job role refinements. Mr. Alladin updated the Board that the search has formally begun for the Director of Finance & Administration and Executive Assistant.
- f. **Executive Director Transition and Search:** Ms. Karaffa reported that the Board will be beginning the active search process leading into March. The Board discussed sources for actively posting and recruiting highly qualified candidates for the Executive Director role.
- g. **Strategic Plan Oversight:** Ms. Karaffa introduced the following revisions to the Board's Strategic Plan Metrics for 2019-2020 proposed by the Executive Committee, which were developed based on advice from management and external advisors and developing best practices:
 - i. For professional development, maintain the goal for 70 hours per year for instructional staff and add a differentiated goal of 48 hours of professional

development per year for non-instructional staff to focus on their needs for training, growth, and development. The Board questioned management on the breakdown of internal and external professional development and the providers of each. Ms. Bero described the practices for internal professional development led by employees with subject matter expertise and shared the external professional development sources, which included SPED Collaborative and Restorative Justice Education programming.

- ii. For discipline statistics, adding the specific goal of having less than 5 students expelled to align to the School's restorative practices, including early intervention and the use of reflections, to prevent student behavior issues from escalating to the level warranting expulsion. The Board discussed the historical data of NCHS student expulsions.
- iii. Add a new metric to comply with all legal and regulatory requirements to emphasize and align to the Board's existing focus on compliance due to its importance of organizational compliance and sustainability.
- iv. After discussion and on motion to approve the revision to the professional development hour goals, the addition of less than 5 students expelled as a discipline metric, and the addition of compliance with legal and regulatory requirements made, and seconded, all were in favor.

2. Finance Committee Report

- a. **January Finance Review:** Ms. Roper-Thomas presented the Board with the January financial statements, which reflects an expected surplus of \$20,897 based on expected income of \$7,844,169 and expected income of \$7,822,558. Total expenses are higher largely due to unbudgeted payroll and other employee benefit fees; personnel expenses are lower than expected due to staff changes. Ms. Roper-Thomas reported that the School's financial health is still strong as indicated by its 285 days of cash on-hand.
- b. **Health Insurance Refund:** Ms. Moskowitz reported that in September 2019, the health insurance premium was erroneously paid to United Healthcare (UHC) due to the transition from UHC to TriNet. The issue was reported to UHC by management, and on January 30th, 2020, the School received a refund via ACH bank transfer in the amount of \$49,962.91.
- c. **2017 and 2018 Tax Refund Request:** Ms. Karaffa reported she signed the amended Form 990-T for fiscal years 2018 and 2019 to request a refund for the tax paid for the Qualified Transportation Fringe Benefits in the amount of \$2,196 (FY18) and \$5,506 (FY19) respectively. PKF O'Connor Davies will file the amended 2017 and 2018 Form 990-T on behalf of Northside Charter High School.
- d. **Restated Financials:** Ms. Moskowitz reported that due to irregularities the Finance Committee and Board identified in the financial reports from August through December 2019 prepared by CSBM, Ms. Daniels assigned Ms. Roper-Thomas and other CSBM staff to conduct an audit of these financial statements and report with their findings. Ms. Roper Thomas and Ms. Daniels presented the committee with their process for reviewing the August through December 2019 financial reports, which included assessing the accuracy of the financial statements against accrual accounting practices, and described the differences in the originally issued financial statements and the reissued statements, which were identified in a summary

prepared by CSBM. The Board reviewed and discussed the restated financial statements and summary of changes.

- e. **Financial and CSBM Service Review:** Ms. Moskowitz noted the Board reviewed the action plan to review accuracy of financial reports and services provided by CSBM and that the School will not bear the costs related to the reissue of the financial statements or review of account or any associated costs and Ms. Daniels confirmed she would provide documentation reflecting that CSBM will bear all associated costs. Ms. Karaffa noted that during the February Finance Committee meeting Ms. Daniels acknowledged issues with the services provided by CSBM and areas on which she had not followed up as she stated she would including bringing in a higher level, more qualified CSBM staff member to provide oversight of services provided to NCHS. Ms. Daniels expressed she is committed to remedying service issues experienced to date.
 - f. **Budget Timeline:** Mr. Alladin reported that the management team will review the actual revenue and expenses for Fiscal Year 2020 and discuss strategic goals, and then suggest budget priorities to the Finance Committee in March.
3. **Board Development Committee Report**
 - a. **Board Succession Planning:** Ms. Karaffa reported the Board Development Committee will focus throughout the rest of the 2020 fiscal year and into 2021 fiscal year on updating the Board Succession Plan and consider recruitment of any new board members, which will be supported by the work of MACHRA Consulting.
 - b. **Board Retreat:** Ms. Karaffa reported that she spoke with Dan Pasek regarding facilitating the Board's next series of retreats, which will occur from the spring through the fall of 2020, with a focus on driving Board alignment around strategic priorities for NCHS through 2022 and beyond and assessing options for organizational growth and continued focus on increasing student outcomes. The Board discussed the strategic focus, goals, and timeline.
 4. **Education and Accountability Committee Report**
 - a. **Proposed Revisions to the Strategic Plan Board Metrics:** Ms. Chin reported that the Education and Accountability Committee met with key members of management to discuss key metrics under the Committee's oversight responsibilities and is proposing the following changes for Board approval:
 - i. For the Regents exams, show the percent of students passing each Regent exam offered and show the percent of students passing math Regent exams with a score of 80% or higher and ELA Regents exam with a score of 80% or higher to indicate college readiness. This will provide the Board with more meaningful data on strength of Regents aligned programming and ability for NCHS students to attain college admissions and succeed in college.
 - ii. Eliminate the metric of the number of students who successfully complete Algebra II, because the more meaningful metric is the number of students who successfully pass Algebra I and Algebra II Regent exams, with the differentiator of those who score an 80% or higher as an indicator of college and career readiness.
 - iii. The Board discussed the two proposed revisions to the Board's Strategic Plan Metrics for 2020-2021, and asked questions of management that were

answered. The management team would begin reporting ELA Regent score with percent scoring above 75. Board agreed to hold off from reporting by cohort for the remainder of the year. After discussion and on motion to approve the revision to the Regents exam reporting and the elimination of the number of students completing Algebra II made, and seconded, all were in favor.

- b. **Strategic Plan Implementation Update:** The Board reviewed and discussed the academic performance data and asked questions of management, which were answered in full.
5. **Public Comment:**
 - a. Ms. Debbie Tenney expressed an opinion that, under her own estimation, the ICT - IEP teachers are not following the IEP protocol and a concern about student safety. Furthermore, Ms. Tenney questioned how much subject Regent exam grades should be factored in determining the final course grade, and she shared that she spoke with the Board of Regents, where this practice was discouraged. The Board directed Mr. Alladin to work with his staff to address Ms. Tenney's comments.
 - b. Ms. Luz Gonzalez shared that mention of a 7th period bathroom restriction was found in the bell schedule pasted in the School Safety plan. The Board noted that they have directed Mr. Alladin to investigate this matter and report to the Board on his findings and recommendations for action.
6. **Next Meeting:** March 17, 2020 at 6:00PM
7. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.

**Northside Charter High School
Board of Trustees Meeting
March 17, 2020**

Minutes

The meeting was held at: Due to COVID-19, the meeting was held via video conference. See location notices for locations.

PRESENT

Kaley Childs Karaffa, Chair <i>via video conference</i>	David Li, Trustee <i>via video conference</i>
Emily Moskowitz, Trustee <i>via video conference</i>	Deangeor Chin, Trustee <i>via video conference</i>
Danielle Redmond, Trustee <i>via video conference</i>	Douglas Giles, Trustee <i>via video conference</i>

EXCUSED

Willie Scott, Trustee
Matthew Brian, Trustee

GUESTS

Rizwan Alladin, Executive Director, *via video conference*
Danielle Bero, Principal *via video conference*
Louise Grotenhuis, Assistant Principal *via video conference*
Brittany Sheckels, Executive Assistant, *via video conference*
Karen Daniels, CSBM *via video conference*
Leslie Roper-Thomas, CSBM *via video conference*

The Board Meeting opened at 6:03p.m

1. Executive Committee Report

- a. **Approval of March 2020 Board Meeting Agenda (VOTE):** After discussion, on motion to approve the February 2020 Board Meeting Agenda that was seconded and carried, all were in favor.
- b. **Approval of February 2020 Board Meeting Minutes (VOTE):** The Board reviewed the February 2020 Board Meeting Minutes. After discussion, on motion to approve the February 2020 Board Meeting Minutes that was seconded and carried, all were in favor.
- c. **February Compliance Reporting Update:**
 - i. *NYSED Annual Site Visit:* Ms. Karaffa shared that Northside received notification of an onsite visit to the School, which is tentatively planned for April 22, 2020, but it may be rescheduled due to the COVID-19 national emergency.
 - ii. *COVID-19 Response:* Mr. Alladin reported that initial communications from the New York Department of Education and Department of Health were focused on personal hygiene. Mr. Alladin reported that notices and communications were emailed and backpacked to students and parents

during the week of March 9, 2020. As the crisis intensified, the Management team established a task force to develop a plan in case of a building closure. By March 19, 2020, a plan was developed to launch instruction virtually, and Mr. Alladin communicated with Ms. Karaffa as the management team was developing plans to close the physical premises of NCHS for the safety of staff and students. Mr. Alladin reported that he notified NYSED Charter School Office of this decision prior to the Mayor and Chancellor's own announcement on March 15, 2020. After the Mayor's and Governor's executive orders, the Management team determined a long-term approach to virtual learning would be more prudent, using Edgenuity, a standards-based, online, vetted platform. Mr. Alladin reported that the Management team decided to launch Virtual Northside Charter High School on Monday, March 23, 2020, to allow more time for educators to learn to utilize this platform. The Management team is considering hosting webinars with parents and guardians later this week to preview the virtual learning space. The Board asked questions of management regarding successes and challenges thus far including efforts to ensure proactive communications to parents, and management responded describing their efforts for tracking attendance, data reporting, various communication types, and communications with NYSED and the Department of Education.

- iii. *Other Compliance Updates:* Mr. Alladin reported to the Board that the following reports and information were provided to the respective organizations and agencies: ePMF Staff Snapshot (February 7, 2020), Medicaid Consent Form compliance (February 12, 2020), DOE Accountability Office "Good Standing" rating for 2019-2020 (February 13, 2020), Non-instructional Staff Assignment update (February 26, 2020), and Student Immunization Certification (March 1, 2020).
- d. **Darnowski Complaint Investigation and Action:** Ms. Karaffa reported that Mr. Alladin conducted the investigation of the alleged restriction on student restroom access in 7th period. Mr. Alladin reported that through his review of all School policies, he noted that the bell schedule that was pasted into the School Safety Plan and Teacher Handbook contained a notation about bathroom breaks during 7th period. Ms. Karaffa reported that as soon as Mr. Alladin discovered this, he brought it to the attention of the Board and that by Unanimous Written Consent on February 24, 2020, the Board approved the updated School Safety Plan and Teachers Handbook with this notation in the Bell Schedule removed effective February 24, 2020, and that management distributed and posted the updated approved policies in relevant locations on that date. Mr. Alladin further reported that the management team has had meetings with staff to ensure they understand and comply with the School's policies providing students' access to restrooms.
- e. **Reorganization Update:** Mr. Alladin reported that as part of effectuating the new organizational structure, the School hired Ms. Brittany Sheckels as an Executive Assistant. Job postings have been made publicly available for the Director of

Finance & Administration role as well as for teaching positions to account for any attrition for which the School is actively interviewing candidates.

- f. **Executive Director Succession and Search:** Ms. Karaffa reported that she appointed Ms. Redmond as chair of the Executive Director Search Committee and Ms. Chin and Mr. Brian were appointed as members of the Executive Director Search Committee. Ms. Redmond reported that the Executive Director Search Committee has been focused on refining the Executive Director job description with input from the management team, Mr. Chaudhry, Mr. Pasek, and prior Board discussion at the December Board retreat. The Executive Director Search Committee will be finalizing the job description and crafting proposed compensation package and will provide the Board these items for final approval.
- g. **Strategic Plan Oversight:** Mr. Alladin shared that the Strategic Narrative from June 2019 is presently being updated to reflect areas of focus and investment. The management team has reviewed the 22 Board-approved objectives and has identified possible vendors and strategies to support efforts to achieve them. The management team has also identified one objective for Board consideration for further refinement. Focus is being placed on finding the appropriate compensation range, content development, and skill sets needed.

2. Finance Committee Report

- a. **February 2020 Financial Review:** Ms. Roper-Thomas presented the February financial reports to the Board noting that the projected revenue is expected to be \$7,767,724, projected expenses are expected to be \$7,879,624, and projected net income is expected to be \$111,900. Ms. Roper-Thomas called out that she would continue to work closely with management in order to stay aligned during the current state of emergency and impact on the School's financial status.
- b. **TriNet Cost Update:** Mr. Alladin reported that current financial reports are showing that the TriNet service fees are higher than budget. Mr. Alladin noted that further clarity is still needed, and he and CSBM are working with TriNet to understand the details of the projected and actual cost differences and to date, the information provided by TriNet indicate increased cost based on how the funding strategy was set up, which included coverage of dental and vision insurance and possibility that the funding strategy was not set for the correct intended plans presented to the Board, and that payroll fees may have been lumped in with the overall benefits cost (resulting in overspending). Mr. Alladin noted TriNet has not contested the overall financial impact as calculated by CSBM. Mr. Alladin reported that he will update the Board and present possible strategies to address increased costs while maintaining commitment to the Board approved strategies.
- c. **2020-2021 Budgeting Process:** Mr. Alladin reported the FY 2021 budgeting process has begun and that he will have a draft budget ready for the April Finance Committee meeting.

3. Board Development Committee Report

- a. **Board Succession Planning:** Ms. Karaffa reported that the board is looking to add a new member to the board and requested that Board members work with the Board Development Committee to provide potential candidates from their networks who will bring relevant skills and a commitment to NCHS's mission.

- b. **Board Retreat:** Ms. Karaffa reported that due to the current pandemic, the in-person Board Retreat will likely not be feasible and that the Committee is considering an alternate plan to meet virtually.
4. **Education and Accountability Committee Report**
- a. **Strategic Plan Oversight Review:** The management team reported that the enrollment rate is currently higher than at the end of 2019. Additionally, management reported they are working with EdOps to gather historical and current records to get a more detailed summary for reporting on key performance indicators of academic success and strategic plan metrics for the Board.
 - i. The Board asked questions regarding the Regents exam rates, specifically questioning why no students have taken the Chemistry Regents exam to date this year. Dr. Grotenhuis clarified that students who take them are often looking to acquire advanced Regents diplomas, or likely have a very specific chemistry-related college plan. Dr. Grotenhuis noted that while an increase in passing and higher scores would normally be expected in this year's Regents exams, the true outcome will likely be affected by the impact of the COVID-19 emergency.
 - ii. Dr. Grotenhuis reported that currently the average SAT score is 929 and that 50% of NCHS students who have applied to college have been accepted to college to date and that more accurate data will be available in May.
5. **Public Comment:** No one from the public elected to speak.
6. **Next Meeting:** April 21, 2020 at 6:00PM
7. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.

**Northside Charter High School
Board of Trustees Meeting
April 21, 2020**

Minutes

The meeting was held at: Due to the COVID-19 pandemic, the meeting was held via video conference as per Executive Order. See location notices for locations.

PRESENT

Kaley Childs Karaffa, Chair <i>via video conference</i>	David Li, Trustee <i>via video conference</i>
Emily Moskowitz, Trustee <i>via video conference</i>	Deangeor Chin, Trustee <i>via video conference</i>
Danielle Redmond, Trustee <i>via video conference</i>	Douglas Giles, Trustee <i>via video conference</i>
Matthew Brian, Trustee <i>via video conference</i>	

EXCUSED

Willie Scott, Trustee

GUESTS

Rizwan Alladin, Executive Director, *via video conference*
Louise Grotenhuis, Assistant Principal *via video conference*
Racquel Brown, Director of Operations *via video conference*
Brittany Sheckels, Executive Assistant, *via video conference*
Leslie Roper-Thomas, CSBM *via phone conference*
Dan Pasek, Pasek Consulting, *via phone conference*
JeanMarie McCauley, *via phone conference*
Luz Gonzalez, *via phone conference*
Debbie Tenney, *via phone conference*

The Board Meeting opened at 6:05p.m

1. Executive Committee Report

- a. **Approval of April 2020 Board Meeting Agenda (VOTE):** After discussion, on motion to approve the April 2020 Board Meeting Agenda that was seconded and carried, all were in favor.
- b. **Approval of March 2020 Board Meeting Minutes (VOTE):** The Board reviewed the March 2020 Board Meeting Minutes. After discussion, on motion to approve the March 2020 Board Meeting Minutes that was seconded and carried, all were in favor.
- c. **Compliance Reporting Update:**
 - i. *NYSED Midterm Site Review Documentation:* Mr. Alladin reported that the organizational chart, a master school schedule, a map of the school, past meeting minutes, Board of Trustees self-assessment, strategic plan narrative, strategic plan executive summary, descriptions of both school

leadership and teacher evaluation processes, New York City Department of Education school quality survey results, efforts to reach enrollment/retention targets, student admissions and waitlist information, and the faculty roster were uploaded onto the Charter School Office portal by the April 15, 2020 deadline.

ii. *CSO COVID-19 Continuity Plan:* Mr. Alladin reported that all required documentation regarding the School's learning continuity plan were uploaded by the March 28, 2020 deadline. These documents included: the charter school submission form, feeding plan, continuity of learning plan, social emotional/ mental health plan, communications plan, and a copy of the updated virtual learning school schedule.

iii. *COVID-19 Response:* Mr. Alladin reported that since the mandated school closure, all efforts have been focused on maintaining online virtual classes utilizing several different platforms including Edgenuity, Google Classrooms, Google Hangouts, and Zoom. Management created detailed guides for both students and teachers were written up to reiterate rules and etiquettes for video sharing. He reported that weekly webinars have been scheduled for every Friday through the end of the school year, where parents, students, and teachers may join in and ask questions and provide feedback. Management has implemented changes in response to feedback, such as a shortened class schedule and adding two "flexible learning days" a week, where students can catch up on work or have focused time with their teachers or counselors as needed. Mr. Alladin noted that the management team continues to participate in weekly NYSED webinars and other relevant webinars that focus on improving online learning and/or legal updates from the New York State and the Department of Education. Mr. Alladin reported that the School's website is updated regularly as new information is received, and every NCHS webinar recording and related slide show presentations are publicly available after each broadcast. Mr. Alladin reported that social emotional and mental health issues have also been prioritized with focus on counselors and the security team reaching out to each student to ensure that students are adjusting to online learning and to assess their mental and physical health. He noted that teachers and staff have been participating in activities focused on positivity and camaraderie to maintain a positive connection during this time of separation. The Board questioned management on challenges and successes of the virtual learning environment and management responded fully. The Board and management team discussed the feedback received from students and family and impact on the virtual learning environment and education delivery, ability to effectively assess student performance through remote learning, students ability to access technology, student attendance, staff engagement, and caregiver webinars.

d. Reorganization Update:

i. **Principal Resignation:** Mr. Alladin reported that Ms. Danielle Bero resigned from her role as principal and that she will remain as a consultant

to the management team through May 15, 2020, to ensure transition of her responsibilities to other members of management. Mr. Alladin thanked Ms. Bero for her service during her tenure and her laser focus on students. Mr. Alladin reported that Dr. Grotenhuis will assume the responsibilities of the principal, and she and Mr. Alladin will continue to lead the school until a leadership selection is made.

ii. **Recruitment:** Mr. Alladin reported that Director of Finance & Administration role and teaching positions have been posted, and the School is actively interviewing candidates. Mr. Alladin specified that the current Director of Operations, Racquel Brown, will serve as the Data Privacy Officer and Shomari Turner-Gallagher, the School Social Worker, will continue to serve as the McKinney-Vento officer.

e. **Tenney Complaint:** Ms. Karaffa reported the Board received a complaint from Ms. Tenney. The Board directed Mr. Alladin investigate the complaint and report his findings and actions taken to the Board by the May Board meeting.

2. **Finance Committee Report**

a. **March 2020 Financial Review:** Ms. Roper-Thomas presented the March financial reports to the Board and noted that the expected full year net loss is \$148,419 (\$149,133 under budget), the projected income is \$7,767,805 (\$129,067 over budget), and the projected expenses are \$7,916,224 (\$278,200 over budget). Mr. Brian noted that the Finance Committee, management team, and Board will be reviewing the year end financial results with analysis of the costs incurred due to limited circumstances included, but not limited to, COVID-19, implementation of the PEO, and the reorganization. The Finance Committee and management team discussed their efforts to apply for financial aid through the federal stimulus. Ms. Roper-Thomas noted that she would continue to work closely with management in order to stay aligned during the current state of emergency and impact on the School's financial status.

b. **2020-2021 Budgeting Process:** Mr. Brian reported the Finance Committee reviewed and discussed the draft budget narrative with the management team during the April Finance Committee meeting. Mr. Alladin reported the budget is being developed based on strategic priorities under the strategic plan for fiscal year 2021.

3. **Board Development Committee Report:**

a. **Board Retreat:** Ms. Karaffa reported that through discussion with the management team, Mr. Pasek, Mr. Chaudhry, and Board Committees, the Board will be holding a Board retreat on May 8 to discuss the School's mission and the Board's vision for future growth.

b. **Board Succession Planning:** Ms. Karaffa reported that she had been introduced to a possible candidate who is originally from the Brooklyn community and has other board experience. Mr. Alladin reported that he has also reached out to two other candidates introduced by Board members.

4. **Education and Accountability Committee Report**

a. **Strategic Plan Oversight Review:** Ms. Chin updated the Board regarding March metrics on the Strategic Plan Update. The Board and management team discussed

options for review of comparative data, and management responded that they would be working to provide comparative data and analysis in future reports.

- b. College Acceptance Status:** Management reported that to date, 91% of students were accepted to either 2 or 4 year colleges, and that 80% were accepted to 4 year colleges to date. The Board requested that management continue to provide updates on college admission data.
 - c. Plan for Continued Virtual Learning:** The Board questioned management about the plan to continue virtual learning through the summer and fall. Dr. Grotenhuis reported that the current plan is to conduct an optional summer school to bridge expected academic loss due to the COVID-19 circumstances. Although the June Regents exams were canceled, there is still a plan to focus on preparations for the August Regents exams. The Board suggested creating a parent-teacher alliance to help focus and share feedback for improvement in online learning. The Board asked if grading standards would be revisited for online learning to ensure consistency among the various platforms, and Dr. Grotenhuis confirmed that is being considered. Computer programs which can control timed classes and assignments, or programs that can prevent the student from using any program but the class platforms while working are also being considered.
5. **Public Comment:** Ms. Gonzalez asked what support is provided for students with special needs. Dr. Grotenhuis advised the communication expectations and rules in place for staff and teachers, reiterating that teachers and counselors should be contacted directly for any extra help needed. The Board noted that Ms. Gonzalez should work directly with her child's teachers and the management team to address specific questions or concerns.
 6. **Next Meeting:** May 19, 2020 at 6:00PM
 7. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor.
 8. **Executive Session:** On motion to move to executive session to discuss sensitive and confidential employee matters, seconded and carried, all were in favor. There were no votes taken during the executive session.

**Northside Charter High School
Board of Trustees Meeting
May 19, 2020**

Minutes

The meeting was held at: Due to the COVID-19 pandemic, the meeting was held via video conference as per Executive Order. See location notices for locations.

PRESENT

Kaley Childs Karaffa, Chair *via video conference* David Li, Trustee *via video conference*
Emily Moskowitz, Trustee *via video conference* Deangeor Chin, Trustee *via video conference*
Danielle Redmond, Trustee *via video conference* Douglas Giles, Trustee *via video conference*
Matthew Brian, Trustee *via video conference*
Willie Scott, Trustee *via video conference*

GUESTS

Rizwan Alladin, Executive Director, *via video conference*
Louise Grotenhuis, Assistant Principal *via video conference*
Brittany Sheckels, Executive Assistant, *via video conference*
Leslie Roper-Thomas, CSBM *via phone conference*
JeanMarie McCauley, *via phone conference*
Luz Gonzalez, *via phone conference*
Debbie Tenney, *via video conference*
Bailey Goldenbaum, *via phone conference*
Cassandra Smith, *via phone conference*
Jessica Chirico, *via phone conference*
Kaitlin Frangella, *via phone conference*
Laura Lozito, *via phone conference*
Taylor Flinn, *via phone conference*

The Board Meeting opened at 6:03p.m

1. Executive Committee Report

- a. **Approval of May 2020 Board Meeting Agenda (VOTE):** After discussion, on motion to approve the May 2020 Board Meeting Agenda that was seconded and carried, all were in favor.
- b. **Approval of April 2020 Board Meeting Minutes (VOTE):** The Board reviewed the April 2020 Board Meeting Minutes. After discussion, on motion to approve the April 2020 Board Meeting Minutes that was seconded and carried, all were in favor.
- c. **Compliance Reporting Update:**
 - i. **COVID-19 Accommodations and NYSED Reporting:** Mr. Alladin reported that the only information that NYSED required for this month was that NCHS complete a survey NYSED had arranged, working closely with CREDO. The purpose of the survey was to gather information on how the

school has been responding to the pandemic. Mr. Alladin reported the survey was completed by the management team before the May 8, 2020 deadline.

- d. **Tenney Complaint:** Mr. Alladin reported that he reported to the Board with the findings of management's investigation of Ms. Tenney's complaint and that management has worked with Ms. Tenney to address her concerns. The Board stated that results of management's investigation and subsequent actions appropriately addressed Ms. Tenney's complaint and that there was no evidence of improper conduct by NCHS employees, and therefore, the matter was resolved and closed. Mr. Alladin noted that NCHS has been in compliance with all special education laws and regulations, and continues to strive for best practices in special education services.
- e. **Executive Director Search Update:** Ms. Redmond reported that the Executive Director Search Committee has received over 40 applications to date and interviewed two candidates and plans to interview a third candidate. The Board discussed the goal to schedule full-board interviews with finalist candidates.

2. Finance Committee Report

- a. **April 2020 Financial Review:** Ms. Roper-Thomas presented the April financial reports to the Board and noted that the expected net loss is \$207,765 (\$208,389 under budget), which is based on projected year-end income of \$7,690,290 (\$51,552 over budget) and projected expenses of \$7,897,965 (\$259,941 over budget). She noted the cash on hand is \$5,390,226. The per-pupil amount for this month's invoice versus last month's invoice was slightly decreased but overall still over budget.
- b. **Paycheck Protection Program Loan:** Ms. Roper-Thomas reported that NCHS was approved for the Paycheck Protection Program loan in the amount of \$612,000, which covers eight weeks' worth of staff salaries and related benefits during the COVID-19 pandemic. Ms. Roper-Thomas is investigating whether NCHS qualifies for the loan forgiveness pending additional guidance from the government. The Board requested she update the Board with her findings regarding loan forgiveness requirements. .
- c. **2020-2021 Budgeting Update:** Mr. Alladin reported that the budget would be ready for Board review by the week of May 25, 2020. Mr. Brian noted the Finance Committee has been in on-going discussions with management regarding the budget priorities and will review the proposed budget prior to submission to the Board.
- d. **Data Management Partner Selection:** Mr. Alladin presented his research of three possible options for data management provider per the board decision last December to outsource this service instead of assigning this task to someone internally on the management team. He recommended EdOps, because of the broad range of services they provide in gathering and assessing school and student data, in addition to their in-depth knowledge of state requirements and deadlines. He reiterated the importance of this data-based decision making and its importance in making the most informed decisions regarding our curriculum. Dr. Grotenhuis expressed her agreement, stating that during her introductory period of working with EdOps, they were immensely helpful and flexible. She cited the recent data

that was shared at the May 8, 2020, Board retreat was gathered by EdOps as an example. The Board discussed the value of the data and presentation, which will help drive deeper analysis and discussion and help inform Board and management decisions. After this discussion and on the motion to approve EdOps as the data management provider, seconded and carried, and all were in favor.

3. Board Development Committee Report:

- a. **Board Retreat:** Ms. Karaffa reported that based on Board discussion and in consultation with Mr. Chaudhry, the Board will be another board retreat scheduled for the end of June or thereafter based upon when the new Executive Director candidate has been finalized, to align on the focus of having strong governance practices and expectations for the relationship between Board and management, and oversight of the new incoming Executive Director. The annual Board Strategy Retreat is also tentatively planned for early August.
- b. **Board Succession Planning:** Ms. Karaffa reported that she had been in discussion with a potential board member candidate who has a background in real estate investment and has a personal connection to the Brooklyn/ New York City area. She reported a brief introduction with a second possible candidate who is based in the New York City area, though she is still working to ascertain this candidate's interest in joining the Board.
- c. **Board Evaluation Process:** Ms. Karaffa reported that the annual board self-evaluation process is scheduled to be conducted in July. It will be facilitated by Mr. Chaudhry and include a peer evaluation of four Board members (Ms. Redmond, Ms. Chin, Ms. Moskowitz and Mr. Li) whose current terms end in the fall. The Committee discussed how this process will add additional rigor and thoughtfulness to the Board's self-evaluation process and decision whether to renominate members for another term.

4. Education and Accountability Committee Report

- a. **COVID-19 Grading Policy Change:** Ms. Chin and Dr. Grotenhuis presented the Board with a proposed Grading Policy Change due to COVID-19, which would allow students to choose to take a numerical passing grade (which will factor into the GPA), or a "pass", which will not factor into the GPA. Additionally, the policy includes for students who are scheduled to graduate at the end of the 2020 school year, the lowest passing numerical grade would be 65 instead of 70. Finally, the policy includes that if a student has a failing grade, it will be designated as a "course in progress" and the student will receive extended time through August 13, 2020 to earn the passing grade. Any student who has a "course in progress" grade and has not completed said course will automatically be enrolled in summer instruction. Seniors who receive a "course in progress" grade will be prioritized for support to keep them on track for August graduation. After this discussion and on the motion to approve the COVID-19 Grading Policy Change, seconded and carried, and all were in favor.
- b. **Strategic Plan Review:** Ms. Chin reported that new Strategic Plan Dashboard data and statistics has been limited due to the current pandemic. Mr. Alladin reported that the overall attendance has dropped from about 95% to about 85%. He noted that unstable internet connections for many families has also been one of the reasons why students may miss classes, despite all efforts to distribute hotspots and

devices to all who need them. He also reported that the School has been focusing on the social-emotional well-being of all students, and that staff has been checking on families as much as possible in order to know what their issues might be, to help better serve them.

5. **Public Comment:** Ms. McAuley asked who is being referred to as the “special population” mentioned in the available job openings on the NCHS website; Mr. Alladin responded that they would review the job descriptions to address this matter. Ms. Tenney asked about the School’s use of a uniform grading policy; Dr. Grotenhuis explained that while the grading policy has been revised for the current school year due to the pandemic, it is uniformly followed by all teachers and offered to review with her in greater detail on a one-on-one basis if further clarity is still needed for her child’s particular classes. Ms. McAuley expressed concern that the students’ Edgenuity program and systems experienced technical outages on May 18, 2020, and Dr. Grotenhuis assured her that the technical difficulty was on Edgenuity’s end but their team was very responsive in fixing the issue as quickly as they possibly could. Ms. McAuley then asked if the students could receive more time for their classes and assignments, and Dr. Grotenhuis reported that all teachers and team leads are in constant communication regarding how to properly manage the current workloads and allow more time for students to complete their work as needed.
6. **Next Meeting:** June 16, 2020 at 6:00PM
7. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor. The Board then entered into Executive Session to discuss sensitive matters; no votes or actions by the Board were taken.

**Northside Charter High School
Board of Trustees Meeting
June 16, 2020**

Minutes

The meeting was held at: Due to the COVID-19 pandemic, the meeting was held via video conference as per Executive Order. See location notices for locations.

PRESENT

Kaley Childs Karaffa, Chair <i>via video conference</i>	David Li, Trustee <i>via video conference</i>
Emily Moskowitz, Trustee <i>via video conference</i>	Deangeor Chin, Trustee <i>via video conference</i>
Danielle Redmond, Trustee <i>via video conference</i>	Douglas Giles, Trustee <i>via video conference</i>
Willie Scott, Trustee <i>via video conference</i>	

EXCUSED

Matthew Brian, Trustee

GUESTS

Rizwan Alladin, Executive Director, *via video conference*
Louise Grotenhuis, Assistant Principal *via video conference*
Brittany Sheckels, Executive Assistant, *via video conference*
Leslie Roper-Thomas, CSBM *via phone conference*
JeanMarie McCauley, *via phone conference*
Luz Gonzalez, *via phone conference*
Debbie Tenney, *via video conference*
Cassandra Smith, *via phone conference*
Laura Lozito, *via phone conference*
Muhammed Chaudhry, *via phone conference*
Mahmud Ennin, *via phone conference*

The Board Meeting opened at 6:05p.m.

1. Executive Committee Report

- a. **Approval of June 2020 Board Meeting Agenda (VOTE):** After discussion, on motion to approve the June 2020 Board Meeting Agenda that was seconded and carried, all were in favor.
- b. **Approval of May 2020 Board Meeting Minutes (VOTE):** The Board reviewed the May 2020 Board Meeting Minutes. After discussion, on motion to approve the May 2020 Board Meeting Minutes that was seconded and carried, all were in favor.
- c. **FY 2021 School Calendar:** Mr. Alladin reported that the 2020-2021 school year would begin on September 1, 2020, and is planned for 182 days, which includes extra days for weather closings, if needed. The Board questioned the alignment of the School's calendar to the Department of Education's calendar, and Mr.

Alladin advised that New York City Department of Education calendar has not officially been released as of this date. The Board further questioned management on the September 1 student start date, and Dr. Grotenhuis explained that the intention was have students return as soon as possible and to take the days from the fall season rather than extend an extra week into the summer. Mr. Alladin noted that the School can consider a virtual launch to instruction if the building is not open by September 1.

- d. **Fiscal Year 2021 Board and Committee Calendar:** Ms. Karaffa reported that after board review and consideration, the Board and Committees will maintain a meeting schedule consistent with fiscal year 2020 Board and Committee Calendar. After discussion, on motion to approve the Board and Committee Calendar that was seconded and carried, all were in favor.
- e. **Fiscal Year 2021 Board Officers and Committee Memberships:** Ms. Karaffa reported that after consideration, the Board determined that it would allow for effective governance and continuation of work to maintain the current board leadership and committee membership for fiscal year 2021. After discussion and on motion to approve the Board leadership and committee membership slate as described in the proposed Board Leadership and Committee Membership slate, that was seconded and carried, all were in favor.
- f. **Executive Director Search:** Ms. Karaffa reported that the search for NCHS's new Executive Director has made great progress and in the coming weeks the board will be able to announce this new team member. Ms. Karaffa reported that the Board reviewed significant background information on each candidate and gathered input from NCHS's board members, management team, and external advisors to inform the Board's recruitment and selection process. Ms. Karaffa reported that the Board will be announcing its selection of the new Executive Director in July.
- g. **Director of Finance and Administration:** Ms. Karaffa reported that Mr. Alladin hired a new Director of Finance and Administration, and introduced Mr. Ennin. Mr. Ennin and Mr. Alladin noted that Mr. Ennin's focus will be to financial analysis and reporting, compliance, and operations and administration.
- h. **Strategic Plan Reporting Update:** Mr. Alladin reported that NCHS's staff has met the targeted number of hours for both instructional days and professional development. Mr. Alladin further noted that staff has been focused on Restorative Justice Education training for the current safety and security staff, as this will be their new focus going forward into fiscal year 2021.
- i. **Compliance Reporting Update:**
 - i. **NYSED Mid-Term Site Visit:** Ms. Karaffa reported that NCHS is currently in process of its NYSED Mid-Term Site Desk Audit, which requires the School to submit documentation to NYSED and meetings with the NYSED Charter School Liaison and Educational Consultant through classroom visits, meetings with management, and meeting with the Board. Mr. Alladin reported that NCHS's management team meeting with its NYSED Charter School Liaison Mr. Paolo Giovine would be held

on Wednesday June 17, 2020. Ms. Karaffa reported that Mr. Giovine's meeting with the board will be on Thursday June 18, 2020.

- ii. **Parent Engagement:** Mr. Alladin and Dr. Grotenhuis reported on the weekly webinars with parents and caregivers and noted that Mr. Tavakoli and Ms. Smith lead the webinars, sharing weekly updates regarding any new general informational updates, school events, updates regarding COVID-19, online learning, and current events. Dr. Grotenhuis reported that NCHS plans to continue these webinars as well as designing webinars targeted for each grade, 9-12. Ms. Karaffa also noted she and the management team had been attending the weekly webinars held by NYSED and the New York Charter School Association which have been very helpful in keeping up to date on unfolding state and educational guidelines and mandates, and she further noted the webinar information is being provided to every Board member.

2. **Finance Committee Report**

- a. **June Financial Report:** Ms. Roper-Thomas presented the May financial reports to the Board and noted that the expected full year net loss is \$237,138 (\$237,852 under budget), that projected year-end income is \$7,596,895 (\$41,843 under budget), and that projected expenses are \$7,834,034 (\$196,010 over budget). She noted that current cash on hand is \$6,270,052.
- b. **2020-2021 Budget:** Mr. Alladin reported to the Board that the proposed fiscal year 2021 budget's main focus is stakeholder alignment and increasing student attainment aligned to NCHS's mission. Ms. Karaffa reported that the Board's Finance Committee has worked closely with the management team and CSBM in providing feedback on how to allocate resources for fiscal year 2021 to align with the School's current strategic plan. The Board discussed the proposed budget and noted that although this budget is based on a deficit to invest in strategic areas related to organizational growth and related to the COVID-19 pandemic, it expects the budget should return back to a balanced budget in future years aligned with the Board's historical practice. After discussion, on motion to approve the 2020-2021 budget that was seconded and carried, all were in favor.
- c. **MACRHA Contract:** Ms. Karaffa introduced Mr. Chaudhry, who consults and aids Northside in developing opportunities for growth, performance, and optimizing relations. Mr. Chaudhry then explained his key points of focus in working with NCHS's Board for fiscal year 2021: strategic planning and growth, staff development and management team transition and development, fundraising, and looking beyond the immediate to assess direction and resources as needed. After discussion, on motion to approve the contract with MACHRA Consulting that was seconded and carried, all were in favor.
- d. **Approval of Investment Banks/ Depositories/ Brokerage Firms:** Mr. Alladin reported that NCHS's investment banks and depositories are TD Bank and American Deposit Management Co., which are the same as for fiscal year 2020. Ms. Karaffa noted that the Finance Committee had reviewed and discussed these institutions and the terms of each account and noted that in accordance with the Financial Policies and Procedures, the Board must approve all financial accounts

and the relevant investment banks/ depositories/ brokerage firms annually and any changes recommended. After discussion, on motion to approve the School's current accounts with TD Bank and American Deposit Management Co. as the School's that was seconded and carried, all were in favor.

3. Board Development Committee Report:

- a. **Board Retreat:** Ms. Karaffa reported that the Board plans to have a Board retreat with the incoming Executive Director to discuss Board and Executive Director and management relations after the Board finalizes its decision on the new Executive Director. Additionally, Ms. Karaffa noted the Board will hold its annual Strategy Retreat in August, which may be either virtual or in-person dependent upon health guidance from New York State and other relevant parties due to COVID-19.
- b. **Annual Board Evaluation Process:** Ms. Karaffa reported that the Board will conduct its annual self-evaluation in July, which will include the written evaluation completed by each Board member followed by a one-on-one interview conducted by Mr. Chaudhry, which will provide additional depth to the evaluation process and support the Board's efforts for continual improvement and strong governance.

4. Education and Accountability Committee Report

- a. **Approval of Programmatic Changes:** Ms. Chin reported that the Education and Accountability Committee had reviewed proposed programmatic changes, which will further NCHS's focus on preparing students for college readiness. Ms. Chin noted that under the new proposed programming, students will be required to pass 9 Regents exams, instead of the 5 Regents exam for a Regents diploma for normal graduation requirements. She noted that while this is not changing the technical graduation requirements for students, it is intended to help students enter college or university without the need for post-secondary remediation and make them more competitive by attainment of the Advanced Regents Diploma. The 9 Regents will be: English Language Arts, 3 Maths (including Algebra II), 2 Sciences, Social Studies, a Foreign Language and an Elective. Ms. Chin reported that additionally, the proposed programmatic change will also require students to take 4 years of a Language Other than English ("LOTE"). After discussion, on motion to approve the Programmatic Changes that was seconded and carried, all were in favor.
- b. **Fall Classroom Capacity Considerations:** Mr. Alladin reported that after receipt of the guidelines from the New York State Department of Education regarding the school capacity in returning to in-person learning, NCHS management is working with John Ericsson Middle School 126 and Adult Public School 8 who also cohabitate in the same building. The three school teams have been meeting and evaluating possibilities for reopening based on the social distancing outlines provided. As new information is released by the New York State Department of Health and Department of Education, the schools will continue to assess, discuss, and update their plans as needed. Currently there is no definitive plan in place while New York City awaits final mandates regarding reopening.

5. **Public Comment:** Ms. Tenney commented that she would prefer more one-on-one student and teacher time if virtual learning continues in order to provide more interaction and engagement. Ms. Karaffa responded that the management team will take her comments under advisement and has and will continue to gather information and feedback from stakeholders and strives for improvement in the coming school year to improve these processes if the virtual learning environment continues.
6. **Next Meeting:** July 21, 2020 at 6:00PM
7. **Motion to Adjourn Meeting:** On motion to adjourn the meeting, seconded and carried, all were in favor. The Board members remained afterwards for an Executive Session to discuss sensitive and confidential matters. No Board actions were taken during the Executive Session.