In attendance: Hilary Berkman, LaRoy Brantley, Lauren Kushman, Charlie Ledley, Scott Oran, Imari Paris-Jeffries, Peter Kramer, Jon Clark, Kimberly Steadman, Chris Bizzacco, Sarah Holden, Scott Knox

A. Opening Items:
   a. March 27, 2014 board meeting minutes: unanimous pass

B. Board Business:
   a. CORI Policy: unanimous pass
   b. NMTC resolution – Chris summarized the resolution language (provided in board packet): unanimous pass
   c. Board membership and officers
      i. Four board members up for renewal (Bart Bussink, Alex Finkelstein, Scott Oran, Imari Paris-Jeffries) all four are willing to renew for two years; Scott Oran and Hilary Berkman are willing to renew as chair and treasurer, respectively
      ii. Officers and two year term renewals: unanimous pass

C. FY 15 Budget:
   a. Hilary reviewed the positive variance for FY 14 attributing to higher tuition reimbursement and private fundraising
   b. Moving forward – will add a capital improvements budget and will identify how much reserves the network needs (mostly for Brooke Roslindale which carries network costs)
   c. FY 15 income ~ $767k will go towards capital reserves
   d. In FY 15 private grants – all but $200k is in-hand. Also, FY 15 does not include $500,000 support from CSGF as we do not yet know if we’ll continue to receive the support (tied to school expansion)
   e. Looking at the network fee (10%) and if it covers all network expenses – a project that finance is taking on this summer
   f. Scott O. asked if Chris could share a debt-servicing (payment and forgiveness) schedule for the facilities. Chris will also share the AAF summary of the 18 different types of debt servicing
   g. Peter provided a comment regarding the process and how positive the principal involvement and ownership is.
   h. FY 15 budget: unanimous pass

D. FY 15 Strategic Priorities & Accompanying Resources
   a. Jon and Kimberly reviewed strategic priorities & related resources memo
   b. Scott asked about limitations of advocacy – Jon said yes, we can do issue advocacy related to our organization. Have to stay away from candidate elections
   c. Hilary asked about the structure or architecture to inventorying all the materials and video clips. Kimberly shared emerging organizing ideas on how to make internally and externally accessible. Lauren suggested potential NSVF portfolio members who may be able to share current practices; KS to follow-up with Lauren on contacts
   d. Lauren asked about whether the budget includes the hardware to back up coding priority. Kimberly said yes, hardware is budgeted but a placeholder until we have a hire in place who has a stronger vision on this
e. Charlie asked about PARCC and what’s going to happen in MA. Kimberly shared that we have the choice to as to whether we do PARCC or MCAS: we’ve elected to do PARCC next year (‘14-15) and paper format (online format is still too buggy). Given the current rigor of MA standards, we’re in a better place than other states. Some anticipated changes -
   i. 50% reading focus of PARCC will be non-fiction, which we do more of already
   ii. Bigger focus on expository writing which has been an area of focus for us;
   iii. For math we had to make a few changes. One of our issues with old standards was that it covered everything every year; PARCC goes more into depth, which is our current approach
   iv. We anticipate some things go up/go down – but overall much better aligns with how we teach

E. Consent Agenda Follow-Up: Committee Updates & Q/A
   a. Alumni Update
      i. Scott O. commented that SAT scores are going up
      ii. National percentage who graduate (75% go / 40% graduate – Sarah to check this data point)

F. Discussion Topic: Brooke’s Org. Values
   a. Charlie asked if we could share some of the stories and teacher survey results
   b. Jon and Kimberly shared moving forward we’ll look forward to ways to sharing more data on org values
   c. Lauren shared that NSVF is doing a teacher survey – FYI to look out for

G. Closing Items:
   a. Board meeting schedule for 2014-15 – distributed and Scott K to send out calendar invites
      i. Change August 27 meeting to September 10
      ii. Imari, LaRoy, and Hilary – check out March spring break dates (move to non-private school spring break weeks)
   b. Board meeting adjourned – next meeting is on September 10th, 2014, 7:45 am at Brooke Mattapan’s new campus!
## Finance Committee of the Board of Trustees
### Meeting Agenda
Wednesday, May 21, 2014, 7:30 a.m.
Nonprofit Finance Fund - Conference Room
89 South St., Suite 402 Boston, MA 02111

<table>
<thead>
<tr>
<th>I.</th>
<th>Call Meeting to Order</th>
<th>7:30 a.m.</th>
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<tbody>
<tr>
<td></td>
<td>Hilary Berkman, Treasurer</td>
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<tr>
<td>II.</td>
<td>Discussion: FY 15 Budget</td>
<td>7:30 a.m. – 7:40 a.m.</td>
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<td>Committee Members, BCS Staff</td>
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<tr>
<td>III.</td>
<td>Consideration &amp; Vote: FY 15 Budget</td>
<td>7:40 a.m. – 7:45 a.m.</td>
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<td></td>
<td>Committee Members</td>
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<tr>
<td>V.</td>
<td>Adjourn</td>
<td>7:45 a.m.</td>
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**Board of Trustees**
Scott Oran, Chair
Hilary Berkman, Treasurer
LaRoy Brantley
Bart Bussink
Alex Finkelstein
Joanna Jacobson
Lauren Kushman
Charles Ledley
Imari Paris-Jeffries
Jon Clark, ex officio
Kimberly Steadman, ex officio

**Co-Directors, Brooke Charter Schools**
Jon Clark
Kimberly Steadman

**Principal, Brooke Roslindale**
Meghan Thornton

**Principal, Brooke Mattapan**
Kathryn Megrian

**Principal, Brooke East Boston**
Molly Cole

---

**Brooke Roslindale** • 190 Cummins Highway, Roslindale, MA 02131 • Ph: 617-325-7977 F: 617-325-2260
**Brooke Mattapan** • 7 Elkins Street, Boston, MA 02127 • Ph: 617-268-1006 F: 617-268-1107
**Brooke East Boston** • 189 Paris Street, East Boston, MA 02128 • Ph: 617-409-5150 F: 617-569-6417

[www.ebrooke.org](http://www.ebrooke.org)
Finance Committee of the Board of Trustees  
Meeting Minutes  

I. Attendees: Hilary Berkman (Chair), LaRoy Brantley (Cmte. Member) Peter Kramer (Cmte. Member), Jon Clark (Member Ex-Officio), Christopher Bizzacco (Staff)  

II. Meeting Called to Order by Chair Berkman (7:35 a.m.)  

III. Discussion regarding FY 15 Budget (7:35 a.m.)  
   a. Final FY 15 Budget spreadsheet distributed to members of the committee.  
   b. Memorandum providing a summary of the FY 15 Budget and highlights distributed to members of the committee.  
   c. Chair Berkman and Brooke Staff discussed the revised budget summary presentation showing that each schools’ cash contribution is consolidated to create a reserve for capital improvements and operating reserve for strategic objectives.  
   d. Chair Berkman and Brooke Staff discussed the proposed FY 15 Capital Budget – In FY15 Brooke will create a new General Ledger Account for capital reserves (for planned capital projects & major purchases appurtenant to facilities projects) and operating reserves (for strategic growth initiatives). Revenues for this account are a roll-over of FY15 net-income at school and network level (which bring net income to zero on a cash basis for each school) plus additional external facility-related grants and donations.  
   e. Committee members discussed the increase in depreciation and amortization costs in the Brooke Roslindale budget; and discussed that the new facilities are owned by Brooke Roslindale and therefore depreciation and amortization will appear in the school’s account.  
   f. Discussion regarding the “Net Income Before Reserve Allocation (Accrual Basis)” calculation. Per Chair Berkman and BCS Staff, this reflects non-cash net loss at B1 caused by increased depreciation expense related largely to facility acquisition & renovation, and all other depreciable fixed assets. Net income for Brooke Total is still positive b/c of profits at Network, B2, B3, & Foundation.  
   g. Staff fielded a question regarding the IRS Subsidy amount in the FY 15 budget, and clarified that relates to the Qualified Zone Academy Bonds.  
   h. Discussion regarding review of the Facilities and Network charges by the Committee during FY 15.  

IV. Consideration of FY 15 Budget (7:55 a.m.)  
   a. Motion to approve the FY 15 Budget made by Member Kramer  
   b. Second to the Motion to Approve the FY 15 Budget made by Member Brantley  
   c. Motion to Approve the FY 15 Budget approved by vote of 3 to 0.  

V. Meeting Adjourned by Chair Berkman (7:53 a.m.)
I. Welcome, Breakfast, and Updates 7:30-7:45 am

II. Morning Motivation 7:45-8:05 am

III. Student Panel: Preparing for High School Transition 8:05-8:20 am
   - Q&A with Brooke 8th graders: Daniah, Edward, Jerome, Marcus, & Rosemary
   - Sarah Holden facilitated a discussion with five 8th graders on the high school application process. Committee members also asked students questions.

IV. Committee Business 8:20-8:40 am
   - Alumni Report (draft) – clarifying questions
   - Committee membership
     i. Looking for: college counseling expertise, mentor program expertise (for secondary/post-secondary age-level), career advising, & Brooke alumnus
     ii. Proposal: year membership terms
   - Upcoming volunteer opportunities – brief discussion of upcoming volunteer opportunities.
     i. Mock Interview Days: 5/16, 12:15-4:00 pm (Roslindale) & 5/20, 10:00 am -12:00 pm (Roxbury)
     ii. Brooke Book Club: 6/5 (Roslindale) or 6/6 (East Boston), 6:00-8:00 pm
     iii. Subcommittee on designing career mentor program (summer-fall 2014)

V. Next Steps & Wrap-Up
   - BCS Board meeting, 5/21, 7:45-9:30 am (South Boston)
Committee priorities:

1. Provide accountability and feedback on development strategy implementation
2. Support individual engagement pathways & cheerlead full BCS board involvement (esp. house parties and book club)
3. Review individual prospect lists for contacts/relationships
4. Support the development of the FY 15 development plan

I. Welcome, review agenda, and updates
   a. Jon provided a brief legislative update
   b. Scott shared development highlights since our last meeting (based on committee report distributed in advance)
   c. Scott also shared that Seth Rosenzweig, VP of Development for Combined Jewish Philanthropies (connected through Jake) has agreed to join the development committee.
   d. Scott shared an update on Brooke’s new video: first version to be complete by late May house party (Alex and Amy F)

II. Development discussion
   a. Committee discussed breakfast/house party format, event discussion questions to use in engaging guests and if and how to engage Brooke alumni to share their personal experience.
   b. Committee reviewed post-event guest follow-up and how to ensure guests stay connected with Brooke.

III. Looking ahead & next steps
   a. Looking ahead: committee mtg schedule – no summer meetings; will pick up in fall.
   b. Next mtg focus: FY 15 and beyond dev plan, setting committee priorities
March 27, 2014 – BCS Board of Trustees, Annual Board Retreat – Minutes

In attendance: Charlie Ledley, Joanna Jacobson, Lauren Kushman, Hilary Berkman, Imari Paris Jeffries, Jon Clark, Kimberly Steadman, Chris Bizzacco, and Scott Knox

1. Opening Items:
   a. Motion to accept minutes - all in favor: unanimous.
   b. Three resolutions related to NMTC and historic tax credits for 150 American Legion Highway. All three resolutions - all in favor: unanimous.

2. Legislative Update:
   a. Jon provided a legislative update on efforts to lift the charter cap. Best-case scenario, there are enough seats for Brooke to open a high school and a 4th K-8 if and when the legislation is enacted and the MA DESE opens a new charter cycle.

3. Growth-related proposal: following the board memo distributed in advance of the meeting, Jon and Kimberly presented proposed priorities for the network.
   a. Kimberly reviewed the five opportunities that lay ahead for Brooke – ranging from increasing the rigor bar to improving teacher development. Some are new challenges, whereas others are continuation of current challenges.
   b. Kimberly highlighted academic rigor and provided information on the transition to Common Core and the introduction of PARCC. When Common Core gets implemented, 10th grader standards will become more rigorous. Currently 8th grade standards are similar to 10th grade.
   c. With cataloging the Brooke model, Kimberly shared that we do not have as much as we could have in documenting what excellent teaching looks like.
      i. Scott asked if other schools/charter networks focus on model codification – Kimberly shared yes, but no other organization has as rigorous a vision of teaching as we do.
      ii. Joanna noted that if Brooke can outline what we think excellent teaching and learning is and can measure it, we can start to push and influence the conversation on teaching.
   d. With the science, math, and coding priority, Hilary asked what percentage of students overall go into STEM (in MA versus nationally). Additional information to follow.
   e. Jon talked about growth potential in Boston, including the number of seats available under the proposed cap lift. Jon also highlighted:
      i. the importance of getting community leaders to visit Brooke and stay connected;
      ii. More parents getting organized and engaged with advocating for charter schools;
      iii. Joanna encouraged us to think about partnerships with different community organizations and networks to help strengthen the charter voice;
iv. Jon also noted potential growth opportunities in the future if turn-around schools can be re-designated as commonwealth charters (that is not an option right now, but there has been some discussion of the possibility).

f. Joanna and other board members asked if we have enough capacity at the senior level to pull off what we want to. And if not, how do we plan for and mobilize resources to do so? Some related questions were highlighted:
   i. How do Jon and Kimberly compartmentalize some of the more hand’s on projects in a way that frees them up to do more?
   ii. What resources (staff and non-staff) do Jon and Kimberly need to bring on to support academic rigor?

 g. Excellence, rigor, and growth – support from the board that these are the right challenges, and as we push on rigor we also have the potential to serve as a positive disrupter within how schools and policy-makers look at teaching.

 h. Agreement that the next step involves Jon and Kimberly presenting what it would take to grow and to focus on the five priorities highlighted in the memo.

4. Next meeting confirmed for Wednesday, May 21, 2014 at Brooke Mattapan, 7 Elkins Street, at 7:45 am.
## Finance Committee of the Board of Trustees

### Meeting
Friday, March 14, 2014, 10:00 a.m. – 10:45 a.m.
Nonprofit Finance Fund - Conference Room
89 South St., Suite 402 Boston, MA 02111

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<th>I.</th>
<th>Call Meeting to Order</th>
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<td>Hilary Berkman, Treasurer</td>
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<tr>
<th>II.</th>
<th>Discussion of FY 14 January Financial Statements &amp; Cash Flow Estimates</th>
<th>10:00 a.m. – 10:10 a.m.</th>
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<td>Committee Members, BCS Staff</td>
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<th>III.</th>
<th>Discussion of FY 15 Budget Process &amp; Status</th>
<th>10:10 a.m. – 10:25 a.m.</th>
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<th>IV.</th>
<th>Update on Auditors Financing Transaction Summaries &amp; Capital Needs Assessment</th>
<th>10:25 a.m. – 10:30 a.m.</th>
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<th>V.</th>
<th>Update on Facilities Projects</th>
<th>10:30 a.m. – 10:40 a.m.</th>
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<th>VI.</th>
<th>Finance Office – Organization</th>
<th>10:40 a.m. – 10:45 a.m.</th>
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<th>VII.</th>
<th>Adjourn</th>
<th>10:45 a.m.</th>
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Meeting Minutes

I. Attendees: Hilary Berkman (Chair), Peter Kramer (Member), Jon Clark (Member Ex-Officio), Matthew Cameron (staff), Christopher Bizzacco (Staff)

II. Opening of meeting: Chair Berkman called meeting to order 10:10 a.m.

III. January FY 14 - Financial Statement Review:
   a. Questions on balance sheet:
      i. Discussed items comprising “Other receivables” Line Item: combination of grants, nutrition, any refunds expected (i.e., E-Rate Credits)
      ii. Discussed “Deferred income” line item: Under schools it is all tuition and under Foundation, it is all restricted funds that have not been released
      iii. Discussed “Fixed assets:” all facilities sit with Brooke Roslindale, not Foundation
   b. Questions on P & L
      i. Tuition number - still using conservative estimate
      ii. Federal Entitlements – Start Up Grant carryover for Brooke Mattapan and Brooke East Boston; additional allocation for Title I; carryover for Brooke East Boston on Title I.
      iii. Discussion regarding methods used to estimate trends in Federal Entitlements
      iv. Discussion regarding “Miscellaneous Income” line item: this is mostly E-Rate funding
      v. Discussed payroll – Brooke Roslindale vs. network – tax liabilities for network staff appear on Brooke Roslindale, but are then charged back to network.
      vi. Discussion regarding methods used to budget for benefits – in FY 14 as in prior years, Brooke Finance Staff budgets for highest benefits, but staff stay on parents or come in as individual plan – will be adjusting for FY 15.
      vii. Discussed Foundation transfer of $550,000 in released grant funds to Brooke Roslindale, and $30,000 from prior year grant that had not been released
   c. Cash flow discussion
      i. Discussed that Finance Staff will now be separating restricted vs unrestricted when presenting Cash Flow to Finance Committee and Board to give as accurate a depiction of free and clear cash flow.
      ii. Discussion regarding the “Above Foundation” rate increase.

IV. FY 15 Budget Review
   a. Tuition & Enrollment:
      i. Brooke Finance Staff indicated they would be presenting an FY 15 Budget that moved to a 98% calculation for a conservative estimate of tuition and enrollment. A change from FY 14 in which 97% was used.
ii. The Committee expressed they are comfortable using the 98% rate.

b. Network Expenses:
   i. Discussion regarding the network tuition charge, and Finance Staff will be drilling down for the long-term budget planning exercise to assess the 10% charge.
   ii. Discussion regarding the network facility fee, and Finance Staff will be drilling down for the long-term budget planning exercise to assess the network facilities fee.
   iii. Prior long term budget projections will be reviewed to assess how expenditures and revenues have matched to projections.

V. Facilities Project:
   a. Chris Bizzacco provided a brief overview of the facilities projects (150 American Legion Highway and 94 Horace) in terms of schedule and budget.
   b. Both projects are on target.
   c. Closely monitoring budget at 94 Horace.

VI. Finance Office Organization:
   a. Discussion regarding the job posting for Associate Business Manager and that the vetting process was underway.
   b. This position follows on recommendations from the Committee to assess the capacity of the Finance Office in light of the growth of the network.

VII. Adjourn: Meeting Adjourned at 11:04 a.m.
Brooke Charter School – Governance Committee
2/7/2014, 2 PM
189 Paris St., East Boston
(Scott Oran, Lauren Kushman, Jon Clark, Kimberly Steadman, Scott Knox)

JC starts off with proposal to use the High Bar as board performance/management platform. Says former board chair, Ted Preston, now working for High Bar, has offered to allow the school to use the platform cost-free for the next several months. JC says primary advantage is to organize board records, scheduling etc. in one convenient place. SO and SK have also talked with Ted Preston. SO says that while there is not a compelling need for the platform, it appears to be useful. SK says he thinks it would be helpful to organize work of the board and documentation. LK says she is familiar with High Bar and agrees with the assessment of SO and SK. Asks if there is any future obligation on the part of the board to continue using High Bar. JC says there is not. Agreed that the governance committee will propose to the board that it use High Bar while it is free of cost.

Discussion of primary focus of meeting – to discuss strategic growth plans. JC gives update on status in the education committee of bill that would lift the cap. After much discussion, agreed that we should frame the discussion around 3 questions:

1. How can Brooke have the biggest possible impact on the lives of students and on the education reform landscape?
2. How should we measure quality?
3. How should we prioritize growth vs. quality? When are they in conflict?

Agreed that JC will distribute a memo to the governance committee before distributing to the board structured around these 3 questions and also including reference materials, including past achievement data and alumni data (previously distributed to the board) as well as some articles on other growing networks and successes/challenges of growing with quality, including articles on Success Academies and Rocketship Education. LK suggests that JC and KS also include as best they can their own preliminary thoughts on those 3 questions in the memo itself.

Discussion ends with discussion of board candidacy of Charlie Ledley. SO, JC, and KS have all met with him to discuss, as has Joanna Jacobson, and enthusiastically recommend. Agreed to nominate him at the February meeting. Also agree that Joanna Jacobson will join the governance committee (her first choice for committee membership.

JC also to circulate draft agenda.
BCS Board of Directors, February 12, 2014

Meeting Minutes - DRAFT

In attendance: Alex Finkelstein, Scott Oran, Joanna Jacobson, Imari Paris Jeffries, LaRoy Brantley, Hilary Berkman, Nicole Efron (Alumni Committee volunteer), and Brooke staff: Chris Bizzacco, Jon Clark, Scott Knox, and Kimberly Steadman

1. Welcome

2. Motion to approve the minutes. Alex motioned. Minutes were approved anonymously.

3. Scott Oran provided a quick summary of committee highlights:
   a. Facilities on-track, strong fundraising position & still work to be done, overall great financial position.
   b. Jon gave a quick legislative update that was recently distributed over email from Marc Kenen and the charter school association.
   c. No questions on the committee updates.

4. Governance update
   a. Moving to the High Bar as a board management platform. Scott K. will send out board invites to the platform in the coming weeks;

5. Strategic Discussion: Growth.
   a. How can Brooke have the biggest impact on the lives of our students and on the education reform landscape?
      i. Imari: Would an indirect approach to impact be a pathway – e.g. training/technical assistance through teacher, school leader programming. Discussion.
      ii. Alex: Are there other or additional ways of growth? E.g. turn-around’s?
      iii. Jon/Kimberly: important to focus on increasing achievement in middle school (original Brooke campus) as well as focus on advocacy here in Boston.

   b. Kimberly was asked – in her opinion what do we need to do to improve quality? Kimberly’s response included, but was not limited to:
i. Increase math instruction and classroom leadership

ii. Long way from integrating the skills necessary to succeed on the SSAT into our curricula (currently students do not perform strongly on SSAT or SAT)

c. Discussion: Does moving to Worcester or Springfield help create a wedge or momentum to get a high school here in Boston?

d. Discussion: What are the internal and external variables to make the conditions right for expansion? What additional human capital capacity and other resources do JC and KS need to grow?

e. Recommendation from Joanna: Can we put together a decision tree on how we grow with the related resources and variables?

f. Recommendation: Jon and Kimberly outline the resources they need internally for growth

g. The next meeting in March will provide additional time for discussion. Jon, Kimberly, and Scott O. to prepare agenda, materials, and any pre-reading materials in advance of March 27 meeting, 6-9 pm.
Committee priorities:

1. Provide accountability and feedback on development strategy implementation
2. Support individual engagement pathways & cheerlead full BCS board involvement (esp. house parties and book club)
3. Review individual prospect lists for contacts/relationships
4. Support the development of the FY 15 development plan

I. Welcome, introductions, and review agenda
   a. Welcome to Kate Wood, new Development Committee member. Kate provided background on her development experience and shared she’s excited to join the dev. comm. (Kate also noted that b/c of her current role, she’s unable to assist with any donor prospecting)
   b. Reviewed committee priorities and confirmed agenda.

II. Development update: clarifying questions
   a. Scott summarized development update distributed for the meeting
   b. Discussed lessons learned from fall book club and career speaker series to improve this spring
   c. One question on planned/estate giving with Senator Brooke and whether or not this is something we should consider. Jon shared that he believes that there may be a chance the Senator has already included BCS in his estate planning (given the importance the schools have taken on for him and his interest in ensuring his wife is knowledgeable about BCS).

Note: meeting referenced companion document which outlined development summary and update.

III. Winter/Spring: Focus & Committee Support
   a. Spring House Parties (target = 3 events)
      i. Discussed and agreed that the events should be engaging and centered in a question or conversation.
      ii. Discussed whether or not we need a video for a house party or breakfast. Kate said that it’s not necessary. Kate also noted there are several formats to these types of engagement events.
   b. Book Club – briefly discussed merging ideas on potential individuals to invite/engage (target = 40 readers)
c. Career Speaker series – additional prospects (target = 15 speakers)

IV. Next steps (5 minutes)
   a. Reviewed action items
   b. Next meeting date – scheduling to follow over email

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<tr>
<td>1. Research planned giving strategies (in general) through Karen Osbourne or Amanda Clark-MacMullan</td>
<td>Scott</td>
<td>By next Dev. Comm. mtg</td>
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<td>2. Draft outlines for: a) house party format; b) next steps with house party guests post-event; c) new Brooke video. Following, distribute draft outlines to committee for feedback/discussion</td>
<td>Scott / Jon</td>
<td>2/14</td>
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<td>3. Confirm Finkelstein and Grossman event dates</td>
<td>Alex/Jake</td>
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<td>*Note: Alex – 4/24 is during our April school vacation week. If 4/10 still works for you, can we confirm this date? *Grossman – sometime in mid-late May</td>
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<td>4. Follow-up with Steve Conine for lunch with Jon in March</td>
<td>Alex</td>
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<td>5. Follow-up with Kate regarding ideas on how to steward a recent significant donor (Silvia Gosnell)</td>
<td>Scott</td>
<td>2/14</td>
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I. Welcome
   • Introductions
   • Congrats on news of Divya’s baby
   • Brief Brooke updates: facilities, policy/legislative update, general alumni update

II. Sub-Committee Updates
   • Venue/confirming date update provided by Matt – look at Back Bay Social Club
   • Budget/revenue model update and materials reviewed by Nicole & Tom
   • Outreach/invitations: Tim, Rob, Scott provided Therese’s update as she was unable to attend;
   • Raffle/auction – brief update by Mallory & Pete
   • Trivia MC found Chrissy (Josh plugging back in post 1/20)
     o Questions regarding whether we want to have a college/higher ed focus or use standard
       Stump Trivia. Decision made to use Stump trivia with bonus questions focused on college.

   Note: the committee referenced and updated the summary of responsibilities included below.

III. Brooke Alumni Resume Workshop
   • 1/24, 5:30-7:30 pm in downtown at Year Up HQ
   • Adult volunteers to work one-to-one with alums on 1/24
   • Peter volunteered to participate

IV. Next Steps & Wrap-Up
   • Next meeting date: 2/19 via telephone to review last minute items for trivia night

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<tr>
<td>1. All committee members to invite get minimum of 5 people to attend</td>
<td>Committee</td>
<td>By 2/25</td>
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<td>2. All committee members to secure auction item</td>
<td>Committee</td>
<td>2/19</td>
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<tr>
<td>3. Chrissy to follow-up with Trivia MC to confirm question format</td>
<td>Chrissy</td>
<td>2/15</td>
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<td>4. Sarah to confirm alumni speaker</td>
<td>Sarah</td>
<td>2/10</td>
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<td>5.</td>
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<tr>
<td>Role</td>
<td>Responsibility</td>
<td>Notes</td>
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</tr>
<tr>
<td>Trivia Night Coordinators (+ BCS staff)</td>
<td>Manages overall event planning, timeline (including setting Trivia date), communication, and wrap-up/refection</td>
<td></td>
</tr>
<tr>
<td>Budget/revenue modeling coordinator (2 members)</td>
<td>- Work with overall target goal to determine ticket sales, # of participants, and recommends how much to target for ticket sales versus silent auction.</td>
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</tr>
<tr>
<td>Evite/invite design and distribution coordinator (2 members)</td>
<td>- Designs e-invitation and works with larger committee to set invite-goals, invite &quot;yield&quot; goals (the number of guests each committee member is responsible for getting to the event), coordinates event reminders for all guests, and manages registration for night-of.</td>
<td>All Alumni Committee members serve as event hosts</td>
</tr>
<tr>
<td>Venue: space, menu, and other logistics (1-2 members)</td>
<td>Works with venue to determine date, secure donated appetizers &amp; space, maintains all communication with venue liaison, and works to coordinate night-of set-up/breakdown, etc.</td>
<td></td>
</tr>
<tr>
<td>Silent auction raffle coordinator (2 members)</td>
<td>Coordinates silent auction raffle including committee involvement in securing auction items, auction logistics, materials, and coordinates night-of auction raffle (set-up)</td>
<td>All Alumni Committee members work to secure at least one auction items.</td>
</tr>
<tr>
<td>Trivia coordinators (2 members)</td>
<td>Organizes trivia logistics (including securing donated stump trivia), materials, format, and night-of coordination (including tallying, scoring, etc.).</td>
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<table>
<thead>
<tr>
<th>Tentative schedule</th>
<th>Benchmark</th>
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<tr>
<td>Week 1 (12/6)</td>
<td>Assign committee roles and confirm date</td>
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<tr>
<td>Week 3 (12/20)</td>
<td>Confirm venue &amp; budget/revenue model drafted</td>
</tr>
<tr>
<td>Week 3 (12/20)</td>
<td>Invite list (or email addresses) compiled for e-invitation / social media invite</td>
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<tr>
<td>Week 4 (12/27 - holiday)</td>
<td></td>
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<tr>
<td>Week 5 (1/6)</td>
<td>Invite goes out</td>
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<td>Week 6 (1/13)</td>
<td></td>
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<tr>
<td>Week 7 (1/20)</td>
<td>Auction items secured</td>
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<tr>
<td>Week 8 (1/27)</td>
<td></td>
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<tr>
<td>Week 9 (2/25)</td>
<td>Event!</td>
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Brooke Charter Schools (BCS)
Finance Committee Meeting
October 24, 2013

MINUTES

Audit Review & Consideration Meeting

I. Meeting called to order by Chair, Hilary Berkman: 10:35 a.m.
   a. Present at Meeting:
      i. Hilary Berkman - Chair
      ii. Peter Kramer - Member (non-Trustee, advisory board member, but voting
          member of Finance Committee)
      iii. Jon Clark - Co-Director of Schools (non-voting member of Finance Committee)
      iv. Christopher Bizzacco - COO, BCS
      v. Mathew Cameron - Business Manager, BCS
      vi. John Buckley - Alexander, Aronson, & Finning (AAF)
      vii. Charles Webb - Alexander, Aronson, & Finning (AAF)

   b. AAF noted that in discussions with BCS Staff following completion of the draft audit, there were no disagreements regarding any of the estimates in the Combined Financial Statements.
   c. AAF reviewed the adjusting journal entries that were required in order to reconcile the complex financing transactions that took place in FY 13 relative to the purchase and closing of two properties (150 American Legion Highway and 94 Horace Street).
      i. Discussion regarding the fact that closing binders for the property acquisitions had not been finished by the time AAF began their audit; some adjusting journal entries were addressed over the summer period while the audit was underway; and the remaining adjusting journal entries were identified after AAF received the final general ledger during their field work.
      ii. All remaining adjusting journal entries have been input in the BCS general ledger.
      iii. AAF noted that they reviewed the adjusting journal entries at length with the BCS Finance Team, and once the entries are booked the transactions should be steady for nearly the next decade.
      iv. Once you book these, sit down with AAF and look at each account
d. Discussion between AAF, committee members, and BCS staff regarding an approach to provide a summary for each debt instrument (bond/note payable).
   i. AAF and Finance Team have begun discussions on such an approach for mapping out summaries of debt instruments, establishing month-end account closing checklists, complete amortization schedules – including amortization of discounts.
   ii. Chair recommended that this work be completed as soon as possible.
e. Discussion between AAF, committee members, and BCS staff regarding the pending New Market Tax Credit closing.
   i. BCS will again engage with AAF on a proactive basis, as was the approach with the property acquisition financings, so BCS can ensure appropriate accounting and reconciliation of this financing transaction.
f. AAF then provided a more detailed review of the FY 13 Combined Statement of Net Position in comparison to FY 12.
   i. As one measure of overall financial health, Brooke’s change in net position (net position being the difference between assets and liabilities) from FY 12 to FY 13 was $4,254,441. The FY 11 to FY 12 Change in Net Position was $2,893,822.
   ii. In terms of total assets, there was a sizeable year over year increase, from $22,533,499 in FY 12 to $80,723,689 in FY 13. (related to facility acquisition)
   iii. $ 71,853,802 of that $80 million is comprised of restricted reserves, notes and bonds receivable, and capital assets.
   iv. Based upon an estimate of monthly operating expenses ($1,159,417), Brooke had approximately 4.05 months of operating expenses available through unrestricted net assets at year end.
   v. Estimate of “Operating cash on hand” at year’s end was approximately $4,681,841.
g. AAF, committee members, and BCS staff then discussed the FY 13 Audit Management Letter, and the identification of two significant deficiencies which required adjusting journal entries in the general ledger.
   i. Per AAF’s description of the “Cause” of these deficiencies, nearly every adjustment that was made could be attributed to the “complex financing transactions” related to Brooke’s acquisition of facilities at 150 American Legion Highway and 94 Horace Street.
   ii. The Finance Office responded to these findings in the management letter.
   iii. The Finance Office has taken steps to ensure ongoing journal entries related to the financing transactions are properly recorded, reviewed, and reconciled.

III. Finance Committee Consideration of the FY 13 – Independent Audit for Brooke Charter Schools.
   a. Motion made, seconded, and approved for acceptance of the FY 13 Audit

IV. Finance Committee: Adjourned 12:10 p.m.
Brooke Charter School – Governance Committee
11/5/2013, 11 AM
7 Elkins St., South Boston
(Scott Oran, Lauren Kushman, Jon Clark, Kimberly Steadman)

SO asks whether Arrowstreet and MDS are prepared to make presentations on the two permanent facility projects at the next meeting. JC says they are ready. Both presentations combined have 30 minutes on the agenda. Chris Bizzacco will distribute a facility memo in advance laying out the status of the projects and metrics on progress. Focus of architects will be on design, layout, etc.

Big focus of this meeting will be co-director evaluation process. JC and KS review the requirements the board must follow given that one of the schools (Brooke Roslindale) is a RTTT participant. Last year, co-directors submitted personalized and organization-wide goals. Progress must be evaluated toward those goals in addition to laying out goals for the coming year. In addition, the board must evaluate the co-directors on the basis of the superintendent standards established by the state. Agreed that those standards will be distributed among the two co-directors depending on their domains of responsibility as was done last year. Process is that co-directors submit self-evaluations to the board. Board members then fill out their own evaluations. Job of the board chair to synthesize those recommendations into one evaluation on behalf of the board. Discussion of when governance committee needs self-evaluations by in order to turn this around. Discussion also about whether the board can go to executive session for the performance evaluation component. KS notes that as part of the RTTT stipulation, the meeting must be public and that all evaluation documents are open to the public as well.

End with discussion of nominating Joanna Jacobson to the board of trustees. LK and SO have held their meeting with her and agree that the governance committee should formally nominate her at the November meeting.

Given time constraints, agreed that JC will distribute draft agenda with materials without first distributing draft agenda to governance committee. JC repeats back the agenda items and times allotted.
In attendance: Hilary Berkman, LaRoy Brantley, Bart Bussink, Alex Finkelstein, Lauren Kushman, Scott Oran, Kimberly Steadman, Jon Clark, Matt Cameron, Chris Bizzacco, Scott Knox, Bob Baldwin, Larry Spang

I. Open Comments:
   a. Scott O. asked for public comment – none.
   b. Scott O. then provided general update on Brooke network & agenda review MCAS recap.
   c. Meeting Minutes from May and August: unanimously approved without edit.

II. Architect & Facility Presentation
   a. 150 American Legion Highway, Mattapan: on schedule in terms of budget and construction/re-development schedule;
      i. Historic tax credits and NMTC all seem to be positive: we have commitment letters from investors and it looks as if ~$3.5-4m in net cash will come to the project (we have to split the proceeds with Lena Park CDC per our sale agreement)
      ii. Arrowstreet (architects) invited all board members for a tour at any point and then provided an update on 150 American Legion Highway including pre-construction photos and current photos.
   b. 94 Horace Street, East Boston: project overall is also on schedule and on-target to be done by July 2014. One concern, however, is getting permanent power for the property.
      i. Overall budget we have a $670k contingency: we have paid about $250k for over-runs (and also have $100k set-aside for Nstar), but have $300k already as an over-run for moving the triple decker for the Salesian Brothers. We now have Shawmut doing all the work to finish the triple decker relocation project.

III. Development – Brief Update
   a. Board members received a summary of activities to-date with our emphasis on creating individual engagement pathways to help cultivate new supporters and steward current donors: Brooke Book Club and the Career Speaker Series;
   b. Board members were asked to assist with the annual appeal – set for distribution the second week of December – by contributing new names/personalizing communication to current contacts.

IV. Finance & Audit Presentation -
a. Hilary, finance chair and board treasurer, noted the adjustments highlighted by Brooke’s audit firm, AAF, and also recommended procedures to put in place moving forward to assist with overall facility finance tracking (the FY 13 adjustments were attributed to the complex facility financing, an anomaly from years past);

b. Cash position – looks good: $4.2m profit/surplus (a lot of it is debt forgiveness);

c. Lauren asked about the months of cash on hand: we have less than we did in the past due to the amount of reserves we put into the facility projects but overall still healthy. Moving forward, we’re working towards having three (3) months of cash;

d. Finance will distribute the final ratios as part of the audit materials (AAF is still working on);

e. Unanimous board vote to accept the audit report prepared by AAF and as recommended by the Finance Committee.

V. Accountability Plan and Enrollment Policy
   a. Unanimous board vote to accept changes.

VI. Governance Update
   a. Jon shared that Joanna Jacobson is interested in getting further involved with the Brooke and that she would be a tremendous trustee. Joanna is incredibly committed to Brooke, and she has the networks to be a wonderful champion for Brooke. Joanna has made it clear that she would not take a seat for Strategic Grant Partners, but rather for herself.

   b. Unanimous board approval to invite Joanna Jacobson to join the Brooke Charter Schools’ Board of Trustees.
I. Welcome
   a. Agenda review: we want to use this meeting to start to re-boot the BCS development committee to clarify purpose and focus for the remainder of FY 14

II. Revisiting development goals & strategy for FY 14
   a. Reviewed goal: $1m to complete Mattapan & East Boston facilities campaign
   b. Reviewed emphasis on individual cultivation and stewardship
   c. Discussed progress to-date:
      a. Individual giving 300k raised
         i. 100% of pledges from board
         ii. 100% pledges from 13 member Alumni committee
      b. Institutional giving ~ 150k from Louis Calder + 95k from NSVF (not part of plan)
         i. Several institutions have turned down proposals
         ii. Low, but the bulk of grant deadlines for the year occur during next three months.
      c. Continuing focus on individual engagement, follow-up, and ongoing cultivation

Note: companion document referenced during meeting: FY 14 dev strategy summary.

III. Winter/Spring: Focus & Committee Support
   a. Discussion - focusing individual engagement on Career Speaker Series, Spring Brooke Book Club, and pilot alumni career support/mentorship; and tabling house-parties for the remainder of FY 14.
      i. Overall, we’ve had a positive experience several of the different engagement strategies:
         1. Career speaker invites are almost 100% accepted; universal offer to participate again and assist in other ways – now. Follow-up = asking for feedback and a door open for me to follow-up with speakers on other candidate referrals. Room for improvement
         2. Book Clubs – We’ve had two/three to-date and while both were positive, one was definitely more successful in terms of making the adult readers “fall for Brooke”. 3rd coming up with Annie Weinberg, 7th grade ELA teacher whose family is extraordinarily well connected (Jane Brock Wilson, Judy Pagiluca, Robert Kaplan at HBS, Brian/Karen Conway…). Scott has followed up with adult readers on their experience – what did they think/how can we improve/would they do it again and be willing to help get one more person there?
3. Career program – piloting career assistance piece with resume workshop in January. Focusing on helping our alums have a resume for summer employment/internship.

b. December priorities for development team
   i. December 6th – final fall Brooke Book Club
   ii. Distribution of annual appeal (early December)
   iii. Four grant proposals (including, Cummins Foundation, Carl & Ruth Shapiro Fund, Pozen Prize - a 80K award for a metro Boston high performing charter school)

IV. Development Committee December-June 2013 – quick review
   a. Ongoing source of accountability and feedback on strategy implementation through committee updates & discussions
   b. Committee support for individual engagement pathways & cheerleading full BCS board involvement in engagement pathways (esp. through book club and school visits)
   c. Ongoing review individual prospect lists for contacts/relationships
   d. Developing FY 15 development plan

V. Next Steps
   a. Setting next meeting: in person with full committee – first or second week of January. Scheduling over email.
I. Welcome & Brooke Network Update:
   - Introductions New Alumni Committee member, Taisha Sturdivant
   - Reviewed agenda
   - General Brooke Updates: coming AY highlights, growth, new teacher training
   - Alumni & OHSCS
     - Priorities for 2013-14
     - Programming updates: transition meetings, events, and database transition

II. OHSCS Scorecard:
   - Sarah provided an overview to the tool: college prep, college progress, and college success and related milestones
   - Discussion
     - How to set a goal for college success with no existing data?
     - How to narrow down the college prep metrics? Nicole suggested we get another member on the alumni committee with college counseling experience (suggested a friend who works at Bottom Line)
     - Sarah asked if members would help with interviews/benchmarking existing charter networks with multiple years of post-college alumni to better understand their rates of success, their metrics, and how they arrived at where they are today. Nicole and Therese offered to assist. Sarah wants to benchmark KIPP, Noble Street, AF, and potentially others.
     - Chris asked if a transition matrix would be useful to understand college attrition (which semester is the most likely pivot point for alums to leave college?). Chris offered to send along draft tool that we can potentially use to understand trends and create interventions/preventions.

Note: companion document referenced during meeting—alumni scorecard notes (see below).

III. Alumni Career Support: scorecard discussion ran over- bumped to next meeting.

IV. Next Steps & Wrap-Up
   - Volunteer opportunities for the fall: mock interview, book clubs
   - August 21 board meeting and Alumni Committee report (including four BCS alums profiled in the newsletter)
   - Next meeting to focus on 2nd draft of OHCS scorecard
OHSCS Scorecard

Our commitment to the Board:

- By spring 2014: finalize key “lag & lead” indicators of college success we would like to track
- By May 2014: report data from our alumni following key indicators

Note: Our real drive is to hone in on the most salient indicators as these indicators will then become the driving force of our programming (or interventions). We will report on these indicators to the Alumni Committee & Board because they will be internally relevant data points that are necessary to align our programming to the needs of our alumni.

Our Roadmap:
We have preliminarily identified six main categories of potential indicators and have begun to unpack the numerous potential indicators within each category. This will be an iterative process and we will likely see these lists of indicators expand before we are able to begin to prioritize and narrow. Indicators marked with an * are data points we are already tracking.

<table>
<thead>
<tr>
<th>High School</th>
<th>Academics</th>
<th>Exams</th>
<th>Extracurricular/Employment</th>
<th>Family History</th>
<th>Early College Experiences/College Planning</th>
<th>Financial Aid</th>
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<tbody>
<tr>
<td>Academics</td>
<td>GPA</td>
<td>SSAT/ISEE/HSPT</td>
<td>Participation in summer activities</td>
<td>Income</td>
<td>College lists</td>
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<td>Attendance</td>
<td>PSAT/PLAN</td>
<td>AY extracurriculars Leadership role vs. participant</td>
<td>1st generation college student</td>
<td>Application decisions</td>
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<td>Course enrollment</td>
<td>*SAT/ACT</td>
<td>Leadership role vs. participant</td>
<td>Longevity of involvement</td>
<td>Summer before college enrollment</td>
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<td>9th grade math</td>
<td>MCAS</td>
<td>Employment experiences</td>
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<td>*Remedial coursework</td>
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<td>Course Rigor</td>
<td>AP exam</td>
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<td>*# of times taken</td>
<td>College savings account</td>
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<td></td>
<td>AP coursework</td>
<td>*# of times taken</td>
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<td>Exam prep</td>
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<th>Exams</th>
<th>Extracurricular/Employment</th>
<th>Family History</th>
<th>Early College Experiences/College Planning</th>
<th>Financial Aid</th>
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<tr>
<td>Academics</td>
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<td>Accuplacer</td>
<td>% of graduates enrolling in college</td>
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<td>Continuous enrollment</td>
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<td># of Remedial courses</td>
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<td>Enrollment type (full/Part time)</td>
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<td>Credits toward degree earned</td>
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In each of our upcoming meetings we will “tackle” (unpack, explore, attempt to prioritize etc.) 2-3 categories worth of potential indicators. The bulk of the meeting will aim to be discussion oriented with Brooke staff mostly in the role of facilitator and note taker. Your questions, inquiries, comments, and ponderings will be the fodder for our next iteration.

Pre meeting materials will include:

- Highlights of interviews we have conducted with other national and local college success focused schools/agencies
- 1-2 brief/relevant articles from our research (where useful/applicable)
- A preliminary list of our current thinking on the most salient indicators in each of the categories being discussed
- Some questions we have to prompt your discussion
Brooke Charter Schools, Board of Directors

August 21, 2013, Meeting Notes

Present: Scott Oran, Lauren Kushman, Hilary Berkman,
Chris Bizzacco, Jon Clark, Scott Knox, Kimberly Steadman

A. May meeting minutes - no quorum; approval of May board meeting minutes to follow at November meeting

B. Development update: Scott highlighted board role and emphasis on individual cultivation and stewardship.

C. Facilities update: Given some challenges with start-up facilities, we plan to do a more thorough debrief on how to avoid some of the challenges as we move into our permanent facilities for next year.

Next year – Chris and Jon shared that they are looking at ways to structure penalties to incentivize contractors and OPM’s to make sure we get into buildings on time.

Currently there are weekly project meetings with Chris, Bob Baldwin, and the OPM for each respective facility project.

In November – invitation of each building’s architects to provide project updates.

D. Policy update: NSVF decided not to pursue a ballot initiative. There seems to be some movement within the legislature, and there are some alternative investments in parent organizing, and a focus on the mayor’s race and if electing a charter-friendly mayor.

E. Kimberly presented embargoed MCAS data for Brooke Roslindale, Brooke Mattapan, and Brooke East Boston.
BCS Development Committee – July 30, 2013, 8-9 am

In attendance: Brett Alessi, Jake Grossman, Imari Paris-Jeffries, Jon Clark, Divya Mani, and Scott Knox

I. Welcome and Review Agenda

II. BCS Updates
   a. Facility & facility financing, new teacher orientation
   b. No questions

III. Individual Engagement - Discussion Items
   a. Summer coffee/school visits – goal: 20 by 8/30
      i. Report out on updates
   b. 2013-14 small group cultivation events – goal: 6 by May ’14
      i. Reviewed format & roles/responsibilities for BCS & Host
   c. Book club engagement/cultivation events – goal: 3 by November ’13
      i. Shared purpose, emerging format, and candidate profile
   d. Board of Advisors and “Board of Ambassadors”
      i. Discussed overview and provide any additional prospects for “Board of Ambassadors”
   e. Career Speaker Series – goal: 20 participants by May ‘14
      i. Added additional names/contacts – looking for additional women
   f. Development tools: prospectus slide deck, new video, annual report (fall ’13)

IV. Foundation/Institutional Giving
   a. Update provided, no questions.

V. 2013-14 Meeting Schedule
   a. Follow-up with Doodle poll

VI. Next Steps - see below

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<tr>
<th>What</th>
<th>By Whom?</th>
<th>By When?</th>
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<tbody>
<tr>
<td>1. Follow-up with outline of small cultivation event &amp; circulate to Development Committee for feedback</td>
<td>Scott/Jon</td>
<td>1-Aug</td>
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<tr>
<td>2. Follow-up with Jake for potential date (and preferred location) for small cultivation event</td>
<td>Scott</td>
<td>1-Aug</td>
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<tr>
<td>3. Confirm at least one additional board member (prior to 8/21 board meeting) to host a small cultivation event for 13’14</td>
<td>Scott</td>
<td>TBD</td>
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</table>
4. Schedule summer "coffees" by end of August. Emerging list:
- Rona Kiley (JC)
- Andy Tarsy (JG)
- Doug Karp (JG/Seth)
- Wendell Knox (Seth/IKPJ)
- Laurel Ferretti (BA/JC)
- Brian Spector (BA) - August
- Betsy Nichols (BA)
- Emily Woods (BA)
- Chip Franklin (BA)
- Broggi ("tag team" through BA/JG)
- John Fish (DM)
- Charlie Ledley (to be determined - JJacobson?)
& several others

5. Send out Doodle Poll for Development Committee scheduling
   Scott  21-Aug

6. Outline project plan and budget for a new Brooke video
   Scott/Jon  By next Dev Committee mtg
Brooke Charter Schools – Board Meeting Minutes

May 29, 2013, Brooke Mattapan, 7 Elkins Street, 12:30 -2:30 pm

Present: Brett Alessi, Hilary Berkman, LaRoy Brantley, Alex Finklestein; Jake Grossman, Lauren Kushman, Scott Oran, Imari Paris-Jeffries, Jill Reynolds, Kimberly Steadman, Jon Clark. Staff attending: Chris Bizzacco, Matt Cameron, Sarah Holden, and Scott Knox

I. Open comments

Reviewed May agenda and approved minutes from February meeting.

II. Finance Committee Report

- Review of the budget memo -
- Operating budget only, and the staff is going to prepare capital budget for next year
- Re-forecast of FY 13
  - Revs looking stronger, some expenditures are down
  - Strong cash position
- FY 14 highlights
  - Continue practice of principal engagement in the budgeting process – continue to play big role in drafting and ongoing oversight
  - Expenditures increasing by $5 mm
  - Revs increase over FY 14
  - Students are driver in spending and rev increase (# new students for FY 14)
  - Continuing conservative estimate of revenues and student enrollment
  - Also includes network fee for each school
  - Staff increase of 23.5 FTEs as a result of increasing student enrollment
  - Discussion on strong surpluses and how to continue to budget conservatively in the future but also shrink annual surplus
- Scott O. asked for a motion to accept
  - Jill motion; seconded by Brett
  - All in favor: yes

III. Teacher Compensation – Update

- KS reviewed teacher focus group – structure and process
  - Held during and after school; limit of 6 per focus group so all had chance to share thoughts; each lasted about an hour
  - Generally, the longer people were on staff, the more negative they felt about bonuses – not fair b/w different grade levels
• Only a one year proposal – have not committed to levels of what differentiated performance pay would be; no push back on the lack of a future promise
• Distribution of a one-page summary on long term costs – more detail to follow
• Questions on the salary cap ($120k then converts to COLA); on BCS vs. Boston Public School salary structure and figures
• Final question on hiring update: –
  o We have four positions left to fill, hired 22 Assoc. Teachers and 14 teachers
  o 3 Assoc Teachers asking to come back as AT’s
  o 3 people leaving b/c not teaching any long
  o 1 b/c not a culture match at BCS
  o 3 who are no longer with network – already replaced with AT’s
  o 1 5th grade math science teacher role open, and 3 special ed students (they need certification or masters in special education per DESE rules)

IV. Growth Planning Follow-Up

• JC distributed one-page memo on growth
• Advocate for lifting of cap in Boston and MA overall, but need concrete plans in place anticipating the cap is not lifted
  o Will continue to look at growing elsewhere in mass or outside
  o Not planning to apply for charter this fall
  o Not ready to grow parallel network right now, but if we are going to do this, then we need to do so a year from this fall
• HBS study completed by graduate students
  o Was not something we actively sought out, but some useful information and history
  o Some of the numbers in the analysis are not accurate (i.e. seat numbers)
• What questions do we need to answer to think about growth?
  o Do we have a school leader?
  o Sense of the teacher market in the area
  o How far away is it and can we run/support from Boston?
  o Could we get guarantees for opening multiple campuses? Not interested in just opening one school in a community, but rather a cluster of schools, especially important for “people development,” i.e. having other leaders to share practices etc.
  o Depending on the teacher compensation market, need to ensure we can manage the payroll costs and whether other changes that may be necessary would compromise the BCS model
• Can you open more than one at a time and do you have the leaders?
  o If we can get multiple schools, then we can get the leaders
  o But priority is in getting a high school for our students in Boston
• Parent engagement/voter registration
  o Hosting mayoral candidate forum in early June in partnership with other Boston charters, the MA charter school association, and Stand for Children.
V. Alumni Committee Report

- First report from BCS Alumni Committee
- Hosted successful fundraising events for book stipends for 1st and 2nd year college students
- Another successful year of HS placement
  - Highest acceptance rate to Boston exams schools
- More robust scorecard for alumni in development over 2013-14
  - Lead and lag indicators
  - Help guide internal interventions
  - Use data to inform our practice – use it intentionally
- College
  - First class, if progressing through on-schedule, will be seniors in college this fall
  - 78% of original cohort went to college, and 56% of the original cohort are still enrolled

VI. Governance Committee Presentation

- Discussion of proposed annual agenda
- Election of Chair and Treasurer for 2013-14
- Election of chair
  - Scott O. greed to continue as chair
    - Hillary motion for Scott, second by Alex; all in favor
  - Hillary treasurer
    - Jill motion for Hillary, second by Alex; all in favor

VII. Observe Teacher Professional Development

VIII. Group Debrief of Teacher Meeting 2:00 – 2:30

- Questions on teacher recruitment, teacher demographics, and integration of co-curriculars within PD framework

IX. Appreciation for Jill Reynolds – final meeting as BCS board member; founding board member, great attention to detail on the finance committee, and long tenure as BCS treasurer
SO suggests starting with a debrief of the strategic growth discussion from the board “retreat” in March. Agreed that the consensus from that meeting is that if the cap on charter seats in Boston is not lifted by the end of the 2013-14 school year, that Brooke will look to grow in another region outside of Boston while continuing to advocate for a cap lift in Boston that would allow for the creation of a Brooe High School. JC and KS discuss what that timeline would be for charter applications under that scenario.

Discussion moves to plans for next week’s board meeting. JC says that big agenda item is proposed FY 14 budget. Says that finance committee has the draft budget and presentation in a good place. JC says that the meeting is the official annual meeting at which officers are selected (treasurer and chair). Jill Reynolds will be stepping down from the board. Scott Knox has prepared a parting gift and presentation. Also means board will need a new treasurer. Discussion of potential candidates. Agreed that SO will approach Hilary Berkman to ask her to consider serving as treasurer. SO says he is willing to continue to serve as chair but is also willing to cede the role if others are interested.

Discussion of plans for board members to attend teacher PD meetings in the afternoon as part of the board meeting – that’s the reason the meeting was scheduled for a Wednesday afternoon. Discussion of how to work that into the agenda. Agreed that the teacher PD visit will be a 30 minute observation. JC to follow up with a draft board mtg. agenda.

- Budget as big focus for annual meeting
- Status of officers for next year
- Jill Reynolds stepping down, honoring her
- Plans for May meeting (observe teacher PD)
A. Welcome, reviewed agenda

B. Discussion – FY 14 draft budget
   • Budget overview discussion and updates– capital budget to follow, compensation structure
   • Committee discussed FY 13 variances as well as budget draft memo that outlined FY 14 budget highlights. Positive review of format and detail. Recommendation to add +/- variances to FY 13 budget vs. actual and add additional notes/details with anything over $5k.
   • Committee discussed format to full-board presentation - what to highlight and presentation roles/responsibilities.

C. Discussion of Various Finance-Related Updates
   • FY 13 Audit - looking ahead to general timeline
   • Chris Bizzacco, new COO starts on 5/20!
   • Hilary to take on duties as treasurer with Jill’s departure (Scott Oran had previously asked Hilary to take these responsibilities on).
   • Next meeting
Brooke Charter School – Governance Committee  
1/24/2013, 10 AM  
189 Paris St., East Boston  
(Scott Oran, Lauren Kushman, Jon Clark, Kimberly Steadman)

JC begins with an update on COO/CDO search process. Having looked for several months for a CDO without success, new plan is to move Scott Knox from COO to CDO and begin searching for a new COO. Several promising candidates have applied and interviews have been set up. Until a new COO is found, Scott will continue to serve as COO.

JC also updates group on pending application for Brooke-4 charter school with the department of ed. No word yet on the status. Expect word from the department some time in February.

Talk moves to discussion of plans for February board meeting. JC and KS remind group that according to the annual board agenda, the February meeting will include a dinner with teachers before the meeting to give board members and teachers a chance to get to know each other and also to discuss their feelings and thoughts on the current approach to teacher compensation at Brooke. Discussion of how to help board members and teachers set the parameters for that conversation. Group develops a list of questions for board members and teachers to consider:

1. Where do teachers see their careers taking them in next 5 years?
2. How do teachers feel about their overall compensation at Brooke?
3. How do teachers feel about the approach to bonuses, raises, and benefits at Brooke (each of those being a distinct component of compensation)

JC and KS are working on a proposal for a revised approach to compensation to distribute to the board for the February meeting. Much of the proposal is informed by the research LK gathered on teacher satisfaction with compensation locally and nationally and presented at a recent NSVF community of practice session. Highlights are doing away with bonuses and replacing them with merit-based raises. SO and LK ask JC and KS to develop a specific list of questions to ask the board for input on relative to the compensation proposal.

SO asks about plans for board retreat in March. Discussion of whether it would be appropriate to have the meeting at his home or whether we should do it elsewhere. Discussion of the fact that the board retreat is a public meeting and should therefore be generally accessible to the public in Boston.

Meeting adjourned. As follow-up, JC will send out a draft agenda for February meeting. SO asks that meeting materials be distributed by email by noon on the Friday before the meeting.