

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
July 28, 2021

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on July 28, 2021 at 411 Wales Avenue, Bronx, New York. The meeting was called to order at 6:05 PM.

**Trustees Present:**

Heidi Baker  
Gail Brousal  
Wylie Fennell  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Brian Hamilton  
Justena Kavanagh  
Samantha Ramos

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Morgan Jenkins  
Nick Carton

*Nine of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

**2. Approval of June 2021 Minutes.**

A motion was made by Ms. Brousal and seconded by Ms. Hubbell to approve the June 2021 Board meeting minutes and was unanimously approved.

### 3. Chief of School Introduction.

Ms. Sousloff welcomed NCS' new Chief of Schools Lindsay Malanga. Ms. Malanga introduced herself and shared some high-level notes from the first few weeks on staff.

4. **Board Meeting Remote Attendance Policy.** Ms. Sousloff led a discussion regarding the feasibility of remote attendance under the Open Meetings Law and where Trustees are located and their ability to serve if not located in New York City. A discussion ensued regarding suggestions for a policy for NCS to adopt regarding remote attendance. **A motion was made by Ms. Baker and seconded by Ms. Hubbell to permit Trustees to participate by Zoom if out-of-state, and if Trustees are in-state, the expectation is to be at the physical location of the meeting with the exception of 2-3 times per year, and the motion was unanimously approved.**
5. **Update on Application to Renew NCS-Harlem Charter.** Ms. Sousloff provided an update on the status of the application drafting process. Ms. Sousloff noted that the current draft of the Application has been circulated to the Trustees along with the required accompanying cover letter. A motion was made by Mr. Jefferson and seconded by Ms. Baker to approve the renewal application and cover letter and the motion was unanimously approved.
6. **Board DEI Workshop- Session III.** Dr. Jenkins introduced Session III and reviewed the Themes, and discussions and the Session's exercises ensued. Dr. Jenkins was thanked for all of her efforts and service to NCS and wished luck with her new job.
7. **2021-22 Plans.** Ms. Malanga provided updates and notes on plans for fall 2021 instruction, currently proposed to be a combination of remote and in-person instruction before returning to 100% in-person instruction in January 2022. It was noted that any remote instruction plan would need to be approved by NYSED given that the Executive Order permitting remoting instruction has not been renewed. A discussion ensued. A discussion regarding vaccine requirements for staff ensued. Ms. Malanga also reviewed social distancing requirements and plans for continued use of daily health screenings and random COVID-19 testing.
8. **Enrollment Updates.** Ms. Malanga provided an update on enrollment by campus, broken down by budgeted v. actual seats per grade, and further broken down by ASD v. non-ASD students. It was noted that overall, NCS is on target to meet its budgeted enrollment for the year.
9. **Executive Session.** A motion was made by Mr. Schneider and seconded by Mr. Hughes to enter executive session to discuss a confidential employment matter and the motion was unanimously approved. No votes were taken during executive session.

## 10. Adjournment

There being no further business, Mr. Schneider moved and Mr. Hughes seconded a motion to adjourn the meeting which was unanimously approved. The meeting was adjourned at 7:43 pm.

Respectfully submitted,

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on July 28, 2021.

Dated: August 25, 2021

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
August 25th, 2021

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on August 25th, 2021 at 691 St. Nicholas Avenue, New York, New York. The meeting was called to order at 6:05 PM.

**Trustees Present:**

Heidi Baker  
Gail Brousal  
Wylie Fennell  
Stephanie Hubbell  
Jefferson Hughes  
Justena Kavanagh  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Brian Hamilton  
Samantha Ramos  
Everardo Jefferson

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph

*Nine of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

**2. Approval of July 2021 Minutes.**

The approval of July minutes was postponed to the September meeting

**3. Annual Report, Renewal Site Visit, Board Self-Evaluation, Board Manual, + Goals and Planning for Committees**

Ms. Soussloff shared that the annual reports for both schools have been submitted to NYSED. Further, she shared that our renewal site visit will be held on October 13th and

14th for our Harlem school, and that the visit will be virtual. Ms. Soussloff shared that the board needs to complete the self-evaluation and that she created a Board Manual resource so that board members can have all important information and resources at their fingertips. Further, she talked about how committees should be setting up their goals and plans for the year.

#### **4. Chief of Schools Report**

Ms. Malanga shared the Chief of Schools report with the board. She shared how the curriculum team is working to infuse the hallmarks of ethnic studies into our academic program. She went over the big three priorities for the year at NCS, as well as the organization's new operating values that were rolled out to staff during August PD. Ms. Malanga also shared end of year student achievement goals in ELA, math, and science.

Ms. Malanga gave initial enrollment data but explained that numbers will continue to move until rosters settle, likely after the NYC DOE starts school on September 13th. She explained outcomes of a staff DEI survey, the school's plan for Covid positive case responses, and operations updates in staffing. A discussion about how using OPT impacts our students' ability to get to school every day and on time ensued.

#### **5. Treasurer's Update**

Mr. Rendon reviewed the financial report along with Ms. Rumph, Director of Finance.

#### **6. Adjournment**

There being no further business, Mr. Fennell moved and Ms. Baker seconded a motion to adjourn the meeting which was unanimously approved. The meeting was adjourned at 7:43 pm.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Cliff Schneider", written in a cursive style.

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on August 25th, 2021.

Dated: August 25, 2021



Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
September 29, 2021

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on September 29, 2021 at 411 Wales Avenue, Bronx, New York. The meeting was called to order at 6:04 PM.

**Trustees Present:**

Heidi Baker  
Gail Brousal  
Wylie Fennell  
Brian Hamilton  
Stephanie Hubbell  
Jefferson Hughes  
Walter Rendon  
Cliff Schneider  
Patricia Sousloff

**Trustees Absent:**

Justena Kavanagh  
Samantha Ramos  
Everardo Jefferson

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Nick Carton  
Loretta Kleinberg  
Gitta Carton  
Lauren Carey  
Marsha Dupiton  
Derrica Newman

*Nine of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Sousloff invited public comments and none were received.

## 2. Approval of July 2021 Minutes.

A motion was made by Mr. Schneider and seconded by Mr. Brousal to approve the July 2021 Board meeting minutes and was unanimously approved.

## 3. President's Report.

- a. **NCS-Harlem Charter Renewal.** Ms. Sousloff presented on the Behavioral-Cultural Policy ("BCP") that is meant to bring in restorative practices into NCS' discipline code, which requires a material change to the Charter and will be considered along with the NCS Harlem renewal application. **Ms. Hubbell moved and Ms. Baker seconded a motion to approve the BCP and the motion was unanimously approved.** Ms. Sousloff noted that the NYCDOE hearing on the NCS-Harlem renewal application will be October 7<sup>th</sup> on Zoom and will notify the Board when NYSED would like to meet with Trustees; the NYSED renewal site visit is scheduled for October 13<sup>th</sup> and 14<sup>th</sup> (virtually).
  - b. **Board Evaluation Review.** Ms. Sousloff noted that there are summaries in the Board Manual and if there are any questions or suggestions, Trustees should raise with Ms. Sousloff.
  - c. **2022-23 Calendar.** Ms. Sousloff and Ms. Malanga led a discussion on the plan for next year's calendar in light of the NYCDOE bussing schedule, which doesn't begin until the NYCDOE school year begins. There are also concerns with the current half-day schedule and how that and the lack of bussing during the first days of each year result in some families keeping their children at home. Accordingly, the idea is to align NCS' calendar more closely to NYCDOE's to increase student attendance on these days, assist families with child care and include more holidays. Even with this change- which is material because it is related to a key design element- NCS would still have a longer school day and school year. The consensus of the Board was that aligning NCS' calendar more closely to the NYCDOE makes sense and Ms. Malanga will now poll families to solicit their feelings regarding a potential calendar change. **A motion was made by Ms. Barker and seconded by Mr. Schneider to upon Ms. Malanga soliciting positive feedback from families, request a material change NCS' charters to reflect a calendar more closely aligned with the NYCDOE's while still preserving the KDEs of a longer school day and school year and was unanimously approved.**
4. **2021-22 Curriculum Showcase.** NCS staff presented on culturally-responsive curriculum and Hallmarks of Focus in ELA, history, math and science. A discussion ensued.
  5. **Chief of Schools Report.** Ms. Malanga presented on the priorities and goals, academics, operations and culture. It was reported that five teachers left NCS due to the vaccine mandate but those roles are being filled and the remainder of NCS is vaccinated.



Beginning of the year assessments are being completed and some results will be available by the October Board meeting; ELA interim assessment will be taken on October 22<sup>nd</sup> and results will be available by the November Board meeting. Special education was flagged as an area of concern with respect to staffing paraprofessional and related service provider rolls that are provided by agencies contracted by the NYCDOE; this is a result of the vaccine mandate and resulting staff shortages. The Network-wide operations structure is being assessed and revamped so that there are sufficient team members in the right positions to meet NCS' needs. With respect to student attendance, it is not currently where NCS leadership would like it to be for a variety of reasons- busing, Covid, etc.; attendance is hovering around 90%- and staff are working on family outreach and action plans to improve attendance. With respect to enrollment, NCS wide target is 921 and we are currently at 902 as of September 22<sup>nd</sup>. Active enrollment efforts from the healthy waitlists continue. With respect to culture, the new staff evaluation tool was rolled out, DEI session was held on September 17<sup>th</sup> and parents are very excited about the free after-school program (covered by the CARES Act funding). A discussion ensued.

6. **Treasurer's Report.** Mr. Rendon presented on past, current and forwarding-looking overall financial picture, and thanked Ms. Rumph for all of her efforts put into organizing our financial platform, which is strong. A discussion ensued regarding real estate opportunities and other opportunities available to leverage NCS' financial strength. Ms. Rumph provided an update on the FY 21 Audit. NCS' auditors will be completing the Audit, presenting first to the Finance Committee and then the Board approving.
7. **Executive Session.** A motion was made by Mr. Schneider and seconded by Mr. Hughes to enter executive session to discuss a confidential employment matter and the motion was unanimously approved. No votes were taken during executive session.

## 8. Adjournment

There being no further business, Mr. Schneider moved and Mr. Rendon seconded a motion to adjourn the meeting which was unanimously approved. The meeting was adjourned at 7:27 pm.

Respectfully submitted,



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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a

true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on September 29, 2021.

Dated: October 27, 2021

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
October 27, 2021

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on October 27, 2021 at 691 St. Nicholas Avenue, New York, New York. The meeting was called to order at 6:08PM.

**Trustees Present:**

Heidi Baker  
Gail Brousal  
Wylie Fennell  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Brian Hamilton

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Arielle Ortiz  
Amanda Fuchs  
Alicia Etienne  
Derrica Newman

*Eleven of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

## 2. Approval of September 2021 Minutes.

A motion was made by Mr. Schneider and seconded by Mr. Rendon to approve the September 2021 Board meeting minutes and was unanimously approved.

## 3. President's Report.

- a. **NCS-Harlem Charter Renewal.** Ms. Sousloff and Ms. Malanga reported on NYSED's virtual visit with the School and the Board focus group. A discussion ensued.
- b. **NCS Harlem Visit for Trustees.** Trustees are invited from 8:30 am to 10:00 am. Regent Mead may join as well.

## 4. High School Placement Presentation.

Ms. Ortiz, Ms. Etienne and Ms. Fuchs presented on the high school placement and admissions process, with a focus on NCS goals (target for meetings with scholars, have 95% of scholars apply to at least 12 NYCDOE schools with a minimum of 80% of graduation and safety ratings and have at least 20% of scholars take the SHSAT test) and the overarching goal to find the best fit for NCS scholars. A discussion ensued.

## 5. Chief of Schools Report.

Ms. Malanga provided an overview of academics, operations and organizational culture and the Data Dashboard. Ms. Malanga reported that 100% of NCS staff has been vaccinated as of October 10<sup>th</sup>. All but two staff positions (in the Bronx) have been filled across both campuses. Enrollment wise, we are approximately 30 students below targeted enrollment (889 v. 921). Attendance wise, the trend lines for attendance remain constant (target is 95%; we have not hit that because of the Pandemic, busing issues and half-days). With respect to assessments, results for literacy are positive, but for "counting jar math assessments", the scores are lower than anticipated. It was noted that with respect to math, scholars are tested against end of year goals, but even with that, the end of year goals have been raised. Ms. Malanga noted that this data and the design of the math test are not the best indicator of where NCS scholars are at the stage, but nevertheless, the data is useful. Behavior and supports data was reviewed as well. A discussion ensued. Ms. Malanga shared with that as of Monday 11/1, NCS is shifting Covid-19 protocol related to the quarantine procedures when there are positive cases. With respect to Mt. Zion's ongoing issues with the C of O and fire inspection, the process is ongoing and a fire guard is still present. With respect to organization culture, DEI sessions continue. Regarding the calendar change proposals, families are most in favor of only starting a week before Labor Day, having less half-days and being more aligned with the NYCDOE calendar; the biggest sticking point is Spring Break, which for NCS is in May versus NYCDOE's traditional April break; current thinking is that May spring break will continue.

## 6. Treasurer's Report.

Mr. Rendon and Ms. Rumph presented a financial update. The Auditors have circulated a draft report to the Finance Committee—there are no material

weaknesses or issues with internal controls—it's a clean audit and ready to be finalized and submitted to NYSED by the November 1<sup>st</sup> deadline. **Mr. Fennell made a motion to approve the FY 21 audit and was seconded by Ms. Brousal and was unanimously approved.** NCS' financial position is strong and the strong position provides an opportunity to continue to look at the afterschool program and how it can be provided to all families who want to opt into the program, free of cost.

7. **Executive Session.** A motion was made by Mr. Schneider and seconded by Ms. Kavanaugh to enter executive session to discuss a confidential employment matter and the motion was unanimously approved. No votes were taken during executive session.

## 8. Adjournment

There being no further business, Mr. Schneider moved and Mr. Rendon seconded a motion to adjourn the meeting which was unanimously approved. The meeting was adjourned at 7:24 pm.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Cliff Schneider", with a long horizontal flourish extending to the right.

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on October 27, 2021.

Dated: November 17, 2021

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
November 17, 2021

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on November 17, 2021 at 411 Wales Avenue, Bronx, New York. The meeting was called to order at 6:02PM.

**Trustees Present:**

Heidi Baker  
Wylie Fennell  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Gail Brousal  
Brian Hamilton

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Martha Vega  
Jennifer Manning  
Josefina Urbaz  
Derika Newman

*Ten of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

## 2. Approval of August & October 2021 Minutes.

Ms. Kavanaugh and Ms. Baker made a motion to approve the August 2021 Board meeting minutes and the motion was unanimously approved; Mr. Schneider and Ms. Hubbell made a motion to approve the October 2021 Board meeting minutes and the motion was unanimously approved

## 3. President's Report.

- a. **NCS-Harlem Charter Renewal.** Ms. Soussloff and Ms. Malanga reported on renewal application, noting that Regent Meade will be visiting the School on December 7<sup>th</sup>.
  - b. **Annual Fundraising Efforts.** Letters will be distributed by NCS (and for parents, by the PA) to request donations—this will kick-off right after Thanksgiving. NCS' goal is to generate \$100,000 in donations. Ms. Soussloff reminded Trustees that any amount of money is appreciated and is part of the requirements of a Trustee.
  - c. **Amendment to 691 St. Nicholas Lease.** A balance of \$212,616.62 of the Construction Contribution to which NCS is entitled to receive under the Lease remains outstanding, and the Landlord has shared that it is not able to return the Balance at this time due to internal dynamics between partners. Rather than engage in formal dispute resolution, it was suggested- and NCS leadership agrees- that it is in the best interest of NCS to extend Landlord's time to return the Balance over a period of ten years, and memorialize this agreement in an amendment to the Lease. **A motion to approve the Amendment was made by Mr. Schneider and seconded by Ms. Kavanaugh and was unanimously approved.**
4. **ENL Program Presentation.** Jennifer Manning (Director of Special Populations) and Martha Vega (Harlem ENL Program Specialist). Ms. Manning and Ms. Vega provided an overview of how ENL students are identified, curriculum is delivered, services are received, the program is staffed, parents and families are engaged (including in languages other than English) statistics regarding the ELL population in New York State. A discussion ensued.
5. **Executive Director's Report.** Ms. Malanga presented on overview all of the ops-focused successes and changes in Covid-19-related policies. Ms. Malanga discussed the open search for a Managing Director of Operations to support the Network's efforts. With respect to academics, ELA assessments were completed and overall (across all grades), 42% of NCS students scored "proficient". Math internal assessments were taken this month and data will be presented at the next Board meeting. A discussion ensued regarding the design of assessments and historical data and the need for changes to both. Enrollment continues to increase—we are up to 634 at Harlem and 890 overall across both NCS Schools; the plan is to stop enrolling for the 21-22 school year on December 17<sup>th</sup> and thereafter, turn attention to 22-23 recruitment. Average daily attendance has gone up and is now at 92% as of November 9<sup>th</sup>. A discussion ensued re: information being provided to families re: the vaccine for students, the modified quarantine procedures and

what instruction and services are provided to students who are quarantined. With respect to NCS' hiring process, the principals, HR and Ms. Malanga met to discuss hiring strategies. NCS' website will be reskinned and the NCS logo redesigned. With respect to the Mt. Zion location, work continues to get the C of O and fire inspection finalized. Ms. Malanga noted that she hosted a "Coffee and Conversation" with families at the end of October, and principals will be doing this going forward on a bi-weekly/monthly basis. Ms. Malanga shared that an NCS promotional video is being produced (parents, teachers and students were interviewed) and in early December, all NCS staff will engage in a DEI-focused PD session.

6. **Treasurer's Report.** Mr. Rendon reported on the Finance Committee's meeting which was great, with notes that NCS is in a strong financial position, there are new hires on the horizon that NCS is looking to make that are affordable under the budget and the option to purchase the leasehold interest at 411 Wales was discussed.

## 7. Adjournment

There being no further business, Mr. Schneider moved and Ms. Kavanaugh seconded a motion to adjourn the meeting which was unanimously approved. The meeting was adjourned at 7:17 pm.

Respectfully submitted,



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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on November 17, 2021.

Dated: December 15, 2021



Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
January 26, 2022

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on January 26, 2021 via Zoom. The meeting was called to order at 6:05 PM.

**Trustees Present:**

Heidi Baker  
Wylie Fennell  
Brian Hamilton  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Gail Brousal

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Derrica Newman

*Eleven of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

**2. Approval of December 2021 Minutes.**

Mr. Hughes made a motion to approve and Mr. Jefferson seconded the motion to approve the December 2021 Board meeting minutes and the motion was unanimously approved.

### 3. Fundraising Report.

Ms. Kavanaugh provided a report on 2021 fundraising—around \$63,000 was raised and these funds will be put to good use in connection with enrichment programming for NCS students. A discussion ensued.

4. **Real Estate Update.** Ms. Malanga discussed the challenges with the Mt. Zion location and the increasing costs associated with maintenance and repairs and whether NCS requires the space for the entire term of the lease and potential avenues to explore in connection with same. A discussion ensued.
5. **Executive Director's Report.** Ms. Malanga presented an update on NCS' academics and operations. For 11 school days due to declining attendance related to the Omicron variant and disruption to operations as a result of staff attention focused on contact tracing, etc., so NCS made the decision to go fully remote starting on January 6<sup>th</sup>. When NCS went fully remote, student attendance went up 20%. NCS reopened for in-person instruction on January 24<sup>th</sup>. Re-opening procedures were implemented re: N95 masks, staff tests before re-opening, availability of rapid tests for students if they are close contacts, encouraging student vaccinations and more. Another round of F + P assessments were done for K-4 and about 50% of students are meeting their goals. With respect to enrollment, Harlem and the Bronx campuses are both 10 students under target enrollment, which isn't bad all things being considered. NCS enrollment team members are now focused on 2022-23 enrollment and there is already strong interest in Kindergarten seats; a lot of the applications are not the common application, which is an indication that there's direct interest in NCS v. charter schools generally. Attendance rate is currently 90.79%, tardiness rate is 4.93%. NCS has a new logo and website which will be launched next week. NCS' former data specialist Downey Tang has returned to NCS and will be focused more intensely on NCS' to analyze performance and utilize data to inform academics and operations.
6. **Treasurer's Update.** Mr. Rendon presented on NCS' financial position and health. NCS' liquidity and debt ratios are strong, representing a good financial position. NCS is projected to add ~\$600,000 in cash to our balance sheet as of fiscal year end which results in a projected \$10.9 Million unrestricted cash position as of June 30, 2022. The FY 2021 Form 990 was also discussed—it was completed by MMB (auditors and accountants) and reviewed by the Finance Committee. It was noted that the Board needs to approve the Form 990 so that it can be filed with the IRS by May 15, 2022. **A motion was made by Mr. Hughes and seconded by Mr. Jefferson to approve the Form 990 for submission and was unanimously approved.**
7. **Executive Session.** A motion was made by Mr. Schneider to enter into executive session to discuss confidential employment matters and was seconded by Mr. Hughes and unanimously approved. The Board entered into executive session. The Board returned to regular session thereafter. No votes were taken in executive session.

- 8. Adjournment.** There being no further business, Ms. Hubbell moved and Mr. Rendon seconded a motion to adjourn the meeting which was unanimously approved. The meeting was adjourned at 7:29 pm.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Cliff Schneider", with a long horizontal flourish extending to the right.

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that these Minutes were prepared by a member of the education corporation's staff on my behalf, and as approved by the Board, represent a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on February 16, 2022.

Dated:

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
February 16, 2022

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on February 16, 2022 via Zoom. The meeting was called to order at 6:05 PM.

**Trustees Present:**

Heidi Baker  
Stephanie Hubbell  
Jefferson Hughes  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Patricia Soussloff  
Everado Jefferson  
Gail Brousal

**Trustees Absent:**

Wylie Fennell  
Cliff Schneider  
Brian Hamilton

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Derrica Newman  
Johanna Rodriguez  
Michael Renda  
Michelle Santos  
Salih Abdur-Rahim  
Jennifer Lindsay

*Nine of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

**2. Approval of January 2022 Minutes.**

Mr. Hughes made a motion and Ms. Hubble seconded the motion to approve the January 2022 Board meeting minutes. The motion was unanimously approved.

### **3. 22-23 Student Recruitment and Enrollment Strategy and Outcomes**

Johanna Rodriguez went over the student recruitment outreach efforts for both Harlem and the Bronx. This includes a parent ambassador program, partnerships with the Autism Charter School, canvassing school districts 6 & 7 and going to Charter School Fairs. Intent to return forms have been rolled out for the next school year at both campuses. 52% of scholars have returned forms in the Bronx and 45% of scholars have returned forms in Harlem. Family engagement is very important for prospective students and families. Johanna highlighted the importance of Parent Ambassadors. Updates and reminders are sent to families on a daily basis to create connections. A discussion ensued.

### **4. Wales Sublease**

Ms. Malanga explained that DREAM Charter School will co-locate in our Wales building for the school year 22-23. The terms of the sublease have been outlined for space and cost sharing. Civic Builders will construct a partition in the summer on the second floor and take it down when DREAM exits at the end of the year. A motion was made by Mr. Hughes to approve the terms of the sublease agreement. Ms. Baker seconded the motion and the Board voted unanimously to approve the sublease agreement.

### **5. Mt. Zion**

Ms. Malanga explained that we continue to incur unexpected costs at the Mt. Zion building. Jenn Lindsay and Salih Abdur-Rahim, Director of Facilities for NCS, explained the details of the situation as it related to past costs incurred and potential future costs. They explained NCS's responsibilities under the lease and that of the landlord. NCS has done a lot of work at Mt. Zion. The board agreed the next step that Mr. Abdur-Rahim and Mr. Jefferson would meet with the architect to discuss all potential needs for the building and report back to the board. Following that, the board agreed we would approach the representatives of Mt. Zion to discuss these concerns and seek an equitable solution.

### **6. Executive Director's Report**

Ms. Malanga reviewed the new data dashboard provided by our consultant, Downey Tang. She discussed NCS enrollment (896) and attendance trends. She noted trends are slightly lower than normal due to the impact of Covid19. She reviewed the middle school Literably data, which shows students have grown in proficiency from September to December, but there is still more work to be done. Ms. Malanga shared how the impact of programming and the new Behavior and Culture policy has significantly reduced the number of student suspensions thus far. She also shared that she has rolled out the 22-23 vision with all staff, and that staff will receive offer letters for 22-23 on February 18, 2022. The network will come together virtually on that day for a network address including DEI updates provided by the DEI committee and a celebration of the future of NCS. A discussion ensued.

### **7. Treasurer's Update**

Mr. Rendon presented on NCS' financial position and health showing that NCS is in a healthy position. Mr. Rendon shared in the coming months he would like the board to discuss whether and how to invest our money, and our real estate options.

8. **Adjournment.** There being no further business, Mr. Hughes moved and Ms. Hubble seconded a motion to adjourn the meeting which was unanimously approved. The meeting was adjourned at 7:36 PM.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Cliff Schneider", with a long horizontal flourish extending to the right.

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I reviewed these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on February 16, 2022.

Dated: February 16, 2022

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
March 23, 2022

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on March 23, 2022 at 411 Wales Avenue, Bronx, NY. The meeting was called to order at 6:05 PM.

**Trustees Present:**

Heidi Baker  
Gail Brousal  
Brian Hamilton  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Wylie Fennell

**Others in Attendance:**

Nick Carton  
Gitta Carton  
Laura Fennon  
Lindsay Malanga  
Michael Renda  
Michelle Rumph  
Derrica Newman

*Eleven of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

**2. Approval of February 2022 Minutes.**

Ms. Kavanaugh made a motion to approve and Mr. Hughes seconded the motion to approve the February 2021 Board meeting minutes and the motion was unanimously approved.

**3. President's Report.** Ms. Soussloff noted that the Harlem Charter renewal should be on the May 2022 Regents Agenda.

**4. Real Estate Report.** Ms. Soussloff and Ms. Malanga provided an update on the architect's work to determine what work needs to be done at Mt. Zion. Currently, the cost estimates appear to be lower than originally thought. Ms. Malanga and her team have met with the Mt. Zion facilities team to discuss projects. A conversation ensued.

**5. Presentation re: ELA and Math Dress Rehearsal Data Review.**

Ms. Malanga noted that this is the first year since Covid and remote instruction that NCS is taking State exams, so actual results could demonstrate a lower proficiency than NCS is used to in the past; however, NCS is not setting a lower bar and will continue to work with students to maximize their achievement. Laura Fennon and Gitta Carton made a presentation on State test goals and dress rehearsal results. A discussion ensued.

**6. Executive Director's Report.** Ms. Malanga presented an update on NCS' academics and operations, beginning with a report on K-2 counting jar data by Gitta Carton on how data was analyzed and students in need of intervention received it on a timely basis. Results show strong growth in passing rates compared with September 2021. 8th grade students have applied to high school and are awaiting results. With respect to enrollment, there are 635 students in Harlem and 257 at the Bronx for a total of 893. 28 short of enrollment goal of 921. Attendance has been a challenging, but is increasing. Overall attendance rate for this school year is 91.13 percent; goal is 95% average. With respect to suspension, overall, NCS continues to keep its rate low. 2022-23 offer letters were provided to staff prior to the February break—returning numbers are strong (99% of offer letters have been signed and returned). There are a few organizational shifts underway with respect to roles and opportunities.

**7. Treasurer's Update.** Mr. Rendon presented first on what the Finance Committee is responsible for from a fiduciary duty and policy perspective and well as responsibilities at the ED, CFO and Board level. Mr. Rendon also presented on the monthly fiscal review process that will take place and how results will be analyzed by the Finance Committee and presented to the Board. A discussion ensued.

**8. Executive Session.** A motion was made by Ms. Hubbell to enter into executive session to discuss confidential employment matters and was seconded by Mr. Rendon and



unanimously approved. The Board entered into executive session. Ms. Baker made a motion to exit executive session, it was seconded by Ms. Kavanaugh and unanimously approved. The Board returned to regular session thereafter. No votes were taken in executive session.

9. **Adjournment.** There being no further business, Ms. Baker made a motion which was seconded by Ms. Kavanaugh, to adjourn the meeting and the motion was unanimously approved. The meeting was adjourned at 7:15 pm.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Cliff Schneider", with a long horizontal flourish extending to the right.

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on March 23, 2022.

Dated: April \_\_, 2022

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
April 27, 2022

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on April 27, 2022 at 691 St. Nicholas Avenue, New York, NY. The meeting was called to order at 6:05 PM.

**Trustees Present:**

Heidi Baker  
Gail Brousal  
Wylie Fennell  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Brian Hamilton

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Derrica Newman  
Jerry Phelps

*Eleven of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

**2. Approval of March 2022 Minutes.**

Mr. Schneider made a motion to approve and Mr. Fennell seconded the motion to approve the March 2022 Board meeting minutes and the motion was unanimously approved.

3. **President's Report.** Ms. Soussloff noted that the NCS Harlem charter renewal will be taken up by the Board of Regents at its May 2022 meeting.
4. **NYSED Site Visit- Bronx.** Ms. Malanga reported that the Bronx mid charter-term site visit from NYSED will take place virtually, date to be determined.
5. **Mt. Zion Facility Updates.** Current plans for upgrades and required work have been drafted, and we are awaiting bids from general contractors for the required work. A discussion ensued.
6. **Presentation from Jerry Phelps, Sr. Director of Special Projects.** Mr. Phelps was introduced and presented on his background, role, initial assessments and plan of action at NCS, with an initial focus on the high school admissions process. A discussion ensued.
7. **Executive Director's Report.** Ms. Malanga reported on the high school application process and where students are applying. A discussion ensued. Attendance and enrollment reports, suspension/discipline incidents and current student applications for FY 23 (by campus and school (ES, MS) were presented and discussed. Ms. Malanga presented on organizational culture-related events and programming such as a staff happy hour, DEI committee and subcommittee meetings and the NCS Harlem Parents' Association read-a-thon fundraiser which raised over \$3,000.00.
8. **Treasurer's Update.** Mr. Rendon reviewed the year-to-date fiscal snapshot, draft FY 23 Budget and multi (5)-year growth budget. A discussion ensued.
9. **Executive Session.** Ms. Kavanaugh moved and Mr. Rendon seconded a motion to enter into executive session to discuss a confidential employment matter. Ms. Baker moved and Mr. Hughes seconded a motion to exit executive session. No votes were taken in executive session.
10. **Adjournment.** There being no further business, Mr. Schneider made a motion which was seconded by Mr. Hughes, to adjourn the meeting and the motion was unanimously approved. The meeting was adjourned at 7:24 pm.

Respectfully submitted,



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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on April 27, 2022.

Dated: May 23, 2022

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
May 25, 2022

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on April 27, 2022 at 411 Wales Avenue, Bronx, NY. The meeting was called to order at 6:01 PM.

**Trustees Present:**

Heidi Baker  
Wylie Fennell  
Brian Hamilton  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

Gail Brousal

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Derrica Newman  
Salih Abdur-Rahim  
Patricia Murphy

*Eleven of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments and none were received.

**2. Approval of April 2022 Minutes.**

Ms. Hubbell made a motion to approve and Mr. Hughes seconded the motion to approve the March 2022 Board meeting minutes and the motion was unanimously approved.

**3. NYSED Update.**

- a. Harlem Renewal.** Ms. Malanga and Ms. Soussloff provided an update on expected renewal at the June 2022 Regents Meeting. There are two (2) areas within the ten (10) benchmarks contained within the NYSED Renewal Report that are off plan: Benchmark 9 (ELL population) and Benchmark 10 (compliance related to teacher certification; a FOIL list and DASA policy updated, revised and posted on the NCS website). These compliance items will all be addressed and responses to Benchmarks 9 and 10 will both be addressed in the response to the Renewal Report. A discussion ensued.
- b. Bronx Mid-Term Focus Group.** There will be a Board focus group with NYSED CSO representatives tomorrow.

- 4. President's Report.** Ms. Soussloff introduced work that is being done by committees—Governance, Accountability, Evaluation. Ms. Hubbell provided an update on the work of the Accountability Committee and its work regarding evaluating NCS based on the Key Design Elements and a structure for evaluating same year over year. A discussion ensued. With respect to the Governance Committee, a self-elevation tool will be circulated for Trustees to complete. Evaluation Committee will be meeting in June after Ms. Malanga's 360 review is completed.
- 5. Mt. Zion Facility Updates.** Ms. Malanga provided an updated on Mt. Zion work and what's required to complete the work that is recommended by NCS' architect. The scope of work is estimated at \$529,000 to bring the facility into full compliance and once the Church has reviewed, we will have an idea of what the Church will cover and what NCS will cover. A discussion ensued.
- 6. Revisions to Employee Handbook for 2022-23 School Year.** Ms. Baker made a motion to approve the proposed revisions to the Employee Handbook and Mr. Jefferson seconded the motion, which was unanimously approved.
- 7. 2022-23 Board of Trustees Meeting Calendar.** The calendar of Board meetings was presented.
- 8. Executive Director's Report.** Ms. Malanga provided an update on hiring for 2022-23 and academic data will be presented in June. It was reported that the NYS Science Performance Exam for Grade 4 was administered today, the Living Environment Regents is June 15<sup>th</sup> and the science fair will return. Ms. Malanga provided an update on attendance (a bit lower than last month), current enrollment (Non-ASD v. ASD) and applications for 2022-23 (over 1,700 applications across both schools with over 1,200 students on the waitlist; all seats that are open have been filled). Ms. Malanga reported on staff appreciation week and the events that were enjoyed by staff. Ms. Malanga

hosted a coffee + conversation for parents that was designed to talk about changes to the schedule for next year, ~40 parents attended, and most questions were related to general questions. Finally, new photos are available and will be added to NCS' website so images are refreshed.

- 9. Treasurer's Update.** Mr. Rendon reviewed the year-to-date fiscal snapshot and FY 23 Budget process (it will be presented to the Board for approval at the June 2022 meeting). A discussion ensued.
- 10. Adjournment.** There being no further business, Ms. Kavanaugh made a motion which was seconded by Mr. Hughes, to adjourn the meeting and the motion was unanimously approved. The meeting was adjourned at 6:44 pm.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Cliff Schneider", with a long horizontal flourish extending to the right.

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on May 25, 2022.

Dated: June 22, 2022

Neighborhood Charter Schools  
**Minutes of the Meeting of the Board Trustees**  
June 22, 2022

A regularly scheduled meeting of the Board of Trustees (the “Board”) of Neighborhood Charter Schools (the “Education Corporation” or “NCS”) was held on Jun 22, 2022 at 691 St. Nicholas Avenue, New York, NY and via Zoom. The meeting was called to order at 6:01 PM.

**Trustees Present:**

Heidi Baker  
Gail Brousal  
Wylie Fennell  
Brian Hamilton  
Stephanie Hubbell  
Jefferson Hughes  
Everardo Jefferson  
Justena Kavanagh  
Samantha Ramos  
Walter Rendon  
Cliff Schneider  
Patricia Soussloff

**Trustees Absent:**

None.

**Others in Attendance:**

Lindsay Malanga  
Michelle Rumph  
Derrica Newman

*All twelve of the twelve seated Trustees were in attendance in person and present throughout the meeting, which constituted a quorum for the transaction of business at the meeting.*

**1. Welcome and Public Comment.**

Ms. Soussloff invited public comments, and none were received. Ms. Soussloff also introduced Tarzlyn Coleman who will be the new parent representative on the Board once approved by NYSED, and thanked Ms. Ramos for her service on the Board.

**2. Approval of May 2022 Minutes.**

Mr. Fennell made a motion to approve and Ms. Baker seconded the motion to approve the May 2022 Board meeting minutes and the motion was unanimously approved.



3. **President's Report.** Ms. Soussloff introduced noted that NCS received a five (5) year renewal of the Harlem charter at the Regents' June 2022 meeting. It was noted that NCS is waiting to receive feedback from Mt. Zion on proposed work on the facility. Ms. Soussloff discussed the Board self-evaluation and next steps regarding same. Ms. Soussloff thanked Mr. Hamilton for his long-standing service on the Board and to NCS as he transitions off the Board, and Ms. Soussloff noted that the Board may seek to add additional Trustees. Ms. Soussloff noted that there was an anonymous complaint from what appears to be a staff member, and Ms. Soussloff responded. A discussion re: complaint and resolutions process ensued.
4. **Board Actions.**
  - a. **Office Elections and Committee Assignments.** A Motion made by Ms. Baker and Mr. Rendon to approve officers and committee assignments for 2022-23 per the attached report and was ominously approved.
  - b. **DASA and FOIL Policies.** A motion was by Ms. Hubbell and seconded by Ms. Baker to approve the revised DASA and FOIL policies and was unanimously approved.
5. **Executive Director's Report.** Ms. Malanga presented end of year data, including actual enrollment, average daily attendance for FY 22 and enrollment and average daily attendance targets for FY 23. Ms. Malanga reported on academic proficiency in ELA and Math and assessment data. A discussion ensued. Ms. Malanga also presented on the mock Regents exams and performance on same. Ms. Malanga also presented on student discipline (suspension) data and high school placement. It was noted that there is some room for improvement in the high school placement process and a discussion ensued.
6. **Treasurer's Update.** Mr. Rendon presented on FY 22 financials and the FY 23 Budget. It was noted that per the FY 23 Budget, NCS should have an increase in net cash of nearly \$800,000 and a cumulative net cash of \$7.3 Million—NCS is in a healthy growth pattern. The proposed FY 23 Budget will help NCS meet its priorities of ensuring that students receive a rich educational experience, complete with all programs and opportunities a child could want in a K-8 experience while NCS still remains fiscally sound. **A motion was made to by Ms. Hubbell and seconded by Mr. Fennell to approve the FY 23 Budget as presented and was unanimously approved.**
7. **Board Transition.** Ms. Soussloff recognized Mr. Hamilton as a founding member of the Board and Mr. Hamilton noted that he made the decision to not stand for reelection given other commitments and the desire to ensure that the Board has active members to continue to lead NCS. Mr. Hamilton was thanked by all for his service.
8. **Executive Session.** A motion was made by Mr. Fennell to enter executive session

to discuss a confidential employment matter, the motion was seconded by Ms. Kavanaugh and was unanimously approved. Mr. Fennell made a motion to exit executive session which was seconded by Mr. Schneider and unanimously approved.

**9. Approval of Executive Director Compensation.** A motion was made by Mr. Schneider and seconded by Ms. Ramos to award Ms. Malanga the full bonus for which she is eligible under her offer letter, as well as a 3% increase to her salary for FY 23, consistent with the 3% raise being awarded to all NCS staff. The motion was unanimously approved.

**10. Adjournment.** There being no further business, Ms. Sousloff made a motion which was seconded by Ms. Kavanaugh, to adjourn the meeting and the motion was unanimously approved. The meeting was adjourned at 7:26 pm.

Respectfully submitted,

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Cliff Schneider, Secretary

I, Cliff Schneider, the duly qualified Secretary of Neighborhood Charter Schools, a New York education corporation, do hereby certify that I prepared these Minutes, and that the above is a true and complete copy of the Minutes of the meeting of the Board of Trustees of the said corporation held on June 22, 2022.

Dated: July \_\_\_\_, 2022