

**LINK COMMUNITY CHARTER SCHOOL
BOARD OF TRUSTEES RETREAT
September 26, 2022, 6:30 PM
In-Person Only
Link Community Charter School
23 Pennsylvania Avenue, Newark, New Jersey 07114**

Approved Minutes

LINK COMMUNITY CHARTER SCHOOL MISSION

Link Community Charter School will provide an outstanding elementary and middle school education for learners of all academic abilities by developing the mind, body and spirit through a strong curriculum, experiential learning, immersion in the arts, and an enduring commitment to Core Values; this will allow them to be successful in competitive high schools and become responsible and resourceful citizens who give back to others.

CALL TO ORDER

The board retreat of the Link Community Charter School Board of Trustees was called to order at 6:44 pm.

FLAG SALUTE

OPEN PUBLIC MEETINGS NOTICE: READING OF THE “SUNSHINE LAW” STATEMENT

Adequate notice of this meeting of the LCCS Board of Trustees, setting forth time, date and location, was provided by placing a notice with the *New Jersey Star Ledger* and *nj.com*, *Irvington Herald*, *East Orange Record*, *Orange Transcript*, and *Essex Daily News* on August 23, 2022; by email to the city clerks of the four districts of residence and the county superintendent of education on August 23, 2022; by posting notice on the school website; and by communicating same to the Board of Trustees.

ROLL CALL

Member	Present	Absent
Barnett, Ms.	√	
Barkley, Ms.	√	
Clarke-Avignant, Mrs.	√	
Daughtry, Ms.	√	
Ebanks, Ms.	√	
Fox, Ms.	√	
Key, Mr.	√	
Marshall, Mr.	√	
Naar, Mr.		√

IN ATTENDANCE: NON-VOTING STAFF/BOARD ATTORNEY

Maria Pilar Paradiso, Head of School
Debbie Paczkowski, Board Recording Secretary
Leslie Baynes, Chief Operating Officer
Arian Rouzbehnia, Esq., Board Attorney
Sharon Machrone, Director of Communications

APPROVAL OF MINUTES

Resolution #092622-01: Be it Resolved that the Board of Trustees accepts and approves the minutes of the regular board meeting held on September 12, 2022.

Moved by Ms. Daughtry

Second by Mr. Key

Discussion: None

Vote: Voice; passed unanimously, one abstention, Ms. Fox

APPROVAL OF AGENDA

Resolution #092622-02: Be it Resolved that the Board of Trustees accepts and approves the agenda for the retreat on September 26, 2022.

Moved by Ms. Daughtry

Second by Mrs. Clarke-Avignant

Discussion: None

Vote: Voice; passed unanimously, one abstention, Ms. Fox

PUBLIC COMMENT

During the course of the board meeting the Board of Trustees offers members of the public an opportunity to address issues regarding the operation of LCCS. The Board reminds those individuals to take this opportunity to identify themselves by name and address and to limit their comments to items listed on the agenda and/or items directly related to the operation of the LCCS. Issues raised by members of the public may or may not be responded to by the Board. All comments will be considered, and a response will be forthcoming if and when appropriate. The Board asks that members of the public be courteous and mindful of the rights of other individuals when speaking. Specifically, comments regarding students and employees of the Board are discouraged and will not be responded to by the Board. Students and employees have specific legal rights afforded by the laws of New Jersey. The Board bears no responsibility, nor will it be liable for any comments made by members of the public. Members of the public should consider their comments in light of the legal rights of those affected or identified in their comments and be aware that they are legally responsible and liable for their comments. Comments by each member of the public choosing to speak are limited to 3 minutes.

CLOSING OF PUBLIC COMMENT

Seeing there were no more members of the public wishing to speak, Mr. Marshall closed public comments.

PRESENTATION

- First Grade Program and Overview of Curriculum, Gina Schiano
- Trustee Orientation, Maria Pilar Paradiso, Richard Marshall, Brenda Daughtry, and Sharon Machrone
- HIB, Christine Martinez, postponed

HEAD OF SCHOOL

- Charter School Renewal

Approval of Submission of 2022 Charter Renewal Application for Link Community Charter School

Resolution #092622-03: Be it Resolved that the Board of Trustees approves the submission to the NJ Office of Charter and Renaissance Schools of Link Community Charter School's application for Charter Renewal, to include the continuity of grade levels with the inclusion of grades 2, 3, and 4, as recommended by the head of school.

Moved by Ms. Barkley

Second by Ms. Daughtry
Discussion: None
Vote: Roll call; passed unanimously

Approval of honorarium

Resolution #092622-04: Be it Resolved that the Board of Trustees approves an honorarium for the following paraprofessional for the 2022-2023 school year, as recommended by the head of school.

Name	Stipend	Role
Tanisha Williamson	\$1,000	Paraprofessional

Moved by Ms. Barkley
Second by Ms. Daughtry
Discussion: None
Vote: Roll call; passed unanimously

Approval of New Hire Bonus

Resolution #092622-05: Be it Resolved that the Board of Trustees approves the following new hire bonuses for the 2022-2023 school year, as recommended by the head of school.

Name	Role	Bonus	Purpose	Payment Timing
Tiara Davis	Kindergarten Teacher	\$1,500	Signing Bonus	\$750 on 9/30/22 \$750 on 9/30/23
Roseadra Davis Brown	1 st Grade Teacher	\$1,500	Signing Bonus	\$750 on 9/30/22 \$750 on 9/30/23
Krista Miller	Art Teacher	\$1,500	Signing Bonus	\$750 on 9/30/22 \$750 on 9/30/23
Colleen Kelly	Instructional Program Operations	\$1,500	Signing Bonus	\$750 on 9/30/22 \$750 on 9/30/23
Eugenia Cooley	Literacy Specialist	\$1,500	Signing Bonus	\$750 on 10/31/22 \$750 on 9/30/23
Maija Ploof	English Language Arts Teacher	\$1,500	Signing Bonus	\$750 on 9/30/22 \$750 on 9/30/23
Hakiema Battemon	Kindergsrten Teacher	\$1,500.	Signing Bonus	\$750 on 10/31/22 \$750 on 09/30/23

Moved by Mrs. Clarke-Avignant
Second by Ms. Ebanks
Discussion: None
Vote: Roll call; passed unanimously

Approval of New Hire

Resolution # 092622-06: Be it Resolved that the Board of Trustees approves the hire of Hakiema Batemon for the position of Kindergarten Teacher with a salary of \$64,147.54 and a start date of Wednesday, September 28, 2022 (annual salary of \$70,000), as recommended by the head of school.

Moved by Ms. Daughtry
Second by Ms. Barkley

Discussion: None

Vote: Roll call; passed unanimously

Approval of Salary Adjustment

Resolution # 092622-07: Be it Resolved that the Board of Trustees approves the adjustment in salary for James Clauberg in lieu of a bonus as an early career teacher with a 2022-2023 annual salary of \$67,763. with the successful completion of the master's program at Relay Graduate School of Education, as recommended by the head of school.

Moved by Mrs. Clarke-Avignant

Second by Ms. Barkley

Discussion: None

Vote: Roll call; passed unanimously

Approval of Electives and Instructors

Resolution #092622-08: Be it Resolved that the Board of Trustees approves the following electives for the first quarter of the 2022-2023 school year, as recommended by the head of school:

Instructor	Class	Organization	Funded by
Jim Peck & Gail Campbell	What's Cookin'?	Independent	LEP
Fallon Davis	Keep Art Alive	STEAM Urban	LEP
Michelle Knox & Carol Losos	Self-Portrait Mosaics	Glass Roots	LEP
Tara Williams-Harrington	Robotics	Bricks4Kidz	LEP
Richard Marshall	Hip Hop Dance	Newark School of the Arts	LEP
Mansa Musa	Comics	Newark School of the Arts	LEP
Thyson Halley	American Sign Language	Newark Public Library	LEP
Greg Silver	Link Ambassador Program	LCCS	LCCS
Kelly Start	Dungeons & Dragons	LCCS	LCCS
Angelle Whavers	Building a Character	Mighty Writers	
James Clauberg & Chris Kennedy	Football Fantasy League	LCCS	LCCS
Terdoo Nwaoduh	All About Hair!	Independent	LEP
Noel Sagerman	Bucket Drumming	Jazz House Kids	LEP

Moved by Ms. Daughtry

Second by Ms. Barkley

Discussion: None

Vote: Roll call; passed unanimously, one abstention, Mr. Marshall

Ratification of resignation

Resolution # 092622-09: Be it Resolved that the Board of Trustees ratifies the resignation of Detra DeNully, Academic Dean, effective September 30, 2022, as recommended by the head of school.

Moved by Ms. Barkley

Second by Ms. Ebanks

Discussion: None

Vote: Roll call; passed unanimously

Approval of leave

Resolution #092622-10: Be it Resolved that the Board of Trustees approves a paid leave of absence on NJ State Disability with benefits for Employee 251, effective September 14, 2022, through December 7, 2022, as recommended by the head of school.

Moved by Ms. Ebanks

Second by Ms. Daughtry

Motion to amend Resolution #092622-10a

Resolution #092622-10A: Be it Resolved that the Board of Trustees approves a leave of absence on NJ State Disability with benefits for Employee 251, effective September 14, 2022, through December 7, 2022, as recommended by the head of school.

Moved by Ms. Ebanks

Second by Ms. Barkley

Discussion: None

Vote: Roll call; passed unanimously

Approval of leave

Resolution #092622-11: Be it Resolved that the Board of Trustees approves a paid leave of absence on NJ State Disability with benefits for Employee 225, effective August 22, 2022, through October 28, 2022, as recommended by the head of school.

Moved by Ms. Barkley

Second by Mrs. Clarke-Avignant

Motion to amend Resolution #092622-11a

Resolution #092622-11A: Be it Resolved that the Board of Trustees approves a leave of absence on NJ State Disability with benefits for Employee 225, effective August 22, 2022, through October 28, 2022, as recommended by the head of school.

Moved by Ms. Ebanks

Second by Ms. Daughtry

Discussion: None

Vote: Roll call; passed unanimously

Approval of Stipend

Resolution #092622-12: Be it Resolved the Board of Trustees approves the morning duty stipend in the amount of \$1,500, for the 2022-2023 school year to the following individuals, as recommended by the head of school:

Name	Duty	Amount
Karen Portuese	Morning Duty	\$1,500.
James Clauberg	Morning Duty	\$1,500.
Chris Kennedy	Morning Duty	\$1,500.
Annie Gunther	Morning Duty	\$1,500.

Moved by Ms. Barkley

Second by Ms. Ebanks

Discussion: None

Vote: Roll call; passed unanimously

OLD BUSINESS

None.

NEW BUSINESS

None.

ANNOUNCEMENTS

The next regular board meeting will be on Monday, October 17, 2022.

MOTION TO ADJOURN

Moved by Ms. Barkley

Seconded by Ms. Ebanks

Vote: Voice; passed unanimously

The meeting was adjourned at 9:31 pm.

These minutes represent a record of actions taken by the Board of Trustees during the meeting and a summary of the discussions that took place. The minutes are not intended to be, nor are they, a verbatim record of the discussion on a particular item.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Debra Paczkowski', with a long horizontal stroke extending to the right.

Debra Paczkowski, Board Recording Secretary

Date: September 27, 2022

Approved by the Link Community Charter School Board of Trustees: October 05, 2022

Link CURRICULUM

KINDERGARTEN UPDATES AND 1ST GRADE CURRICULUM

GINA MOLINARI-SCHIANO

K-4 SUPERVISOR OF CURRICULUM AND INSTRUCTION



KINDERGARTEN LAUNCH

2021-2022

We learned so many things last year.....

LEARNINGS FROM OUR 1ST YEAR.....

-Covid 19.

Out 2x last year...Our instruction was interrupted at two different times.

-**Sipps**/Phonics Instruction

This year we are starting our Phonics instruction earlier.

-Continue to expose our children to excellent literature and foster the love of reading and learning.

-Continue to build upon the strong and robust program that we started in Kindergarten.

-Speech evaluations this year happening already

-early interventions are also in place

KINDERGARTEN UPDATES

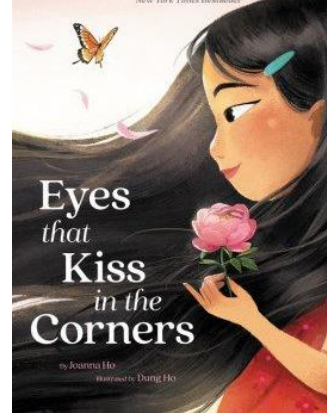


**"The goal of early
childhood education
should be to activate the
child's own natural desire
to learn."**

MARIA MONTESSORI

UPDATES.....TO KINDERGARTEN CURRICULUM

Continue with rich global read aloud experiences K/1

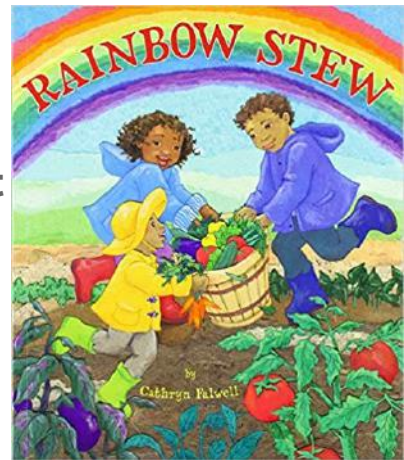


Time For Kids : Newspaper, Nonfiction experience for readers

Consistency in all curriculum areas

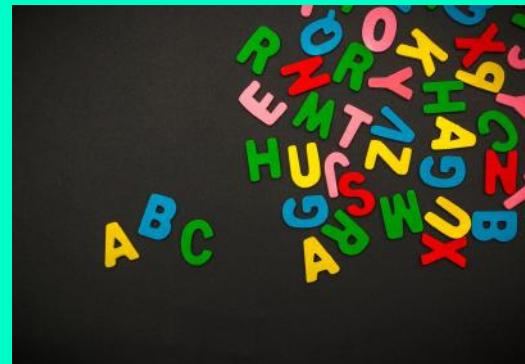
Math, Phonics, Science, Reading and Writing Workshop

NewsELA: Platform to support and *challenge* our K and 1st
Grade readers



1 one	2 two	3 three	4 four	5 five
6 six	7 seven	8 eight	9 nine	10 ten
11 eleven	12 twelve	13 thirteen	14 fourteen	15 fifteen
16 sixteen	17 seventeen	18 eighteen	19 nineteen	20 twenty

KINDERGARTEN DATA 2021-2022



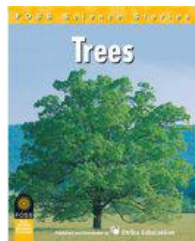
READING GROWTH....

Benchmark Assessments F&P	%
End of Kindergarten Benchmark D/E	11/26 42%
Mid to late Kindergarten Level C	6/26 23%
Levels A/B	5/26 19%
*Pre A	4/26 15%

FIRST GRADE AT LINK
COMMUNITY
CHARTER SCHOOL
2022-2023

KINDERGARTEN SCIENCE

- FOSS Kits
 - Trees & Weather
 - Materials & Motion
 - Animals Two by Two
- NGSS-aligned with anchor phenomena, core ideas, practices, and cross-cutting concepts.
- Experiential, hands-on learning



1ST GRADE SCIENCE

- Foss Kits
 - Air and Weather
 - Light and Sounds
 - Pets and Animals



KINDERGARTEN MATH



1ST GRADE

Unit 1: Math in Our World

Unit 2: Math Assessment Numbers 1-10

Unit 3: Math Assessment Flat Shapes All Around Us

Unit 4: Math Assessment Understanding Addition and Subtraction

Unit 5: Math Assessment Composing and Decomposing Numbers 1-10

Unit 6: Math Assessment Assessment Numbers 0-20

Unit 7: Assessment Solid Shapes all Around Us

Unit 8: Assessment Putting it All Together

- Unit 1: Addition and Subtraction and Working with data
- Unit 2: Addition and Subtraction Story Problems
- Unit 3: Addition and subtraction within 20
- Unit 4: Numbers to 99
- Unit 5: Adding within 100
- Unit 6: Length Measurements within 120 units
- Unit 7: Geometry and Time
- Unit 8: Putting it All Together

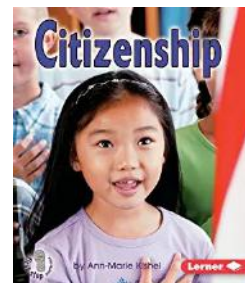
SOCIAL STUDIES....K

- Kindergarten Citizens,
- Gracias-A Thankful Unit,
- Families, Traditions, & Holidays,
- Black History Month,
- Needs and Wants,
- Maps & Globes,
- Juneteenth Jamboree!!!



1ST GRADE

- ❖ **Citizenship/Locally and Globally**
- ❖ **My School Community and Neighborhood**
- ❖ **Holidays and Celebrations Around the World**
- ❖ **Black History/Celebrating our Heroes**
- ❖ **Maps and Globes and Weather**
- ❖ **Community Needs and Economics**
- ❖ **Juneteenth Jamboree!**



A DAY IN THE LIFE OF
A FIRST GRADE
SCHOLAR AT LINK



FIRST GRADE: ARTS PERIOD

Physical Education

Art

Technology

Music





MORNING MEETING

MORNING MEETING

What is morning meeting?

- Morning meeting is a structured time that takes place first thing in the morning.
- Doing it first thing in the morning is important for two reasons:
 1. It sets the tone for the day and it allows our students to start the day (and for some, reset their day, depending on what happened before they got to school)
 2. It helps students start their day in a positive, uplifting and SAFE environment.





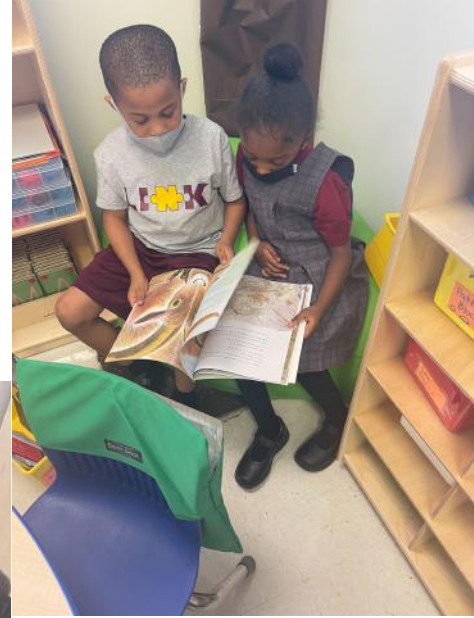
READERS WORKSHOP



READER'S WORKSHOP

The purpose of Reading Workshop is **to promote fluency and to provide time to nurture the love of reading and to learn about texts in a variety of ways.**

Reading Workshop builds a community of readers as students receive support from their peers and interact with each other to develop good literacy skills.





WRITER'S WORKSHOP



WRITER'S WORKSHOP

Purpose: Invite students to the world of writing. We want all of our scholars to know that they are authors and can share stories.

They are introduced to the organization and thought processes needed to be a successful writer such as: Writing stamina, autonomy, and persistence. They write independently and work with peers through the drafting, revising, editing, and publishing process that accompanies the craft.



Math

- At LINK, we use Illustrative Math by Kendall Hunt to guide our lessons and explore math
- The scope and sequence of units, activities, and representations are designed to help students develop a **deep understanding of mathematical concepts**, build fluency with procedures, and solve mathematical problems occurring in their daily lives.
- Units of Study
 - Addition and Subtraction and Working with data
 - Addition and Subtraction Story Problems
 - Addition and subtraction within 20
 - Numbers to 99
 - Adding within 100
 - Length Measurements within 120 units
 - Geometry and Time
 - Putting it All Together



SOCIAL STUDIES AND SCIENCE



YOGA



Newark Yoga Movement

Mission: Newark Yoga Movement enhances the educational experience and provides easy access to increased peacefulness, focus and confidence as a complementary source of discipline and structure for all. Newark Yoga Movement meets every Newark child where they are, bringing them life skills through the practice of yoga, breathing and centering at their schools and in their communities.



THANK YOU!!!

GINA MOLINARI-SCHIANO

GSCHIANO@LINKSCHOOL.ORG

K-4 SUPERVISOR CURRICULUM AND
INSTRUCTION

NEW BOARD MEMBER ORIENTATION



INTRODUCTIONS

Maria Pilar Paradiso
Head of School

Richard Marshall
Board Chairperson



WHAT ARE OUR GOALS TODAY?

- Provide a broad overview of Link Community Charter School (LCCS)
- Explain the role and structure of the LCCS Board of Trustees
- Share expectations of each board member
- Explain the role of Link Education Partners and its relationship to the school
- Provide a space to ask questions



LINK COMMUNITY CHARTER SCHOOL



WHAT IS LINK COMMUNITY CHARTER SCHOOL?

- A NJ public school. (All charter schools in NJ are public schools.)
- An independent school, not associated or accountable to a local district.
- Established by a charter granted by the NJ Department of Education in 2014, and therefore accountable to the NJ Department of Education, Office of Renaissance and Charter Schools (was established as a conversion school under a provision of the NJ Charter School law). Charters are reviewed for renewal every five years.
- Serves, by its charter, students in grades K-1 and 5-8* from districts of Newark, Irvington, East Orange, and Orange.
 - *Per an expansion plan approved by the NJDOE, a grade level will be added each year until the school reaches K-8.*



WHAT IS LINK COMMUNITY CHARTER SCHOOL?, continued

- Governed by a nine-member Board of Trustees that provides oversight to the operation of the school, ensuring adherence to the school's mission and compliance with state and federal laws and statutes, as reflected in the Board's Bylaws, Policies, and Regulations.
- Funded by public money, the amount determined annually by the state budget and receives actual payment of public money through a combination of state revenue and per pupil payments from the districts of residence
- Receives federal funds (above the local funding) through entitlements, including Title I, IDEA, Free and Reduced Lunch Program, etc. This money comes to the school directly and is highly regulated.



WHAT IS LINK COMMUNITY CHARTER SCHOOL?, continued

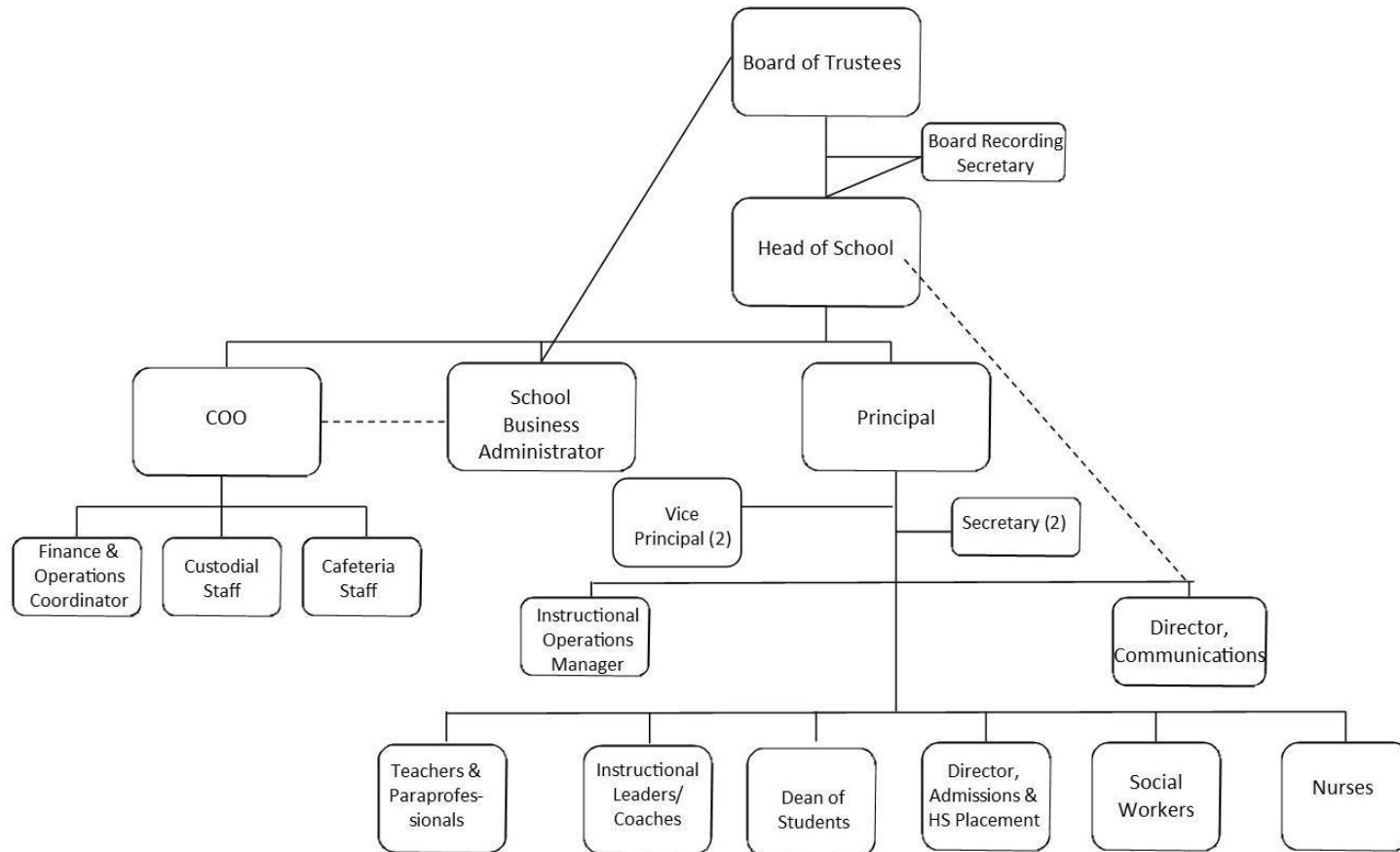
- Relies on Link Education Partners to provide enhancements to student programming and professional development opportunities for staff
- Rents the school facility at 23 Pennsylvania Avenue from Link Education Partners
- Partners with several organizations and individuals (many through Link Education Partners) to provide enriching education, exposures, and experiences for our scholars, particularly in elective classes
- Partners with several organizations, including the NJ Public Charter Schools Association, NJ Children's Foundation, and Schools That Can that may provide advocacy, ongoing guidance, training, information sharing, convenings for ongoing communication, student opportunities, and grants (directly to LCCS)



WHAT IS THE MISSION OF LCCS?

Link Community Charter School will provide an outstanding elementary and middle school education for learners of all academic abilities by developing the mind, body and spirit through a strong curriculum, experiential learning, immersion in the arts, and an enduring commitment to Core Values; this will allow them to be successful in competitive high schools and become responsible and resourceful citizens who give back to others.

ORGANIZATION OF LCCS





LCCS LEADERSHIP



Maria Pilar Paradiso
Head of School



Leslie Baynes
*Chief Operating Officer & Board
Treasurer*



Bima Baje
School Business Administrator



Kathleen M. Hester, Ed. S
Principal



Hannah M. Kennedy, M.A.T
Vice Principal



Crystal Covington, M.Ed.
Vice Principal



LINK COMMUNITY CHARTER SCHOOL DEMOGRAPHICS, 2022-23

STUDENTS

# of students enrolled in SY '22-23	333
Potential enrollment at full expansion in SY '25-26	450

DIRECT EMPLOYED STAFF*

Total staff	56
Administrative staff (educational)	8
Teachers, including special education, ESL, teaching assistants, and teaching artists	36
Social Workers	2
Nurses	2
Finance and Facilities	4
Other support staff	4

*does not include contracted services for personnel including literacy coach, paraprofessionals, substitute teachers, cafeteria staff, cleaning crew, technology staff, and security services, which total approximately 20 more people.



WHERE TO FIND MORE INFORMATION ABOUT LCCS

Visit Link's website, www.linkschool.org for the following, and more about the school:

- Board Portal (password protected) (board documents, board meeting calendar, minutes of previous meetings, documents for upcoming meeting, and more.)
- Curriculum
- School Calendar (homepage)
- School Announcements and News (homepage)
- Board Policies (Under "About" on the homepage)*

*There is also a policy binder in the school's Main Office.

LCCS BOARD OF TRUSTEES



THE FUNCTIONS OF A BOARD OF EDUCATION

1. Determines the mission and vision of the school and ensures that the school accomplishes both
2. Establishes policies that follow the school's mission and that govern school operation in compliance with state and federal laws
3. Ensures legal and ethical integrity, maintaining accountability
4. Provides for the effective management of the district by employing and evaluating the head of school
5. Ensures a program of quality instruction to advance student achievement
6. Provides financial and operations oversight; ensures effective management of resources
7. Communicates the school's goals and performance to the community to enhance its public standing and acts as ambassador for the school
8. Provides support and orientation for new board members



IMPORTANT INFORMATION FOR BOARD MEMBERS TO KNOW

- The authority of the board comes from the board as a whole. Individual members cannot act on their own with regard to board matters.
- A board member does not engage in discussion of the school policy or issues with teachers, parents, or students. There is a channel for communication that individuals would go through before approaching the board at a board meeting, not individually.
- The board always uses appropriate parliamentary procedures at board meetings (Robert's Rules of Order) to maintain an orderly meeting.
- If a board member has a student in the school, the member does not advocate for their student from the position of board member, but rather goes through the same channels as all parents.
- Board members should consider social media posts given their position on a public charter school board. It is recommended that they refrain from posting about the school or that they are a member. Or if posting about the school identify self as a board member and not post anything that violates school policy or is disrespectful to the school, the administration, the staff, fellow board members, or the students.
- Refer any complaints from the public to the head of school. Do not engage in discussion or offer opinions.
- A board member must refrain from recommending people for hire to the school administration.
- A board member keeps confidential information to him or herself.



LCCS BOARD MEETINGS

- LCCS Board of Trustees meets typically once a month based on a calendar approved at the June Annual Meeting. Depending on the agenda, the meetings last from one to 2 and a half hours.
- All board meetings are open to the public pursuant to state law
- Occasionally the board will have to convene into “Executive” or “Closed” Session, excluding members of the public, to discuss confidential matters including but not limited to personnel issues, litigation, matters of attorney/client privilege, and/or student matters.
- May require special meetings from time to time
- May hold retreat (informational) meetings

LCCS BOARD COMMITTEES

- Meet once a month prior to the full board meeting
- Each member is assigned to at least one committee
- A Link staff member serves as a non-voting member of the committees
- Members of the public may serve on a committee
- Committees include: Governance, Finance, Education, and Community Engagement (new in 2022-23)



RESPONSIBILITIES OF AN LCCS BOARD MEMBER

- Become familiar with LCCS Board of Trustees' bylaws and policies
- Read and understand the NJ State School Ethics Act Complete the Ethics Commission Annual Financial Disclosure Form
- Complete state-mandated Governance Training each year of term, in a timely manner
- Complete the Head of School Evaluation and the Board Self-Evaluation thoughtfully and on time
- Update personal information, such as contact information, job information, etc.
- Serve on a designated committee, and be in attendance for all meetings



RESPONSIBILITIES OF AN LCCS BOARD MEMBER, continued

- Become familiar with the LCCS website, particularly the Board Portal
- Attend all meetings, be fully engaged while there, prepare for meetings, read all documents beforehand. (In person attendance is expected, but if an issue arise there will be an alternate way to attend.)
- Recuse oneself from a vote on any resolution where the member may have a personal or professional interest
- Be thoughtful in decision making, ask questions. Questions should relate to the member's role and be of a high level or strategic nature where the board does its work.
- Respond to requests and emails in a timely manner. In replying to emails, do not "Reply All"; just reply to the sender.



FREQUENTLY ASKED QUESTIONS

1. Can a board member volunteer at the school?

Yes, for a one-time activity, such as reading to students, chaperoning a trip, etc. A member may not serve as a coach, run a student program, or serve on an in-school committee.

2. Can a member visit the school during school hours?

A member may be in the school during school hours for a board related committee meeting or by invitation from the head of school. A board member cannot visit on a regular basis during school hours.

3. Can a member meet with the principal, staff, or students?

No, not in your role as a board member. The only exception is the LPA Rep/ Board Member who can meet with staff in regard to his/her own child's experience, not for board reasons.



LINK EDUCATION PARTNERS, INC.



WHAT IS LINK EDUCATION PARTNERS, INC.?

- Is incorporated in the State of NJ and is governed by a set of bylaws
- Is designated a 501 (c)(3) public charity by the IRS (NOT a supporting organization)
- Collaborates with Link Community Charter School (LCCS) by delivering resources to support the school's mission BUT is not part of the school or school management. No trustees in common though organizational leaders are shared.
- Provides support for LCCS in the form of fundraising and volunteer activity to augment and enhance the educational experience at the school, capacity building and partnership leveraging, and in a well-below market rent of a building for school operations.



Link Education Partners (continued):

- Has a diverse board of trustees representing many areas of expertise (maximum of 22 members), which meets 4 to 5 times per year as a full board and additionally holds a committee meeting before each full board meeting
- Owns a building at 23 Pennsylvania Avenue, Newark, NJ and an adjacent property (formerly a park)
- Has its own website distinct from that of the school. There is a link to connect the two websites.



WHAT DOES LEP FUND FOR LCCS?

- Link Summer Academy for Incoming 5th Grade Students
- Elective Classes for Grades 7 and 8
- STEM Programs
- The Arts – Teaching artists in music and performing arts, cultural field trips, choir and drum ensemble, etc.
- Outdoor Adventure Education – field trips, camping trips
- Annual Field Day
- Transportation for field trips, athletics, etc.
- Athletic Clinics and Special Programming
- Content-Specific and General Instructional Coaching
- Staff Professional Development Opportunities
- Continuing Education for Teachers – Scholarships to Relay Graduate School of Education and other institutions
- Instructional Equipment/ Technology Equipment
- Community/Alumni Events
- Operating Expenses for Link Education Partners

QUESTIONS?



**New Jersey Department of Education,
Office of Charter and Renaissance Schools**

**Renewal Application Template
Renewal Cohort 2023**

Updated August 2022

Introduction

As the State Education Agency and sole charter authorizer in the state of New Jersey, the New Jersey Department of Education (Department) holds all charter schools accountable for providing students with a high-quality public education. The Department relies on the Performance Framework to evaluate all public charter schools in New Jersey. The Performance Framework consists of three components: academic, fiscal, and organizational. It outlines the criteria the Department uses to assess viability in those three areas. In August 2015, the Organizational Performance Framework was revised to provide clear and precise criteria for the organizational component of the Performance Framework. A charter school's performance against the criteria set forth in the Performance Framework is used in all high-stakes decision-making, including decisions regarding replication, expansion, renewal, and closure.

The renewal application aligns with the indicators within the Performance Framework. The decision to renew a charter will be based on a comprehensive review guided by the following three questions:

1. Is the school's academic program a success?
2. Is the school financially viable?
3. Is the school equitable and organizationally sound?

A successful application delivers evidence-backed statements to support the renewal of the school's charter. The application should also identify potential areas of concern, address discrepancies between current and anticipated outcomes, and provide a well-conceived strategic plan for the next five-year charter term. Note that, if renewed, then the completed renewal application becomes the school's new charter contract.

After receiving the renewal application, the Department conducts a site visit to each charter school up for renewal. The site visit may include interviews with key stakeholders, classroom observations, and a review of key documents. The findings gathered from the site visit augment the Department's comprehensive review of the charter school pursuant to *N.J.A.C. 6A:11-2.3(b)*, which includes: student performance on statewide and local assessments; annual reports; monitoring visit results; financial reports; public comments; possible segregative effect of charter school enrollment on district(s) of residence; financial impact on district(s) of residence; and other relevant evidence. The results of this comprehensive review are considered prior to making a decision regarding the renewal of a school's charter for a subsequent five-year period.

Renewal Process Guidelines

Application Submission Deadline

The renewal application for charter schools eligible for renewal in 2023 is due to the district board(s) of education or State district superintendent of the charter school's district(s) of residence, the executive county superintendent, and the Commissioner of education by **4:15 p.m., Friday, October 14, 2022**.

Submission Process for the Renewal Application

The renewal application must be submitted via Homeroom as a Word document titled "Renewal Application 2023." To submit the report, upload it to the folder "Renewal Application 2023" on the charter school's Homeroom site. Each Appendix must be saved as a separate Excel, Word or PDF document and uploaded to the same "Renewal Application 2023" folder following the file naming conventions found in Homeroom.

Additional Submission Requirements

A copy of the application must be submitted to the respective district board(s) of education or State district superintendent of the charter school's district(s) of residence and executive county superintendent no later than 4:15 p.m. on Friday, October 14, 2022. The paper copies require a cover page, which must include the charter school's name and the date of the application.

Written Comment Period

Pursuant to *N.J.A.C. 6A:11-2.3(b)9*, the district board(s) of education or State district superintendent(s) of the district of residence of a charter school may submit comments regarding the renewal application of the charter school to the Commissioner within 30 days of receipt.

Application Review

The application for renewal will be reviewed and evaluated by the Department.

On-Site Renewal Visit

The Department review team will conduct an on-site visit of the charter school, which may include classroom visits, interviews with key stakeholders, and document review.

Renewal Determination

The Commissioner will grant or deny the renewal of the charter by February 1, 2023 unless the school qualifies for expedited renewal.

Note: All applications must be clear and complete in order to be evaluated.

Application Content and Format

The prescribed content and format for the renewal application are specified below.

Document Length

The document may not exceed 30 pages, not including the cover page, table of contents, charts and appendices.

Format

All pages should use standard one-inch margins, be paginated, with all text easily readable in font no smaller than type size 11 point.

Cover Page

Provide a cover page that includes the school's name and the date of the application. The bottom of the cover page should also note that the report was transmitted to the district board(s) of education of the charter school's district(s) of residence and executive county superintendent of the district(s) of residence.

Table of Contents

Provide a clearly labeled table of contents naming all major sections and appendices with corresponding page numbers.

Appendices

All supplementary documents should be identified appropriately and properly labeled as appendices at the end of the application. The appendices should not exceed 10 pages in total.

Renewal Application Questions

Table 1: Basic Information about the School

Provide all enrollment numbers as of the last day of school for students in 2021 - 2022

Basic Information	Content Column
Name of School	Link Community Charter School
Mission (please state the mission)	Link Community Charter School will provide an outstanding elementary and middle school education for learners of all academic abilities by developing the mind, body, and spirit through a strong curriculum, experiential learning, immersion in the arts, and an enduring commitment to Core Values; that will allow them to be successful in competitive high schools and become responsible and resourceful citizens who give back to others.
Total Enrollment	335
Number and Percentage of Free or Reduced-Price Lunch Students	
Number and Percentage of Special Education Students	
Number and Percentage of English Learner Students	
Number and Percentage of White Students	
Number and Percentage of Black Students	
Number and Percentage of Hispanic Students	
Number and Percentage of Asian Students	
Number and Percentage of American Indian Students	
Number and Percentage of Hawaiian Native Students	
Number and Percentage of Students Two or More Races	

Mission and Key Design Elements

The following questions are aligned with the Organizational Performance Framework Performance Area 1: Education Program and Capacity.

1.1. Mission & Key Design Elements

- a) Describe the school's educational philosophy.

Link Community Charter School's educational approach is student centered—informed by student needs and developed to support student growth with a deeply held belief that all children possess great talents and the capacity for strong performance and that it is the school's role to present the opportunity to learn and support the achievement of their full potential.

Using a combination of traditional instruction and more progressive instructional approaches, Link creates an environment where students can grow and thrive and ultimately direct their own learning. Traditional instruction is seen in the classroom-based, teacher-driven activities that include lecture, question and answer, drills and practice, and explicit teaching of skills. This direct instruction slowly gives way to more independent study, problem-solving, and small group activities. Ultimately, students develop knowledge and skills through experience and reflection with an emphasis on field learning in the outdoors, in a garden, or in a lab. Overall, the aim of instruction is to arm students with the knowledge and skills to encounter new diverse experiences and be equipped to apply what they know to what they have never seen before.

- b) What are the school's key design elements? Emphasize the unique and innovative features of the educational program.

Robust Elementary School Program

With the addition of Kindergarten, Link has launched its K-4 elementary school program. These five grade levels are designed to develop a strong foundation for lifelong learning through the acquisition of essential content area skills and knowledge, the engendering of a love of learning, and the instilling of strong Core Values. There is a strong emphasis on numeracy and literacy, as well as science, the arts, physical health and wellbeing, exploring of community and cultures with an eye on diversity, equity, and inclusion.

Strong and Comprehensive Middle School Program

The middle school grades are ones that will transition over the coming years as the elementary school scholars move up to 5th grade. For now, Link's 5th and 6th grade program is designed to bridge the gap in achievement and build core skills so that students who enter the 5th grade well below grade level may be better prepared for 7th grade and better prepared to meet grade level expectations by the time they graduate the 8th grade. Link's 7th and 8th grade program is designed to provide exposure to eye-opening experiences and a rigorous academic program that prepares students for acceptance and success in competitive high schools. Link uses best practices and strong curricula, including EngageNY Math for all grades, EngageNY English language arts for 7th and 8th, and Readers and Writers Project/Units of Study for 5th and 6th grades to build core skills and challenge students. Positive School Culture Link has purposely designed a warm, respectful, and inviting environment for all scholars where the school's Core Values are the foundation and the guiding force for everyone. The Core Values and continuous implementation of strong systems and expectations support a positive school culture where all students, as well as

stakeholders, feel emotionally and physically safe. The Core Values are at the heart of Link's decades-long focus on social emotional learning. Restorative Justice provides a framework for resolution and growth when conflicts occur.

Inclusive Education

Talented special education teachers and paraprofessionals work to provide an inclusion model so that classified students join their peers in the classroom and receive additional supports as needed to maximize an inclusion setting. Special needs students gain confidence and develop essential academic and social skills. Pull-out support is also employed to provide targeted assistance

Immersion in the Arts

The Arts help support creative energy and the development of the brain, as well as provide opportunities for artistic expression. Every student is exposed to art, music and performing arts. For some, the arts draw them in and keep them excited about the day and engaged in school. For others, the arts are an outlet for expression and coping with challenges they may experience. For all students, the arts help build well – rounded scholars.

Personal Development and Social Emotional Learning

Through advisory sessions, morning circle, and the Core Values, students develop their moral core and a strong character that they will use for the rest of their lives. Non-cognitive or soft skills, including confidence, self-awareness, risk-taking, hard work, perseverance, and teamwork are developed throughout the four-year program at Link, through high expectations, outdoor adventure education, daily centering/mindfulness practice, advisory, and other activities.

Exposure Beyond the Classroom

Link believes learning should be extended beyond the classroom, where opportunities exist for real world and hands-on experiences. Therefore, students are immersed in a project-based STEM culminating activity in the 6th and 7th grades, discern their own limitless potential in outdoor adventure trips, explore new activities in varied electives, gain hands-on experience with scientists and researchers at programs such as - Novartis Pharmaceuticals, and experience the arts in the real world while attending and participating in exhibits and performances.

Placement in Competitive High Schools

Link strives to not only prepare Link scholars for success in high schools and beyond but actually make the choice of attending a great high school possible. Students are enrolled in a high school placement class where they are exposed to a variety of secondary school types and to specific high performing schools so they can begin to broaden their minds to these options. Students and their parents meet with the director of high school placement individually to discuss options and plan for the admissions process. Students also research options and narrow down a list of best matches, attend a Link-hosted High School Night or a virtual counterpart, prepare for entrance exams and interviews, complete the applications, write personal essays, request and follow up on teacher recommendations, write thank you notes, prepare for scholarship organizations, apply for financial aid with their parents, and make selections to identify the best fit. Throughout this process, students are gathering evidence of their abilities and talents; building communication skills and increasing confidence; learning to advocate for themselves; and critically evaluating their choices—all skills that they will employ throughout their lives, including applying to college and employment.

Social Justice

Students understand human rights for all people, as well as a commitment to caring for the Earth and toiling for peace. By sharing best practices and serving as a model school, Link Community charter School within the larger educational arena to support education reform and to improve access to high performing urban schools. The school teaches sustainable practices and respect for the Earth and develops peaceful attitudes and actions in all members of the school community.

- c) If applicable, describe any changes to the mission over the last charter term and how changes were communicated to all stakeholder groups.

N/A

1.2. Curriculum

- a) Describe the school's process (and rationale) for selecting, developing, reviewing and revising the curriculum.

Utilizing the Understanding by Design Model, Link Community Charter School starts with the end in mind (the NJ Student Learning Standards) and then builds backwards to achieve a robust curricula that both meets the needs of scholars and supports their growth. Link believes in the enormous aptitude of all scholars and recognizes the extraordinary potential they hold as future leaders. Therefore, Link has designed a program of study that lays the foundation for a lifetime of learning and contribution with a strong emphasis on math and language literacy, written and oral communication skills, scientific inquiry, civic engagement, community, world geography, cultures and language, technology, the arts, physical, emotional, and mental health.

Link values research and best practices and therefore uses both to identify and select strong academic resources and programs, often visiting schools to see them in use and to engage in discussions with teachers and administrators. After thorough review of sometimes various programs, one is selected and Link teachers and administrators dive deeply into the standards to build out a scope and sequence, unit plans and ultimately lesson plans that support a content area in order to meet the NJ Student Learning Standards in that specific subject. The curriculum is added to Link's online Chalk platform and is utilized by teachers as they plan weekly for instruction.

Course curriculum is reviewed in the summers as the school selects a few content areas to work on each year through a small working group of teachers and instructional leaders. Curriculum is revised regularly as new mandates or guidance is issued by the NJDOE, as program publishers update materials, and as teachers and instructional leaders share learnings from implementation.

Selections of content area programs are made after a thorough review of the landscape; therefore Link commits to using the programs for a minimum of 3 years to fully understand its implementation and integration in the broader course of study for a given grade level. Link values the feedback from teachers, students, families, and high school partners and uses the feedback in making decisions about curriculum updates.

1.3. Instruction

- a) Complete the *Description of Instructional Practices* template found in [Appendix A](#).

1.4. Assessment

- a) Describe the school's assessment system and how it is used to improve instructional effectiveness and student learning.

Link sees assessment within a framework of a growth mind-set. The school supports the belief that every child is capable of success and of significant growth and progress towards stated goals. Assessment is used to provide meaningful feedback to the student and teacher about academic progress. The NWEA MAP, NJSLA, F&P Benchmark Assessments, Literably and others are all used to inform instruction on a regular basis throughout the year. Data is compiled and analyzed and shared out at individual teacher meetings to set annual goals and make necessary adjustments in teacher practice through coaching, in department meetings to make adjustments in content area instruction, and at full staff meetings to keep the entire faculty focused on student and school growth.

Assessment data is also used at the classroom level to track growth and identify best practices and strategies. Advisory sessions are used to keep students informed about their progress.

- b) Describe how the school uses other data (qualitative and quantitative) to evaluate the effectiveness of the academic program.

The school uses surveys of parents, staff, and students to gather feedback about the culture, instructional program, and other areas of the school. This feedback is used to inform decision making and communications. Data is also gathered on student mobility, staff retention, and enrollment, as well as high school placement and scholarships/financial aid offered to students.

1.5. Organizational Capacity

- a) Describe the school's organizational structure and roles of responsibilities of key personnel. Be sure to include the following in your response:

Input from separate document

- i) Process and system for decision-making;
- ii) Process and system for evaluating school leaders;
- iii) Process and system for evaluating and coaching teachers; and
- iv) Process and system for staff professional development.

School Climate and Culture

The following questions are aligned with the *Organizational Performance Framework*, Performance Area 2: School Culture & Climate.

2.1. School Culture & Climate

- a) Describe how the school promotes a culture of learning, scholarship and high expectations. Be sure to include the following in your response:
- i) How the school's overall learning environment aligns with its educational program. (Evidence may include, for example, student lead organizations, student achievements and recognition, adult learning communities, levels of disciplinary referrals, class and staff attendance, and participation in school events and activities);
 - ii) How the school supports the social and emotional health of its students; and

- iii) How the school supports staff in creating a classroom environment conducive to student learning.

2.2. Family & Community Engagement

- a) Explain how the school promotes family and community involvement. Be sure to include:
 - i) Specific examples;
 - ii) Evidence of how plans have been realized; and
 - iii) Plans to improve the school's partnerships with families.

Link Community Charter School values the partnership that must exist between home and school in order for students to flourish and reach their potential. Link supports this partnership in a variety of ways, including:

- Link Parent Association
- Parent University
- Family Nights
- Parent Visitation Day/Breakfast with the Principal
- Weekly Link to Home
- Welcoming/Open School Environment
- Surveys

Evidence: Parent survey results

The pandemic shifted some things. Plans to strengthen include:

Reviving Pot Luck Suppers

Strengthening the LPA

Parent Ambassadors to aid in student recruitment

- b) Describe the various partnerships the school has developed with educational institutions and/or community organizations. Be sure to include:
 - i) How these relationships promote and help achieve the school's mission;
 - ii) How they align with the school's education program; and

- iii) Plans to improve the school's partnerships with the community.

Insert Table from Annual Report and revise the columns

Board Governance

The following questions are aligned with the Organizational Performance Framework, Performance Area 3: Board Governance.

3.1. Board Capacity

- a) Provide evidence that the board of trustees governs the school effectively. Be sure to include the following in your response:
- i) Evidence that the board has the appropriate skills (legal, fiscal, educational, community, etc.) and experience to govern the school effectively;

Name	Background/Expertise					
	Financial	Education	Community/ Alumni	Legal	Operations/ Business/ Organization	Facility
Revelle Clarke-Avignant		X	X			
Alecia Barnett			X		X	
Kaitlyn Barkley		X				
Marsina Fox	X	X			X	X
Brenda Daughtry			X		X	
Shawna Ebanks	X				X	X
Jeffrey Key	X	X			X	
Richard Marshall		X			X	
Garth Naar	X				X	

- ii) Information on the board's priorities for recruitment of additional members and how the board recruits and selects new board members.

The Link Community Charter School seeks talented and committed individuals who are first and foremost committed to the school's mission and will bring their experience and expertise to all discussions and the work of the board. Link seeks individuals who are collaborative, thoughtful, inquisitive, engaged and bring a wide variety of ethnic and racial backgrounds. Furthermore, Link strives to attract trustees who possess the hard skills to work in the major areas of the school: education, finance, operations, human relations, legal compliance, and facilities. The board looks to strike a balance and have representation in each of these important areas.

- iii) Evidence that the board sets school goals aligned to the mission;

Annually the board sets goals to accomplish. For example, in the 2021-22 school year the board set the following goals:

Goal	Data/Source	Mission Alignment
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Learning Acceleration: Ensure that learning loss from the pandemic era is addressed so that all students succeed.	In house and state assessments	To provide an excellent education to learners of all abilities
Return to In-Person Learning: Ensure an efficient, effective, and safe return to in-person learning in the fall.	Parent, student, and staff surveys	To provide a safe and comfortable learning environment in which students can learn and thrive
Implementation of Kindergarten: Ensure the successful implementation of the kindergarten program.	Enrollment and staffing numbers, curriculum completed and board approved, and space/supplies in place	To provide an excellent education to learners of all abilities.

iv) Evidence that the board regularly monitors progress relative to its priorities;

The Board sets SMART goals and requests progress reports from the head of school throughout the year, initially to the Governance Committee and then to the board as a whole.

For example, the SMART goals in 2020-2022 included:

- By June 2022, 75% of students will demonstrate an acceleration in learning(reversing learning loss due to remote instruction during the pandemic), as demonstrated by state and school assessments.
- By October 15, 2021, 90% of students enrolled in the 2021-2022 school year will have returned to school to in-person instruction and 90% of parents will rate as satisfactory the return – the plan, procedures, and processes - as evidenced through a survey.
- By September 7, 2021, Link will be prepared for its inaugural kindergarten class as evidenced by 100% enrollment; 100% staffing in place; Curriculum outlined for all kindergarten classes/subject areas; and All spaces to be utilized by kindergarten furnished and functional.

Head of School reports containing updates on goals are included in published minutes of the board's meetings.

v) Evidence that the board has adequate filled seats and regularly meets quorum, according to its bylaws; and

The Link Community Charter School Board has 9 members pursuant to its bylaws and all seats are filled. As vacancies occur (resignations and term endings), the Board has been able to fill the seats immediately.

The Link Board of Trustees held 63 board meetings since the start of the 2018 school year (after charter renewal in 2017-2018). There was a quorum for 100% of the meetings. The Board has never had to cancel a meeting for lack of a quorum.

- vi) Evidence that the board evaluates the school leader(s), school business administrator, and/or management organization on an annual basis and holds these individuals accountable for meeting specified goals.

The Link Community Charter School Board evaluates the school leader (Head of School) on an annual basis using the Nj School Boards Association Chief School Administrator Evaluation. The head and the board agree to goals each year and the board holds the head accountable for meeting those goals.

There is no management organization.

Access and Equity

The following questions are aligned to the *Organizational* Performance Framework, Performance Area 4: Access and Equity.

4.2. Special Education

- a) Describe the steps the school takes to identify students in need of Special Education services.
 - a. Families and staff are encouraged to share any concerns about student's academic progress with the school's internal case worker (one of the school's social workers).
- b) Describe the special educational programs and range of services the school provides for identified students.
- c) Submit a copy of the school's RTI, I&RS and/or Referral Intervention Services. Upload to the "Renewal Application 2023" folder in Homeroom saved as a separate document titled "RTI", "I&RS," or "Referral Intervention Services."

See attached.

4.3. English Language Learners

- a) Describe the steps the school takes to identify English language learners (ELL).
 - a. Families are asked to complete the Language Inventory when they register their children. Link Community Charter School's ESL Teacher reviews each completed form carefully and then
- b) Describe the programs and range of services the school provides for identified ELL students.

Fiscal Performance Areas

The following items are aligned with the Performance Framework, Section II. Financial Performance.

1. Financial Framework

- a) Based on the Performance Framework Financial Ratios reported in the Annual Comprehensive Financial Report (ACFR):
 - i) Provide an explanation for any Near Term or Sustainability Ratios that did not meet standard; and

- ii) Provide a plan with timeline for improving any ratios that do not meet standard.

NOTE: please submit this information for current charter term. For FY2021-2022 only, please submit to OCRS Homeroom upon receipt of the FY2021-2022 ACFR. The statutory ACFR deadline is December 5, 2022.

2. Financial Audit

- a) *If applicable*, over the last charter term, provide an explanation for the occurrence of the status of current and repeat findings from the Auditor's Management Report (AMR) and provide a plan including a timeline on resolution of these findings.
- b) Provide rationale for how the auditor is selected or re-engaged. Did the board of trustees and the SBA consider engaging a new auditor?

3. Budget Information

- a) **Using the spreadsheet titled, "Renewal App Budget Sum-Years 1–5,"** prepare a budget summary covering projected sources of revenue and planned expenditures for Years 1–5. The budget(s) should be based on realistic/expected enrollment and not necessarily the maximum enrollment. If requesting an expansion to the school's maximum enrollment, please provide two five-year budgets:
 - i) Budget Summary 1 - without expansion for Years 1–5
 - ii) Budget Summary 2 - with expansion for Years 1–5
- b) Provide an itemized Budget Narrative for fiscal year 2023-2024. If the school is planning to expand, provide an additional budget narrative reflecting the expansion.
- c) For years 2024-2028, provide a detailed itemized budget narrative and rationale for budget line items that have significant changes from year to year (such as planned facilities expansion, capital investments, or any change not due to cost-of-living increases.)
- d) Using the spreadsheet titled, "Renewal App Budget Sum-Years 1–5," prepare a Cash Flow Schedule for the 2023-2024 school year only.

Note:

- Use the most recent actual revenues available from the latest enrollment count. Prepare the five-year budget assuming revenues are frozen except for increase in enrollment. The purpose of the five-year budget projection is to forecast significant changes in expenses and assess future fiscal viability. Please note that these budgets are solely for forecasting.
- Do not include any reliance on outside fundraising unless the school can document that funding has been secured.
- Charter Schools are required to maintain a separate escrow account of \$75,000 for the express purpose of having funds available in the event of a corporate dissolution due to charter surrender, nonrenewal or revocation. A total of \$75,000 must be reserved in the escrow account, due five years from the date of signature of the Charter Agreement. This reserve must be maintained outside of the General Fund and cannot be used for operational purposes. The charter school may choose to obtain a surety bond to meet this requirement. Failure to provide for a \$75,000 escrow account or surety bond by the end of the four-year period shall be deemed a material violation of the charter agreement.

- The escrow account is not included on the Budget Summary. It does, however, affect the cash flow. On the Cash Flow Schedule, the amount expected to be contributed for the Escrow Account during the first fiscal year can be any amount up to \$75,000. The reserve should be manually populated in the Budget column titled “Escrow Account Reserve” and distributed to the appropriate month(s).

Five Year Planning

1. Maximum Enrollment

- a) Based on the school’s **currently approved maximum enrollment**, provide a five-year maximum enrollment chart by grade level, in the prescribed format below. If your charter is renewed **without** expansion, this chart will serve as the maximum enrollment chart of the school over the next five years. **Note that schools must allow for the natural progression of students from year-to-year;** they may not account for year-to-year attrition in their maximum enrollment charts. Please refer to the renewal fiscal checklist provided to the School Business Administrator for the school’s current maximum enrollment chart.

Table 2: Maximum Enrollment Chart

Grade	2022-2023 (current maximum)	2022-2023 (actual enrollment)	2023-2024 (maximum)	2024-2025 (maximum)	2025-2026 (maximum)	2026-2027 (maximum)	2027-2028 (maximum)
Pre-K3							
Pre-K4							
K	50		50	50	50	50	50
1	50		50	50	50	50	50
2			50	50	50	50	50
3							
4							
5	50		50	50	50	50	50
6	50		50	50	50	50	50
7	80		50	50	50	50	50
8	80		80	50	50	50	50
9							
10							
11							
12							
Total	360		380	350	350	350	350

- b) If the school requests an increase to its maximum enrollment over the next charter term, provide a **second** enrollment chart below reflecting this request, in the prescribed format. If your charter is renewed with expansion, this chart will serve as the maximum enrollment chart of the school over the next five years. Any increase in enrollment is an amendment to the school's charter and must be requested in the form of a board resolution, even if the intent of the school's application or prior amendments was to progress to a grade that is higher than the one presently approved. **Note that from one charter term to the next, maximum enrollment does not automatically progress to the next grade(s) regardless of the intent of the original application (with or without amendments).** For example, if original charter ended at grade four, despite the perceived intent to progress to grades 5-8 in the renewal charter term, 2 enrollment charts must be presented (chart with expansion to grades 5-8 and chart without expansion ending at grade four).
- c) Provide a board resolution submitting the application which includes the requested enrollment increase.

Please see attached resolution, dated September 26, 2022.

Table 3: Proposed Maximum Enrollment with Expansion

Grade	2022-2023 (current maximum)	2022-2023 (actual enrollment)	2023-2024 (maximum)	2024-2025 (maximum)	2025-2026 (maximum)	2026-2027 (maximum)	2027-2028 (maximum)
Pre-K3							
Pre-K4							
K	50		50	50	50	50	50
1	50		50	50	50	50	50
2			50	50	50	50	50
3				50	50	50	50
4					50	50	50
5	50		50	50	50	50	50
6	50		50	50	50	50	50
7	80		50	50	50	50	50
8	80		80	50	50	50	50
9							
10							
11							
12							
Total	360		380	400	450	450	450

Note: Requests for expansion of enrollment will be considered by the Commissioner during the renewal process and a decision will be made at the time of a renewal determination.

2. Facility

- a) Provide detailed information on the school's facility plans for the five years of the next charter. The plan should include an adequate and detailed financial arrangement and timeline for the facility.

3. Five-Year Planning

- a) Describe the changes and improvements the school will undertake in the next five years based on the school's examination of results and outcomes.
- b) Describe any significant changes the school expects to make in the following areas over the next charter term:
 - i) Amendments to your school's charter; and
 - ii) Governance and/or Education Service Provider (ESP) or Charter Management Organization (CMO) structure.

Note: Questions 3(c) and 3(d) should only be answered by schools requesting expansion into another grade span. For example, a school requesting expansion from K–5 to K–8 over the next charter term is required to answer the questions below. A K–3 school requesting expansion to K–5, but not in to grades 6–8 is **not** required to respond to these two questions.

N/A

- c) Provide a synopsis of the proposed educational program including key components of the education model and any unique or innovative features of the proposed expansion. Briefly explain the evidence base and performance record that demonstrate the expansion model will be successful in improving academic achievement for the student population. Highlight the following in your response:
 - i) Curricular choices;
 - ii) Educational approaches; and
 - iii) Instructional strategies.
- d) Describe the team’s individual and collective qualifications for implementing the new school design successfully, including capacity in areas such as:
 - i) School leadership, administration, and governance;
 - ii) Staffing and recruiting;
 - iii) Goal setting and performance management; and
 - iv) Curriculum, instruction, and assessment.

Appendix A:

Description of Instructional Practices Template

Please provide a short description of how the school defines high-quality instruction and a description of what instructional practices, behavioral expectations, and types of accommodations the Department review team should expect to see during the renewal site visit.

Instructional Practices

Guiding Questions:

- What should the team see in classrooms that will let them know what students are expected to learn?
- What should the team see in classrooms that will let them know what students are learning?
- What will teachers be doing that will demonstrate that they are implementing the school's instructional model?
- How does the school define high-quality teaching and what should high-quality teaching look like in the classroom?

School's Description:

Behavioral Expectations

Guiding Questions:

- What is expected of students in terms of behavior?
- What interventions should the team expect to see if behavioral expectations are not met?
- What might observers see teachers doing to encourage students to meet the behavioral expectations?


School's Description:

Accommodations

Guiding Questions:

- What might the team see in classrooms to show that the school is supporting students with diverse learning needs?
- Describe the continuum of services offered to students needing accommodations or modifications.
- How might the team know teachers are implementing IEP accommodations?
- How are teachers expected to deliver ESL instruction in the relevant classrooms?

School's Description:

											
Line			2022-2023	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
1	Enrollments										
2	District of Residence		153	161	170	191	191	191	191	191	191
3	Non-Resident District		167	219	230	259	259	259	259	259	259
4	Total Enrollment		320	380	400	450	450	450	450	450	450
5											
6	Beginning Fund Balance		2,100,000	1,816,968	1,605,669	1,076,364	1,096,400	1,232,433	1,255,493	1,162,472	853,164
7											
8	Revenues										
9	General Fund										
10			0								
11	Equalization/Local Levy Aid - Local Share		798,758	843,134	887,509	998,448	998,448	998,448	998,448	998,448	998,448
12	Equalization/Local Levy Aid - State Share		3,900,691	4,117,396	4,334,101	4,875,863	4,875,863	4,875,863	4,875,863	4,875,863	4,875,863
13	Total Equalization/Local Levy Aid (Lines 11,12)		4,699,449	4,960,530	5,221,610	5,874,311	5,874,311	5,874,311	5,874,311	5,874,311	5,874,311
14	Categorical Aid										
15	Categorical Special Education Aid		214,980	226,924	238,867	268,725	268,725	268,725	268,725	268,725	268,725
16	Categorical Security Aid		172,575	182,162	191,750	215,718	215,718	215,718	215,718	215,718	215,718
17	Total Categorical Aid (Lines 15 and 16)		387,555	409,086	430,617	484,444	484,444	484,444	484,444	484,444	484,444
18	Other State Revenue	FICA	164,994	229,815	228,174	237,448	227,562	232,052	236,632	241,303	246,068
19	First Year Nonpublic Student Aid										
20	Adjustment Aid		767,296	959,120	1,009,600	1,135,800	1,135,800	1,135,800	1,135,800	1,135,800	1,135,800
21	Other State Revenue										
22	Total Other State Aid (Lines 19 through 21)		932,290	1,188,935	1,237,774	1,373,248	1,363,362	1,367,852	1,372,432	1,377,103	1,381,868
23	Other Revenue										
24	Total General Fund (Lines 13, 17, 22, 23)		6,019,294	6,558,551	6,890,001	7,732,003	7,722,117	7,726,607	7,731,187	7,735,859	7,740,623
25	Restricted - Special Revenue Fund										
26	Revenue from State Sources:										
27	Source:										
28	Other:										
29	Total State Projects (Lines 27, 28):		0								

Line			2022-2023	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
30	Revenue from Federal Sources:										
31	Source: NCLB		154,845	183,878	193,556	217,751	217,751	217,751	217,751	217,751	217,751
32	Other: IDEA		58,708	69,716	73,385	82,558	82,558	82,558	82,558	82,558	82,558
33	Total Federal Projects (Lines 31, 32):		213,553	253,594	266,941	300,309	300,309	300,309	300,309	300,309	300,309
34	Revenues from Other Restricted Sources										
35	Source: Newark Charter School Fund										
36	Source:										
37	Other:										
38	Total Other Sources (Lines 35, 36, 37):		0								
39	Total Special Revenue Fund (Lines 29, 33, 38)		213,553	253,594	266,941	300,309	300,309	300,309	300,309	300,309	300,309
40	Total Revenues (Lines 24,39)		6,232,847	6,812,145	7,156,942	8,032,312	8,022,426	8,026,916	8,031,496	8,036,167	8,040,932
41	Expenditures-General Fund										
42	Instruction										
43	Salaries of Teachers		2,629,574	2,725,221	2,697,493	2,812,317	2,676,555	2,728,586	2,781,658	2,835,791	2,891,007
44	Other Salaries for Instruction		-	-	-	-	-	-	-	-	-
45	Purchased Professional/Technical Services		347,600	436,000	535,350	598,980	598,980	598,980	598,980	598,980	598,980
46	Other Purchased Services		0	20,000	22,000	24,200	24,200	24,200	24,200	24,200	24,200
47	General Supplies		67,500	68,990	80,768	89,502	89,502	89,502	89,502	89,502	89,502
48	Textbooks		45,700	65,700	95,700	105,600	105,600	105,600	105,600	105,600	105,600
49	Miscellaneous Expense		10,000	10,000	10,000	12,400	14,400	14,400	14,400	14,400	14,400
50	Total Instructional Expense		3,100,374	3,325,911	3,441,311	3,642,998	3,509,237	3,561,268	3,614,339	3,668,473	3,723,688
51	Administrative										
52	Salaries - Administration		665,101	658,862	953,944	973,022	858,694	875,868	893,386	1,001,346	1,203,361
53	Salaries of Secretarial/Clerical Assistants		279,493	285,083	300,663	306,677	312,810	319,066	325,448	331,957	338,596
54	Total Benefit Costs		813,303	847,539	954,562	986,190	989,474	1,018,266	1,048,299	1,086,524	1,133,250

Line			2022-2023	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
55	Purch. Professional/Tech.Serv.(Consultants)										
55.1	Legal costs		40,000	40,000	40,000	41,000	41,000	41,000	41,000	41,000	41,000
55.2	Other Purch. Professional/Tech Serv. (Consultants)		85,600	85,400	89,570	90,434	92,504	94,781	97,286	100,041	103,072
56	Other Purchased Services		67,000	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800
57	Communications/Telephone		34,585	34,585	34,585	34,585	34,585	34,585	34,585	34,585	34,585
58	Supplies and Materials		7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
59	Judgments Against Charter Schools										
60	Interest on Current Loans										
61	Interest for Lease Purchase Agreements										
62	Mortgage Payments-Interest										
63	Miscellaneous Expense		2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
64	Total Administrative Expense		1,994,482	2,029,669	2,451,524	2,510,108	2,407,267	2,461,766	2,518,203	2,673,653	2,932,063
65	Support Services										
66	Salaries		335,957	452,677	525,430	535,939	546,658	557,591	568,742	580,117	591,354
67	Purch. Professional/Tech. Serv.(Consultants)		75,000	90,000	99,000	108,900	208,900	208,900	208,900	208,900	208,900
68	Other Purchased Services		174,100	174,820	180,572	184,287	184,287	184,287	184,287	184,287	184,287
69	Rental of Land and Buildings		400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
70	Insurance for property, liability and fidelity		90,413	90,723	90,909	91,114	91,114	91,114	91,114	91,114	91,114
71	Supplies and Materials		20,500	22,050	21,560	25,872	25,872	25,872	25,872	25,872	25,872
72	Transportation - Other than to/from school		0								
73	Reserved for future use										
74	Energy Costs (Heat and Electricity)		76,500	76,500	76,500	76,500	76,500	76,500	76,500	76,500	76,500
75	Miscellaneous Expense		5,000	5,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
76	Total Support Services Expense		1,177,470	1,311,770	1,418,971	1,447,612	1,558,330	1,569,263	1,580,415	1,591,790	1,603,027

Line			2022-2023	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
77	Capital Outlay										
78	Instructional Equipment		20,000	92,500	92,500	92,500	92,500	92,500	92,500	92,500	92,500
79	Noninstructional Equipment		10,000	10,000	15,000	18,750	18,750	18,750	18,750	18,750	18,750
80	Purchase of Land/Improvements										
81	Lease Purchase Agreements-Principal										
82	Mortgage Payments-Principal										
83	Building Purchase other than Lease Purchase										
84	Miscellaneous Expense										
85	Total Capital Outlay		30,000	102,500	107,500	111,250	111,250	111,250	111,250	111,250	111,250
86	Total General Fund (Lines 50, 64, 76, 85)		6,302,326	6,769,850	7,419,306	7,711,968	7,586,084	7,703,548	7,824,208	8,045,166	8,370,028
87	Expenditures-Special Revenue Fund										
88	Restricted /Special Revenues Programs										
89											
90	State Projects:										
91	Source:		-								
92	Other:		-								
93	Total State Projects:		-								
94											
95	Federal Projects:										
96	Source:		154,845	183,878	193,556	217,751	217,751	217,751	217,751	217,751	217,751
97	Other:		58,708	69,716	73,385	82,558	82,558	82,558	82,558	82,558	82,558
98	Total Federal Projects:		213,553	253,594	266,941	300,309	300,309	300,309	300,309	300,309	300,309
99	Other Restricted Expenditures:										
100	Source:										
101	Source:										
102	Other:										
103	Total Other Sources:		0								
104	Total Special Revenue Fund (Lines 93, 98, 103)		213,553	253,594	266,941	300,309	300,309	300,309	300,309	300,309	300,309
105											
106	Total Expenditures (Lines 86, 104)		6,515,879	7,023,444	7,686,247	8,012,277	7,886,393	8,003,857	8,124,517	8,345,475	8,670,337
107											
108	Ending Fund Balance (Lines 6 + 40 - 106)		1,816,968	1,605,669	1,076,364	1,096,400	1,232,433	1,255,493	1,162,472	853,164	223,759
	Fund balance change			(211,299)	(529,305)	20,036	136,033	23,060	(93,021)	(309,307)	(629,405)

		FY23	FY24 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY27 PROPOSED BUDGET	FY28 PROPOSED BUDGET	FY29 PROPOSED BUDGET	FY30 PROPOSED BUDGET	FY31 PROPOSED BUDGET
	Teacher Salaries	2,629,574	2,725,221	2,697,493	2,812,317	2,676,555	2,728,586	2,781,658	2,835,791	2,891,007
	TOTAL Line 43:	2,629,574	2,725,221	2,697,493	2,812,317	2,676,555	2,728,586	2,781,658	2,835,791	2,891,007
	OTHER SALARIES FOR INSTRUCTION		-	-	-	-	-	-	-	-
	Other Instruction Salaries	-	-	-	-	-	-	-	-	-
	TOTAL Line 44:	-	-	-	-	-	-	-	-	-
	PURCHASED PROFESSIONAL SERVICES									
	Computer Support	55,000	60,500	66,550	66,550	66,550	66,550	66,550	66,550	66,550
	Jesuit /Dominican Volunteers	33,000	42,900	42,900	42,900	42,900	42,900	42,900	42,900	42,900
	Princeton Fellow	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600
	Language Curriculum	30,000	33,000	36,300	39,930	39,930	39,930	39,930	39,930	39,930
	Substitutes	80,000	80,000	100,000	125,000	125,000	125,000	125,000	125,000	125,000
	Paraprofessional Contracted	140,000	210,000	280,000	315,000	315,000	315,000	315,000	315,000	315,000
	TOTAL Line 45:	347,600	436,000	535,350	598,980	598,980	598,980	598,980	598,980	598,980
	OTHER PURCHASED SERVICES									
	Music Program Instruction	-	10,000	11,000	12,100	12,100	12,100	12,100	12,100	12,100
	Art Program Instruction		10,000	11,000	12,100	12,100	12,100	12,100	12,100	12,100
	TOTAL Line 46:	-	20,000	22,000	24,200	24,200	24,200	24,200	24,200	24,200
	GENERAL SUPPLIES									
	Audio-Visual Materials	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
	Library Supplies	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
	Classroom Supplies	40,000	40,000	48,000	52,800	52,800	52,800	52,800	52,800	52,800
	Graduation	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
	Student Mailings	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Miscellaneous	500	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	Printing supplies	14,900	16,390	19,668	23,602	23,602	23,602	23,602	23,602	23,602
	Identimetrics	600	600	600	600	600	600	600	600	600
	TOTAL Line 47:	67,500	68,990	80,768	89,502	89,502	89,502	89,502	89,502	89,502

		FY23	FY24 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY27 PROPOSED BUDGET	FY28 PROPOSED BUDGET	FY29 PROPOSED BUDGET	FY30 PROPOSED BUDGET	FY31 PROPOSED BUDGET
	TEXTBOOKS									
	Textbooks, grade add'l grade, health	40,000	60,000	90,000	99,900	99,900	99,900	99,900	99,900	99,900
	Redbird Math	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
	Schoolnet (Pearson)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
	TOTAL Line 48:	45,700	65,700	95,700	105,600	105,600	105,600	105,600	105,600	105,600
	MISCELLANEOUS EXPENSE									
	Faculty Gifts	-	-	-	-	-	-	-	-	-
	Field Trips/Transportation	-	-	-	-	-	-	-	-	-
	Student online subscriptions	10,000	10,000	12,000	14,400	14,400	14,400	14,400	14,400	14,400
	TOTAL Line 49:	10,000	10,000	10,000	12,400	14,400	14,400	14,400	14,400	14,400
	TOTAL INSTRUCTIONAL	3,100,374	3,325,911	3,441,311	3,642,998	3,509,237	3,561,268	3,614,339	3,668,473	3,723,688
	ADMINISTRATIVE EXPENSES									
	Administrative Salaries	665,101	658,862	953,944	973,022	858,694	875,868	893,386	1,001,346	1,203,361
	TOTAL Line 52:	665,101	658,862	953,944	973,022	858,694	875,868	893,386	1,001,346	1,203,361
	ADMINISTRATIVE SUPPORT SALARIES									
	Administrative/Clerical	279,493	285,083	300,663	306,677	312,810	319,066	325,448	331,957	338,596
	TOTAL Line 53:	279,493	285,083	300,663	306,677	312,810	319,066	325,448	331,957	338,596

		FY23	FY24 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY27 PROPOSED BUDGET	FY28 PROPOSED BUDGET	FY29 PROPOSED BUDGET	FY30 PROPOSED BUDGET	FY31 PROPOSED BUDGET
	BENEFITS									
	SS & Medicare	299,125	315,321	342,531	354,039	336,196	342,805	349,546	363,315	384,360
	CSG	(25,521)	(26,031)							
	NJ State Pension Assesment	124,816	124,816	124,816	124,816	124,816	124,816	124,816	124,816	124,816
	Workman's Compensation	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
	Health Insurance	365,000	383,250	402,413	422,533	443,660	465,843	489,135	513,592	539,271
	CSG	(34,619)	(34,619)							
	State Unemployment Ins	55,502	55,502	55,502	55,502	55,502	55,502	55,502	55,502	55,502
	Life Insurance	-	-	-	-	-	-	-	-	-
	FlexSpending Fees	3,000	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300
	TOTAL Line 54:	813,303	847,539	954,562	986,190	989,474	1,018,266	1,048,299	1,086,524	1,133,250
	PURCHASED PROF/TECH SERVICES									
		-		-	-	-	-	-	-	-
	Legal	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
	Power School Support	5,000	5,000	5,000	6,000	6,000	6,000	6,000	6,000	6,000
	TOTAL Line 55.1:	40,000	40,000	40,000	41,000	41,000	41,000	41,000	41,000	41,000
	Contracted Services (Audit, HR)	17,250	17,250	20,700	20,700	22,770	25,047	27,552	30,307	33,338
	Policy Updates	4,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
	Meals Plus	350	350	350	350	350	350	350	350	350
	Payroll	6,000	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
	Bank Fees	600	600	600	600	600	600	600	600	600
	Copier/Printer Leasing	32,400	32,400	32,400	32,400	32,400	32,400	32,400	32,400	32,400
	Hiring Fees (TFA)	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
	Physician Services	3,000	3,600	4,320	5,184	5,184	5,184	5,184	5,184	5,184
	TOTAL Line 55.2:	85,600	85,400	89,570	90,434	92,504	94,781	97,286	100,041	103,072

		FY23	FY24 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY27 PROPOSED BUDGET	FY28 PROPOSED BUDGET	FY29 PROPOSED BUDGET	FY30 PROPOSED BUDGET	FY31 PROPOSED BUDGET
	OTHER PURCHASED SERVICES									
	Board of Trustees Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Membership Dues	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
	Dean's List	9,000	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
	Financial Management Software	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
	SIS (School Reach)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
	Wilson Reading Program training	-	-	-	-	-	-	-	-	-
	Web-based Curriculum Mapping (ATLAS)	-	-	-	-	-	-	-	-	-
	Curriculum Software & Materials	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Testing	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	Strong Evaluation System	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	IEP Direct Annual Licensing	-	-	-	-	-	-	-	-	-
	Frontline Technology (Applitrak)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
		-	-	-	-	-	-	-	-	-
	TOTAL Line 56:	67,000	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800
	COMMUNICATIONS									
	Telephone	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800
	Internet/Phone Support	11,825	11,825	11,825	11,825	11,825	11,825	11,825	11,825	11,825
	Employment Ads	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Postage	960	960	960	960	960	960	960	960	960
	TOTAL Line 57:	34,585	34,585	34,585	34,585	34,585	34,585	34,585	34,585	34,585
			-	-	-	-	-	-	-	-
	SUPPLIES AND MATERIALS		-	-	-	-	-	-	-	-
	Office Supplies	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
	Automobile	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	Gifts & Donations	-	-	-	-	-	-	-	-	-
	TOTAL Line 58:	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000

		FY23	FY24 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY27 PROPOSED BUDGET	FY28 PROPOSED BUDGET	FY29 PROPOSED BUDGET	FY30 PROPOSED BUDGET	FY31 PROPOSED BUDGET
	MISCELLANEOUS EXPENSES									
	Student Fundraising Expenses		-	-	-	-	-	-	-	-
	Miscellaneous	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
	Petty Cash	-	-	-	-	-	-	-	-	-
	TOTAL Line 63:	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
				-	-	-	-	-	-	-
	TOTAL ADMINISTRATIVE EXPENSE	1,994,482	2,029,669	2,451,524	2,510,108	2,407,267	2,461,766	2,518,203	2,673,653	2,932,063
	SUPPORT STAFF									
	Support Staff Salaries	335,957	452,677	525,430	535,939	546,658	557,591	568,742	580,117	591,354
			-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-
	TOTAL Line 66:	335,957	452,677	525,430	535,939	546,658	557,591	568,742	580,117	591,354
	PURCHASED PROF/TECHNICAL SERVICES									
	Speech Therapy	-	-	-	-	-	-	-	-	-
	Physical/Occupational Therapy	-	-	-	-	-	-	-	-	-
	Home Instruction	25,000	30,000	33,000	36,300	36,300	36,300	36,300	36,300	36,300
	Learning/Psych/Social Eval	50,000	60,000	66,000	72,600	72,600	72,600	72,600	72,600	72,600
	Child Study Team Mtgs	-	-	-	-	-	-	-	-	-
	Professional Development/Coaches		-	-	-	100,000	100,000	100,000	100,000	100,000
	TOTAL Line 67:	75,000	90,000	99,000	108,900	208,900	208,900	208,900	208,900	208,900

		FY23	FY24 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY27 PROPOSED BUDGET	FY28 PROPOSED BUDGET	FY29 PROPOSED BUDGET	FY30 PROPOSED BUDGET	FY31 PROPOSED BUDGET
	OTHER PURCHASED SERVICES									
	Security Guards	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
	Trash/Recycling	7,200	7,920	8,712	9,583	9,583	9,583	9,583	9,583	9,583
	Fire/Security Monitoring	2,200	2,200	2,420	2,420	2,420	2,420	2,420	2,420	2,420
	Contracted Building Services	11,200	11,200	13,440	14,784	14,784	14,784	14,784	14,784	14,784
	Building Repairs & Maintenance	12,500	12,500	15,000	16,500	16,500	16,500	16,500	16,500	16,500
	Parking lot maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
	Building Maintenance Contract	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
	Food Program Purchases	-	-	-	-	-	-	-	-	-
	TOTAL Line 68:	174,100	174,820	180,572	184,287	184,287	184,287	184,287	184,287	184,287
	RENTAL OF LAND & BUILDING									
	23 Pennsylvania Ave	352,000	352,000	352,000	352,000	352,000	352,000	352,000	352,000	352,000
	972 Broad	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
	TOTAL Line 69:	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
	INSURANCE FOR PROPERTY & FIDELITY									
	Fidelity Bond for Financial Officers	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
	Directors and Officers Liability	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	General Liability Package	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
	Student Insurance	1,550	1,860	2,046	2,251	2,251	2,251	2,251	2,251	2,251
	Umbrella	3,763	3,763	3,763	3,763	3,763	3,763	3,763	3,763	3,763
	TOTAL Line 70:	90,413	90,723	90,909	91,114	91,114	91,114	91,114	91,114	91,114
	SUPPLIES AND MATERIALS									
	Custodial Supplies	8,000	8,800	10,560	12,672	12,672	12,672	12,672	12,672	12,672
	Plant Supplies	7,500	8,250	5,000	6,000	6,000	6,000	6,000	6,000	6,000
	Nursing Supplies	5,000	5,000	6,000	7,200	7,200	7,200	7,200	7,200	7,200
	TOTAL Line 71:	20,500	22,050	21,560	25,872	25,872	25,872	25,872	25,872	25,872
			-	-	-	-	-	-	-	-
	TRANSPORTATION		-	-	-	-	-	-	-	-
	Student Transportation	-	-	-	-	-	-	-	-	-
	TOTAL Line 72:	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-

		FY23	FY24 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY26 PROPOSED BUDGET	FY27 PROPOSED BUDGET	FY28 PROPOSED BUDGET	FY29 PROPOSED BUDGET	FY30 PROPOSED BUDGET	FY31 PROPOSED BUDGET
		-	-	-	-	-	-	-	-	-
	TOTAL Line 73:		-	-	-	-	-	-	-	-
	ENERGY COSTS									
	Heat	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Electricity	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500
	Water	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
	TOTAL Line 74:	76,500	76,500	76,500	76,500	76,500	76,500	76,500	76,500	76,500
			-	-	-	-	-	-	-	-
	MISCELLANEOUS EXPENSES		-	-	-	-	-	-	-	-
	Admissions/Marketing	-	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	High School Placement	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Refreshments staff	-	-	-	-	-	-	-	-	-
	TOTAL Line 75:	5,000	5,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
			-	-	-	-	-	-	-	-
	TOTAL FOR SUPPORT SERVICES	1,177,470	1,311,770	1,418,971	1,447,612	1,558,330	1,569,263	1,580,415	1,591,790	1,603,027
			-	-	-	-	-	-	-	-
	INSTRUCTIONAL EQUIPMENT		-	-	-	-	-	-	-	-
	Technology	10,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
	Smart Boards	-	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	Furniture & Fixtures	10,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
	Repair/Replace instruct equip	-	-	-	-	-	-	-	-	-
	TOTAL Line 78	20,000	92,500	92,500	92,500	92,500	92,500	92,500	92,500	92,500
	NON INSTRUCTIONAL EQUIPMENT									
		10,000	10,000	15,000	18,750	18,750	18,750	18,750	18,750	18,750
	TOTAL Line 79:	10,000	10,000	15,000	18,750	18,750	18,750	18,750	18,750	18,750
	TOTAL GENERAL FUND EXPENSE	6,302,326	6,769,850	7,419,306	7,711,968	7,586,084	7,703,548	7,824,208	8,045,166	8,370,028
		-	-	-	-	-	-	-	-	-
	TOTAL SPECIAL PROGRAMS EXP	213,553	253,594	266,941	300,309	300,309	300,309	300,309	300,309	300,309
	GRAND TOTAL EXPENSE	6,515,879	7,023,444	7,686,247	8,012,277	7,886,393	8,003,857	8,124,517	8,345,475	8,670,337
	REVENUE	6,232,847	6,812,145	7,156,942	8,032,312	8,022,426	8,032,312	8,031,496	8,036,167	8,040,932
	VARIANCE	(283,032)	(211,299)	(529,305)	20,036	136,033	28,456	(93,021)	(309,307)	(629,405)

SALARY PROJECTIONS FY23-FY31

	FY23 Salary	FY24 Salary	FY25 Salary	FY26 Salary	FY27 Salary	FY28 Salary	FY29 Salary	FY30 Salary	FY31 Salary
	54,006	55,086	56,188	57,312	58,458	59,627	60,820	62,036	63,277
	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158
	72,000	73,440	74,909	76,407	77,935	79,494	81,084	82,705	84,359
	37,982	38,742	39,516	40,307	41,113	41,935	42,774	43,629	44,502
	(9,496)	(9,685)							
	60,000	61,200	62,424	63,672	64,946	66,245	67,570	68,921	70,300
Secretarial/Clerical Assistants	279,493	285,083	300,663	306,677	312,810	319,066	325,448	331,957	338,596
						-	-	-	-
	45,016	45,916	46,835	47,771	48,727	49,701	50,695	51,709	52,743
	119,760	122,155	124,598	127,090	129,632	132,225	134,869	137,567	140,318
	68,000	69,360	70,747	72,162	73,605	75,077	76,579	78,111	79,673
	80,000	81,600	83,232	84,897	86,595	88,326	90,093	181,988	367,615
	19,158								
	150,604	153,616	156,689	159,823	163,019	166,279	169,605	172,997	176,457
	(45,181)	(46,085)							
	94,760	96,655	98,588	100,560	102,571	104,623	106,715	108,849	111,026
	158,140	161,303	164,529	167,819	171,176	174,599	178,091	181,653	185,286
	(79,070)	(80,651)							
	123,600	126,072	128,593	131,165					
	(123,600)	(126,072)							
	77,020	78,561	80,132	81,735	83,369	85,037	86,737	88,472	90,242
	(23,106)	(23,568)							
Administration	665,101	658,862	953,944	973,022	858,694	875,868	893,386	1,001,346	1,203,361
	35,700	36,414	37,142	37,885	38,643	39,416	40,204	41,008	41,828
	55,188	56,292	57,418	58,566	59,737	60,932	62,151	63,394	64,662
	81,951	83,590	85,262	86,967	88,706	90,481	92,290	94,136	96,019
	72,015	73,455	74,924	76,423	77,951	79,510	81,101	82,723	84,377
	15,914	16,232	16,556	16,888	17,225	17,570	17,921	18,280	18,280
		65,000	65,000	66,300	67,626	68,979	70,358	71,765	73,201
	75,190	76,694	78,228	79,792	81,388	83,016	84,676	86,370	88,097
			65,000	66,300	67,626	68,979	70,358	71,765	73,201
		45,000	45,900	46,818	47,754	48,709	49,684	50,677	51,691

SALARY PROJECTIONS FY23-FY31

	FY23 Salary		FY24 Salary		FY25 Salary		FY26 Salary		FY27 Salary		FY28 Salary		FY29 Salary		FY30 Salary		FY31 Salary
Student Support Services	335,957		452,677		525,430		535,939		546,658		557,591		568,742		580,117		591,354

SALARY PROJECTIONS FY23-FY31

	FY23 Salary	FY24 Salary	FY25 Salary	FY26 Salary	FY27 Salary	FY28 Salary	FY29 Salary	FY30 Salary	FY31 Salary
						-	-	-	-
	60,259	61,464	62,693	63,947	65,226	66,530	67,861	69,218	70,603
	100,319	102,325	104,372	106,459	108,588	110,760	112,975	115,235	117,539
	57,838	58,995	60,175	61,378	62,606	63,858	65,135	66,438	67,767
	100,142	102,144	104,187	106,271	108,396	110,564	112,776	115,031	117,332
	55,000	56,100	57,222	58,366	59,534	60,724	61,939	63,178	64,441
	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158
		65,000	66,300						
						-	-	-	-
	51,500	52,530	53,581	54,652	55,745	56,860	57,997	59,157	60,340
	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158
	64,890	66,188	67,512	68,862	70,239	71,644	73,077	74,538	76,029
	72,100	73,542	75,013	76,513	78,043	79,604	81,196	82,820	84,477
	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583
	58,766	59,941		-	-	-	-	-	-
	85,490	87,200	88,944	90,723	92,537	94,388	96,276	98,201	100,165
	70,700	72,114	73,556	75,027	76,528	78,059	79,620	81,212	82,836
	80,000	81,600	83,232	84,897	86,595	88,326	90,093	91,895	93,733
		65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665
		65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665
			65,000	66,300	67,626	68,979	70,358	71,765	73,201
			65,000	66,300	67,626	68,979	70,358	71,765	73,201
				65,000	66,300	67,626	68,979	70,358	71,765
				65,000	66,300	67,626	68,979	70,358	71,765
				65,000	66,300	67,626	68,979	70,358	71,765
				65,000	66,300	67,626	68,979	70,358	71,765

SALARY PROJECTIONS FY23-FY31

	FY23 Salary	FY24 Salary	FY25 Salary	FY26 Salary	FY27 Salary	FY28 Salary	FY29 Salary	FY30 Salary	FY31 Salary
	60,529	61,739	62,974	64,233	65,518	66,828	68,165	69,528	70,919
	66,950	68,289	69,655	71,048	72,469	73,918	75,397	76,905	78,443
						-	-	-	-
	86,525	88,255	90,020	91,821	93,657	95,530	97,441	99,390	101,378
	88,516	90,286	92,092	93,934	95,813	97,729	99,684	101,677	103,711
	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158
						-	-	-	-
	56,560	57,691	58,845	60,022	61,222	62,447	63,696	64,970	66,269
	64,484	65,773	67,089	68,431	69,799	71,195	72,619	74,071	75,553
			65,000	66,300	67,626	68,979	70,358	71,765	73,201
	82,495								
	68,809	70,185	71,589	73,021	74,481	75,971	77,490	79,040	80,621
	65,000								
						-	-	-	-
	67,763	69,118	70,501	71,911	73,349	74,816	76,312	77,838	79,395
	88,824	90,600							
	79,209	80,793	82,409	84,057	85,738	87,453	89,202	90,986	92,806
	55,436	56,545							
	62,000	63,240							
	52,326	53,372	54,440	55,528	56,639	57,772	58,927	60,106	61,308
	91,147	92,970	94,830	96,726	98,661	100,634	102,647	104,700	106,793
		-	-			-	-	-	-
	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874
	65,000	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158
	86,000	87,720	89,474	91,264					
	90,000	91,800	93,636	95,509					
	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000

SALARY PROJECTIONS FY23-FY31

	FY23 Salary		FY24 Salary		FY25 Salary		FY26 Salary		FY27 Salary		FY28 Salary		FY29 Salary		FY30 Salary		FY31 Salary
Teachers	2,629,574		2,725,221		2,697,493		2,812,317		2,676,555		2,728,586		2,781,658		2,835,791		2,891,007
Salary Grand Total	3,910,126		4,121,843		4,477,530		4,627,955		4,394,717		4,481,112		4,569,234		4,749,211		5,024,318
	2,921,477		3,004,121		2,982,671		3,103,899		2,974,669		3,033,362		3,093,229		3,154,294		3,216,580