

**LINK COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES MEETING  
October 17, 2022, 6:30 PM  
In-Person AND Via Zoom  
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 regular meeting of the Link Community Charter School Board of Trustees was called to order at 6:42 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 September 22, 2022; by email to the city clerks of, East Orange, Irvington, and Orange, and the county superintendent of education on September 22, 2022 and by mail on September 27, 2022 to the city clerk of Newark; by posting notice on the school website; and by communicating same to the Board of Trustees.

**ROLL CALL**

<b>Member</b>	<b>Present</b>	<b>Absent</b>
Barkley, Ms.	√	
Barnett, 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  
Bima Baje, School Business Administrator  
Leslie Baynes, Chief Operating Officer  
Christine Martinez, Esq., Board Attorney  
Sharon Machrone, Director of Communications

## **APPROVAL OF MINUTES**

**Resolution #101722-01:** Be it Resolved that the Board of Trustees accepts and approves the minutes of the special board meeting held on October 05, 2022.

Moved by Ms. Barkley

Second by Mr. Key

Discussion: None

Vote: Voice; passed unanimously

## **APPROVAL OF AGENDA**

**Resolution #101722-02:** Be it Resolved that the Board of Trustees accepts and approves the agenda for the board meeting on October 17, 2022.

Moved by Ms. Barkley

Second by Ms. Barnett

Discussion: None

Vote: Voice; passed unanimously

## **PRESENTATION**

- NJSLA, Mrs. María Pilar Paradiso
- Renewal Visit, Mrs. Maria Paradiso

## **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 members of the public wishing to speak, Ms. Barkley closed public comments.

## **ACKNOWLEDGMENT OF CORRESPONDENCE**

None.

## **HEAD OF SCHOOL**

- **Monthly School Update**  
See attached.
- **HIB Report**

**Approval of HIB self-assessment grade**

**Resolution #101722-03:** Be it Resolved that the Board of Trustees approves the Link's 2021-2022 New Jersey Department of Education School Self-Assessment for Determining Grades under the Anti-Bullying Bill of Rights Act, with LCCS' Grade assessed at 76 out of 78 points, as recommended by the head of school.

Moved by Mr. Key

Second by Ms. Fox

Discussion: None

Vote: Roll call; passed unanimously

**Approval of professional development**

**Resolution #101722-04:** Be it Resolved that the Board of Trustees approves the following professional development opportunity, as recommended by the head of school.

Name	Conference/Training	Dates	Funded by:
Kelly Start	Middle School Civics Conference at Rutgers University	November 08, 2022	No Fee

Moved by Ms. Barnett

Second by Mr. Key

Discussion: None

Vote: Roll call; passed unanimously

**Approval of salary adjustment**

**Resolution #101722-05:** Be it Resolved that the Board of Trustees approves the salary adjustment in accordance with the title change approved on September 12<sup>th</sup> as follows:

Name	Title	Status	Salary	Effective Date
Crystal Covington	Vice Principal	Full-time, 12 months	\$96,000	September 12, 2022

Moved by Ms. Barnett

Second by Mr. Key

Discussion: None

Vote: Roll call; passed unanimously

**Approval of field trips**

**Resolution #101722-06:** Be it Resolved that the Board of Trustees approves the following field trips, with contracted school bus transportation to and from site, as recommended by the head of school.

Grade	Trip	Date/Time	Location	Funded by
K & 1 <sup>st</sup>	Wightman's Farms	October 27, 2022 10am-2:00pm	1111 Mt Kemble Ave, Morristown, NJ 07960	LEP
8 <sup>th</sup> Grade Boys	HSPT/COOP Test St. Benedict's Prep	November 11, 2022 7:30am-11:45pm	520 Dr. Martin Luther King Blvd., Newark, NJ 07102	LEP

8 <sup>th</sup> Grade Girls	HSPT/COOP Test Saint Vincent Academy	November 11, 2022 7:30am-11:45pm	228 W. Market St. Newark, NJ 07103	LEP
8 <sup>th</sup> Grade Untimed	HSPT/COOP Test Immaculate Conception High School	November 11, 2022 7:30am-1:00pm	33 Cottage Pl., Montclair, NK 07042	LEP
8 <sup>th</sup> Grade	Newark Science & Sustainability	October 28, 2022 10am-1pm	86 Garside St, Newark, NJ	Pingry

Moved by Mr. Key

Second by Ms. Barnett

Discussion: None

Vote: Roll call; passed unanimously

### **Approval of CSAL membership**

**Resolution # 101722-07:** Be it Resolved that the Board of Trustees approves the application to the Charter School Athletic League (CSAL) for interschool athletic for the 2022-2023 school year, as recommended by the head of school.

Moved by Mr. Key

Second by Ms. Barnett

Discussion: None

Vote: Roll call; passed unanimously

### **Approval to transport students**

**Resolution #101722-08:** Be it Resolved that the Board of Trustees approves transporting members of the school's athletic teams to games at the New Community Center on Hayes Street in Newark, to competitors' schools, or to other appropriate facilities (such as a park for soccer games) in accordance with the schedule set by that organization, with the understanding that Link Education Partners will fund such transportation and that parents are responsible for transporting students from the games to home, except when games are not in Newark, as recommended by the head of school.

Moved by Ms. Barnett

Second by Ms. Fox

Discussion: None

Vote: Roll call; passed unanimously

### **Approval for payment of stipend**

**Resolution #101722-09:** Be it Resolved that the Board of Trustees approves the payment of stipend of \$2,500 for Chris Kennedy as Athletic Director for the 2022-2023 school year, as recommended by the head of school.

Moved by Ms. Barnett

Second by Mr. Key

Discussion: None

Vote: Roll call; passed unanimously



**Approval of job descriptions**

**Resolution #101722-10:** Be it Resolved that the Board of Trustees accepts and approves the attached job descriptions for Teacher/Classroom Aide and Paraprofessional, as recommended by the head of school.

Moved by Ms. Barnett

Second by Mr. Key

Discussion: None

Vote: Roll call; passed unanimously

**Approval of proposal**

**Resolution #101722-11:** Be it Resolved that the Board of Trustees approves the proposal submitted by For the Love of Literacy for the 2022-2023 school year, as recommended by the head of school.

Moved by Ms. Barnett

Second by Mr. Key

Discussion: Mrs. Paradiso stated the total cost is \$83,100 and the Charter School Program Grant is paying a portion and LEP is paying the balance.

Vote: Roll call; passed unanimously

**Education Committee**

- **Committee Report**

**Governance Committee**

- **Committee Report**

**Approval of the board grievance committee**

**Resolution #101722-12:** Be it Resolved that the Board of Trustees approves the following to serve on the Board Grievance Committee until November 2023: Suzanne Dandie-Lashley, Chris Lynskey, Rosa Martinez as Link staff members and Naa-Adjorker Marques, Lakeeyah Lambert, and Courtney Smith as parent members, as recommended by the Governance Committee.

Moved by Ms. Barkley

Second by Ms. Barnett

Discussion: None

Vote: Roll call; passed unanimously

**Approval of the second reading and adoption of bylaw and policy revision**

**Resolution #101722-13:** Be it Resolved that the Board of Trustees approves the second reading and adoption of the revision to the following bylaws and policies, as recommended by the Governance Committee:

BO162 Notice of Board Meetings

P1110 Organizational Chart

Moved by Ms. Barkley

Second by Ms. Barnett

Discussion: None

Vote: Roll call; passed unanimously

**Approval of the first reading of the policy revision**

**Resolution #101722-14:** Be it Resolved that the Board of Trustees approves the first reading of the revision of the following policy, as recommended by the Governance Committee:

P 0155 Board Committees

Moved by Ms. Barnett

Second by Mr. Key

Discussion: None

Vote: Roll call; passed unanimously

**Finance Committee**

**Approval of financial reports**

**Resolution #101722-15:** Be it Resolved that the Board of Trustees accepts and approves the Board Secretary Report and the Treasurer's Report for the month ending September 30, 2022, as recommended by the school business administrator.

Moved by Ms. Barkley

Second by Mr. Key

Discussion: None

Vote: Roll call; passed unanimously

**Approval of bills for payment**

**Resolution #101722-16:** Be it Resolved that the Board of Trustees approves for payment the bills for goods and services provided to Link Community Charter School as listed in the attached Bill List, as recommended by the school business administrator.

Moved by Ms. Barkley

Second by Ms. Barnett

Discussion: None

Vote: Roll call; passed unanimously

**Approval of budget transfer**

**Resolution #101722-17:** Be it Resolved that the Board of Trustees approves the attached budget transfer, as recommended by the school business administrator.

Moved by Ms. Barkley

Second by Ms. Barnett

Discussion: None

Vote: Roll call; passed unanimously

**EXECUTIVE SESSION (Resolution#101722-18)**

**WHEREAS,** the LCCS Board of Trustees from time to time must convene into Executive Session to discuss confidential matters including but not limited to personnel issues, litigation, matters of attorney/client privilege, and/or student matters.

**NOW THEREFORE BE IT RESOLVED,** the LCCS Board of Trustees shall move into Executive Session to discuss a legal matter.

**BE IT FURTHER RESOLVED**, the LCCS Board of Trustees may take action on this matter when the LCCS Board of Trustees later returns to public session.

**BE IT FURTHER RESOLVED**, that the minutes of the executive session will be released to the public in an appropriately redacted form within a reasonable period of time providing as much information as possible without violating any applicable privilege or confidentiality.

**BE IT FURTHER RESOLVED**, that the redacted portion of the executive session minutes will not be released until such time as the privilege or confidentiality is no longer applicable.

Moved by Ms. Barkley

Second by Ms. Barnett

Discussion: None

Vote: Roll call; passed unanimously

The board moved to Executive Session at 7:54 pm.

The board returned to the regular meeting at 8:21 pm.

#### **OLD BUSINESS**

None.

#### **NEW BUSINESS**

None.

#### **ANNOUNCEMENTS**

The next regular board meeting is November 14, 2022.

#### **MOTION TO ADJOURN**

Moved by Ms. Barkley

Seconded by Ms. Barnett

Vote: Voice; passed unanimously

The meeting was adjourned at 8:24 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 flourish extending to the right.

Debra Paczkowski, Board Recording Secretary

Date: October 18, 2022

Approved by the Link Community Charter School Board of Trustees: November 14, 2022

## New Jersey State Assessment Performance: NJSLA 2022

Table 1. 2021-22 NJ State Assessment Results % Proficiency Level of 4 or 5												
Grades	Link		Newark		Orange		East Orange		Irvington		NJ	
	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math
5 <sup>th</sup>	39.2	5.9										
6 <sup>th</sup>	38.0	6.3										
7 <sup>th</sup>	59.5	15.9										
8 <sup>th</sup>	44.3	7.6										

Table 2. 2021-22 NJ State Assessment Results % Proficiency Level of 3, 4 or 5												
Grades	Link		Newark		Orange		East Orange		Irvington		NJ	
	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math
5 <sup>th</sup>	64.7	29.4										
6 <sup>th</sup>	51.0	36.7										
7 <sup>th</sup>	78.0	51.2										
8 <sup>th</sup>	82.3	27.8										

Table 3. 2018-19 NJ State Assessment Results % Proficiency Level of 4 or 5												
Grades	Link		Newark		Orange		East Orange		Irvington		NJ	
	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math
5 <sup>th</sup>	58.5	34.6	32.3	23.9	38.7	25.9	46.4	18.8	28.9	13	57.9	46.8
6 <sup>th</sup>	54.0	23.0	35.4	21.1	45.3	25.1	41.7	11.5	26.0	12.8	56.1	40.6
7 <sup>th</sup>	68.9	34.7	43.9	25.4	52.5	27.7	44.9	15.3	34.1	12.4	62.8	42.1
8 <sup>th</sup>	66.7	29.2	43.5	25.5	45.5	24.4	41.6	12	31.9	3.6	62.9	29.3

Table 4. 2017-18 NJ State Assessment Results % Proficiency Level of 4 or 5												
Grades	Link		Newark		Orange		East Orange		Irvington		NJ	
	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math
5 <sup>th</sup>	52.1	42.9	35.1	26.5	31.7	21.5	48.3	24.6	26.9	13.4	58.0	48.9
6 <sup>th</sup>	45.8	27.8	33.8	23.2	38.4	22.2	38.9	19	22.7	12.6	56.2	43.5
7 <sup>th</sup>	62.3	22.9	39.3	25	55.9	26.6	42.2	11.8	37.2	15.3	62.7	43.4
8 <sup>th</sup>	62.3	20.3	37.2	22.2	34.6	11	44.3	14.3	32.5	8.6	60.3	28.2

Table 5. 2016-17 NJ State Assessment Results % Proficiency Level of 4 or 5												
Grades	Link		Newark		Orange		East Orange		Irvington		NJ	
	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math
5 <sup>th</sup>	54.2	36.1	35.8	23.6	30.7	17.8	47.4	24.5	24.3	8.4	58.9	46.2
6 <sup>th</sup>	51.4	26.4	30.7	26.3	36.9	17.7	29.6	14.6	21.5	9.5	53.3	43.6
7 <sup>th</sup>	62.0	14.1	35.6	20.0	37.2	16.9	40.7	12.5	28.8	12.6	59.2	39.6
8 <sup>th</sup>	61.3	33.9	37.3	24.9	35.9	9.4	31.9	12.1	27.4	8	59.1	27.7

## **Appendix A:**

### **Description of Instructional Practices**

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:**

The learning environment begins at the entry to school so the team will see a team of Link staff positioned to warmly welcome scholars at each entrance into the building (depending on grade level of the scholar). The goal is to make students feel like they belong and to set them on a positive path for a day of learning.

Before walking into the classroom, the team will see a lesson plan hung outside the room (available for the team to take out and use during the classroom visit) and a threshold greeting to welcome scholars to the classroom environment. That greeting may reveal what the students are expected to learn in the lesson. When walking into a classroom, the team will see a posting of the lesson's objectives and the standards being addressed in the lesson. The team will also see the agenda for the lesson. In Kindergarten and 1<sup>st</sup> grade classrooms, the team also will see the schedule for the day posted. The classroom will also have indicators of what students are expected to learn in teacher created anchor charts and smartboard displays.

When looking for what students are actually learning, the team will see students engaged in collaborative work, independent practice, or large group instruction. Student responses and individual or group work will reveal what students understand and what they are learning.

Teachers will be seen telling scholars where they are headed at the beginning of a lesson and narrating where they are going/what the objectives are; circulating in the classroom; limiting direct instruction to short periods, utilizing "I do, we do, you do" models to release the learning process to scholars; particularly in the lower grades, using centers or stations to maximize learning and provide for small group instruction such as guided reading circles. The team will see well-structured lessons that engage learners and organized classrooms.

High-quality instruction at Link is defined as the use of strong instructional practices that lead to active learning and positive student outcomes. Those practices include thoughtful planning and preparation of standards-aligned lessons that reflect the content area curriculum; lesson plans that reflect an arc with a

“Do Now” or other introductory activity, a short period of direct instruction, opportunities for student practice, and a closing activity or “Exit Ticket”; high levels of student engagement and limited “teacher talk”; scaffolding that allows students to access rigorous lessons; and appropriate differentiation that engages all learners. High-quality instruction also involves collaboration with colleagues, reflective practice, and ongoing coaching and mentorship. Instructional coaches/leaders are partners in planning and often present in classrooms to model strategies and observe practices with the aim of providing critical feedback that improves the teacher’s practice.

## **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:**

Students are expected to put the Core Values (honesty, caring, respect, following directions, doing one’s best and responsibility) into practice. The team should see students treating one another and staff/teachers kindly and with respect. In the classroom, the team will see students sitting up, being attentive and responsive, actively participating with questions and responses, and completing assignments. Outside the classroom, students will be seen transitioning smoothly and quietly with 8<sup>th</sup> graders having more freedom to transition independently and the lower grades being monitored by teachers who escort every team. Transitions should be quiet.

A reflective space in the classroom will be utilized by students for just a few minutes if redirection does not work. The team would see this in use with little disruption. The team will see teachers direct students who are not meeting behavioral expectations in a variety of ways, from using physical proximity, to gestures and hand signals, to verbal cues. These may be used with the team as a whole or a student individually. The goal is to be respectful and quick so as to redirect and achieve or re-achieve positive student engagement as soon as possible with as little disruption as possible. Demerits and merits will be used to reinforce behavioral expectations. The team may also see teachers using phone calls and emails to parents to communicate about behaviors that are higher level or re-occurring.

To encourage meeting expectations, the team will see teachers sharing specific expectations so students understand what they should do, followed by narration and praise as students begin meeting expectations one by one, capturing the attention of the large group with cues, and merits and demerits.

## **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:**

Link supports students with diverse learning needs, including both general education and special education students. It is the hope of the school that a visitor, including the team, would not be able to see a difference between the two populations of students. In fact, the special education teacher and paraprofessionals in the classroom support all students as they will need support at different times and under different circumstances. The teachers will provide some general supports including flexible seating/desks, stress balls, quiet tables, short breaks/walks, scaffolding, use of the paraprofessional in the room.

Those students needing accommodations or modifications may receive support from the following continuum of services:

- one to one support
- speech/occupational
- small group support
- paraprofessional support in classroom
- transportation
- pull-out/push in with Sped Teacher
- counseling
- any other IEP directive

The team would see evidence of implementation of an IEP through the following sampling of possible accommodations:

- modified assignments/curriculum based on ability level
- reduction in number of questions or different kind of question
- simpler language on assessment or task
- breakdown of tasks/assignments into "chunks"
- different reading material
- placement in the room
- small groups
- additional tools
- use of calculators in hand or online
- writing/math prompts, word banks, math formulas, graphic organizer, etc. at the ready
- preferential seating
- provide options for alternative or modified assignments and assessments
- teach specific memory cues and devices
- collaborative brainstorming in anticipation of writing
- increased repetition to encourage retention
- provide visual models of completed tasks

The special education teacher works closely with the general education teacher and student to determine when it's best to push in or to pull out.

ESL instruction is currently delivered by the ESL teacher as we only have one student designated as ELL. The ESL teacher uses a combination of push-in and pull-out instruction and works closely with the classroom teacher to prepare the lesson.



**APPENDIX B**

**Letters of Support**

Link Community Charter School  
Renewal Application  
October 14, 2022



October 14, 2022

Angelica Allen-McMillan, Ed.D.  
Commissioner  
New Jersey Department of Education | PO Box 500 | Trenton, NJ 08625-0500

Dear Commissioner Allen-McMillan,

I am writing to express our strong support for Link Community Charter School's five-year charter renewal application and to urge you to continue its planned grade levels to realize a full Kindergarten to 8th grade elementary school.

At the New Jersey Children's Foundation, we strongly believe that education changes lives and communities. And, we believe that inequity will be addressed by creating and supporting high quality public education. We know that a strong public charter school sector has contributed to the gains made in Newark and those charter schools achieving positive results, such as Link, must be supported.

Link has a long, rich history in the Newark community and for decades, we have seen evidence of Link's strong school community. From pre-pandemic school performance (earning Tier 1 status), which demonstrated growth year over year, to placing its students in some of the best high schools in the region and helping students attain over \$6 million annually in scholarships and financial aid for high school. The high school placement program at Link opens doors while the academic program prepares their students to excel. This is precisely how a school changes lives and communities.

As we continue to strengthen our schools in Newark and the surrounding communities, we need schools like Link Community Charter School, who give the very best to our young people, so they can in turn become tomorrow's leaders.

The New Jersey Children's Foundation strongly supports Link's application for charter renewal so that it may continue to work with its students and community. If you have any questions, please do not hesitate to reach me via email at [kyle@njchildren.org](mailto:kyle@njchildren.org).

Sincerely,

A handwritten signature in black ink, appearing to read 'Kyle Rosenkrans'.

Kyle Rosenkrans  
Executive Director, New Jersey Children's Foundation  
1 Gateway Center Suite 2600 | Newark, NJ 07102

## BOARD OF TRUSTEES

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*forging lives  
through fire and  
glass*

10 Bleeker Street  
Newark, NJ 07102  
973.353.9555  
www.glassroots.org

# GLASSROOTS

October 13, 2002

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

Dear Dr. Allen-McMillan,

GlassRoots is honored to be a part of the Link Community Charter School and strongly supports the school's charter renewal.

GlassRoots is an art education center in Newark that ignites and builds the creative and economic vitality of Greater Newark through the transformative power of glass. For more than 20 years we have served the youth and young adults of our community through glass art and entrepreneurship education. We seek to provide a supportive and creative classroom experience, in which our teaching artists work with students to spark creativity and teach art skills, while also building students' self-confidence and self-expression.

For about six years, Glass Roots has supported the vibrant electives program at Link Community Charter School, giving middle school students an opportunity to explore their creativity, both creating and strengthening interest in the arts. For most, glass is a new medium and Link is all about exposing young people to new experiences. We have been part of that exposure and value the community that Link has created. Most Friday mornings, we have a teaching artist at Link Community Charter School working in their art room with a group of about 12 to 15 students. The projects we facilitate also enable Link students to use their voice by creating pieces that represent themselves, their school, and their community.

GlassRoots and Link have been a natural fit as we share a commitment to providing Newark students with the highest quality arts education, where each young artist can engage in new experiences, and thrive through creative and spiritual expression. Link Community Charter School is an essential partner and an integral member of the Newark community.

Yours sincerely,



Carol Losos  
Executive Director

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

October 13, 2022

Dear Dr. Allen-McMillan,

It is a great honor to write in support of Link Community Charter School's renewal application, an excellent educational institution under the leadership of Maria Pillar Paradiso in which JAZZ HOUSE KIDS has had a successful 14-year partnership providing exciting music instruction to 7th and 8th grade students every day of the week.

Now in its 20th year, the JAZZ HOUSE is dedicated to transforming lives using the power and legacy of jazz through world-class education and performances that create avenues of access, learning, career development and community building. As part of our core mission, the JAZZ HOUSE is committed to working with schools to bridge the achievement gap by using music to boost emotional health and scholastic outcomes in under-resourced schools such as Link. Through the JAZZ HOUSE Music Scholars program, every student at Link cycles through to learn music performance, history and theory taught by our JAZZ HOUSE instructors. Students receive robust jazz education free of charge and much-needed learning, structure, creativity, and inspiration.



*JAZZ HOUSE Music Scholars @ Link Community Charter School*

During the height of the pandemic, when art programs in schools were either downsized or suspended, Link did not miss a beat and continued its commitment to music teaching without interruption, with our in-school Link instructor tapping into Google Classroom and other online platforms to continue daily classes.

The efforts of Link Community Charter Schools and JAZZ HOUSE KiDS have great impact. According to their teachers, 90% of students improve from novice beginners to functional members of a jazz ensemble and 100% of 8th graders are ready to succeed in high school music programs. A full 100% of parents agreed the program improved their child's attitude about school, self-confidence and willingness to take risks.



Thank you for your consideration, and I welcome you to reach out to me at JAZZ HOUSE KiDS if I can be of further assistance.

Kind regards,

A handwritten signature in black ink, which appears to read "Melissa Walker".

Melissa Walker  
Founder + President, JAZZ HOUSE KiDS  
Email: [mwalker@jazzhousekids.org](mailto:mwalker@jazzhousekids.org)  
Phone: 973-744-2273







450 Washington Street, Newark, NJ 07102 Phone (973) 242-4144 Fax (973) 732-4012

October 13, 2022

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

Dr. Allen-McMillan,

As the Executive Director of Lincoln Park Coast Cultural District (LPCCD), I would like to express our organization's unwavering support for Link Community Charter School (LCCS), as they pursue their NJ Department of Education's charter renewal. The LPCCD and LCCS relationship has matured over the last 10 years and Link continues to be an integral community partner and remains essential in our neighborhood revitalization efforts and community events within the Lincoln Park neighborhood of Newark.

Lincoln Park Coast Cultural District is a 501 © 3 non-profit in the historic Lincoln Park neighborhood of Newark, NJ. Our organization orchestrates community collaboration by facilitating the integration of arts and culture amenities to advance local economic development, housing, neighborhood stability and community engagement to support Lincoln Park's transformation into a healthy, safe and vibrant neighborhood. We foster creative placemaking through the lens of diversity, equity and inclusion, social justice, and community advocacy.

We have been fortunate to work on unique community projects with students and educators at Link Community Charter School. In the 2021/2022 Academic Year, students worked with Lincoln Park Coast Cultural District to beautify Lincoln Park for Earth Day by designing and painting planters that expressed the student's creativity and concern for the community. Those planters have been placed throughout the neighborhood and serve as a reminder of the importance of community and civic engagement. Most recently, Lincoln Park Coast Cultural District has partnered with Link Community Charter School students on Newark's Office of Sustainability's "Adopt a Catch Basin" Project, which allows the adoption of catch basins throughout the Lincoln Park community to be cleaned, covered with artwork, and cared for to prevent pollutants from blocking and/or entering the city's storm sewer system.

Each of these projects possesses a unique balance between community engagement and arts education, which have resulted in exposing the students to the importance of civic pride. The Lincoln Park Coast Cultural District and Link Community Charter School partnership has and continues to lift the quality of life for residents and visitors, while affording students the opportunity to understand how educational impact must reach beyond the classroom. We at LPCCD fully support the charter renewal process for the Link Community Charter School.

Sincerely,

A handwritten signature in black ink that reads "Anthony Smith". The signature is fluid and cursive, with a long horizontal line extending from the end.

Anthony Smith  
Executive Director  
Lincoln Park Coast Cultural District



## Board of Trustees

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Community Volunteer

October 11, 2022

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

Dear Acting Commissioner Allen-McMillan,

It is our pleasure to reach out to you and the Office of Renaissance and Charter Schools to share our resounding support for Link Community Charter School. We urge you to take a close look at this special school community and to approve its renewal and the continuity of program as it provides for scholars in the recently added grades of Kindergarten and 1<sup>st</sup> to move through the early grades and into the preexisting 5<sup>th</sup> through 8<sup>th</sup> grade middle school.

Link Education Partners (LEP) is a 501(c)(3) non-profit organization, incorporated in the State of New Jersey, committed to educational equity and social justice since 1969. Link Education Partners collaborates closely with Link Community Charter School to deliver an exceptional educational experience for youth from Newark, East Orange, Irvington and Orange by leveraging resources to support strong student outcomes that builds a path to and through college. Through private donations and grants, Link Education Partners specifically supports deep exposure to the arts, enrichment programming and outdoor adventure education for young scholars; professional development and training for teachers; and a facility that supports learning and community engagement. Together, the two organizations have fueled a 50 plus year old mission with extraordinary results in Newark.

We took part in the early discussions around conversion in 2012 when then Link Community School was considering applying to the NJ Department of Education to convert to a public charter school. And, we have witnessed the growth and success of Link Community Charter School since 2014. Individuals, corporations, and foundations across the state and region donate to Link each year because they see the impact that the school makes in the community. In fact, if you walk into the building the school's special culture is palpable...there is an immediate sense of community, of acknowledgment that young people can and will succeed, and of the power of learning and growth. This needs to remain in effect for the families of the four districts in the school's region of residence.

We are both members of the community of supporters that value Link and give to sustain its unique model and the outcomes it generates, including strong high school placement and a generation of leading educators that have carried the model beyond Link's walls.



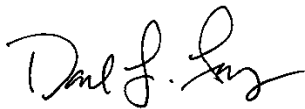
The real proof of Link's impact is evidenced in the scholars that graduate from the school, confident and eager to walk through doors and seize opportunities they encounter in some of the best high schools in the area like Science Park High School, Arts High School, St. Vincent Academy, St. Benedict's Prep, Kent Place School, Morristown-Beard School, and boarding schools across the country including Cate School in CA, Peddie School in NJ, Groton School and Deerfield Academy in MA, and The Masters School in NY. In recent years, Link scholars have earned over \$6 million annually to attend some of the strongest schools in the nation. And, they contribute in their communities, including our very own as there is a Link alumna teaching and a second Link alumna serving on the Board of Trustees of Link Community Charter School.

Link also has been a sort of incubator—a place where leaders are born and then carry their learnings to schools in our state and across our country...from giving birth to NorthStar and Pride Academy right here in New Jersey to helping to launch and lead the Denver School of Science and Technology and leading turnaround efforts in Chicago's public schools. In fact, so much of what Link has been doing for 50 plus years is now seen in charter and district schools across the state—testimony to the forward-thinking mindset of Link that continues today.

Link's youngest scholars must be allowed to continue at Link Community Charter School's amazing path for they will be the doctors, lawyers, teachers, engineers, and leaders that will shape our world.

We strongly and enthusiastically support the renewal of Link Community Charter School's charter, with the increase in grade levels so the school can achieve a full elementary school continuum (K-8).

Sincerely,



David Ferry  
Co-Chair



Andrew Lacey  
Co-Chair

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

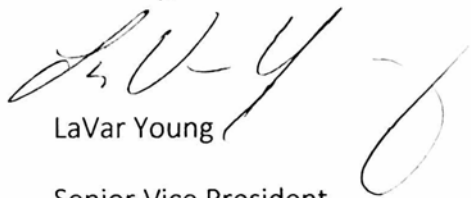
Acting Commissioner Allen-McMillan, Ed.D.,

It is my pleasure to write a letter of support for Link Community Charter school renewal application. For many years Link has provided students a strong academic experience while creating an environment that nurtures the whole child. Since its inception Link has been an example to others on social responsibility and their commitment to educating students in the City of Newark.

As a member of the Newark community at various levels. I've had the pleasure of working with Link many times over the years on various projects that impact the development and well-being of students and their families. I am confident that Link Community Charter, with over thirty years of excellence in school leadership matriculating students to the top high schools on the East Coast and beyond will continue to provide an exceptional educational choice to students.

I strongly support Link, as I value the mission and strong track record the administration has maintained in this education space. I have found Link to be an asset to the community.

Sincerely,

A handwritten signature in black ink, appearing to read 'LaVar Young', with a large, stylized flourish extending from the end of the signature.

LaVar Young

Senior Vice President

Mercury Public Affairs



October 10, 2022

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner,  
NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

Dear Commissioner Allen-McMillan,

I am writing to express our strong and unwavering support for the renewal of Link Community Charter School's charter and to share Newark School of the Arts' commitment to ongoing collaboration in the delivery of high-quality arts education at Link.

As a teaching artist and leader in the Newark arts community, I advocate regularly for inclusion of the arts in our schools. In my role as the Associate Director of Newark School of the Arts, I also work closely with school leaders to deliver strong, high-quality programming. Newark School of the Arts provides access to quality education in the performing and visual arts to all individuals, regardless of age or talent and has served over 50,000 students since its founding in 1968.

The Newark School of the Arts collaborates with Link Community Charter School through its impressive performing arts electives program and the most recent addition of our Kindergarten and First grade music program which was designed specifically in response to the needs of our shared community. Active participation in music-making activities has a positive impact connecting us, through culture and celebration. **The program's structure and playfulness** provide the optimal environment for learning. Our music classes not only help develop musical skills, but they also teach the fundamentals of mathematics by counting beats in a song and recognizing patterns through dance as well as reading and language skills, helping students get in touch with their emotions and learning to be empathetic and responsible citizens of the world.

Each week, students explore everything from micro-gardening to photography, from boatbuilding to chess, from robotics to dance, music and so much more. By offering its scholars opportunities to take an elective class each quarter (about 9 sessions each), Link is exposing students to a host of areas that they have never had access to before as well as exploring existing interests and talents. The electives program rounds out the **students'** whole school experience and prepares them to succeed at some of the best schools in the region.

We applaud this rich offering for students. We have witnessed first-hand Link's commitment to the whole child, developing mind, body and spirit to support lifelong success for our youth. Link's support for the arts stands out in our community. They collaborate with leading arts organizations in the city and the region, and they commit time and resources to immersion in the arts. And the impact on the students is clear as their creativity is nurtured, artistic talents are developed, and academic skills are enhanced; they graduate with confidence and maturity, ready to enter competitive high schools.

Our eleven (11) plus year partnership with Link Community Charter School has been strong and only continues to grow each year. We support Link's charter renewal application and will continue to use our expertise and programming to deliver its performing arts electives. The research is clear that exposing students early to music and creative arts not only supports overall development of the brain, but also delivers strong interventions where there is trauma. Our communities, and particularly our children, are experiencing trauma at alarming rates exacerbated by this ongoing pandemic, and schools like Link Community Charter School recognize that they must leverage the school environment to include social emotional learning and positively impact our youth.

With a 53-year history of serving students from Newark, East Orange, Orange, and Irvington with impressive programming and strong results, the Newark School of the Arts supports Link's Charter Renewal Application.

If you have any questions, please do not hesitate to reach me at 973-642-0133 or via email at [carmen@newarkschoolofthearts.org](mailto:carmen@newarkschoolofthearts.org).

Sincerely,



Carmen Santos-Robson  
Associate Director



Larry Tamburri  
Executive Director

**LEARN. CREATE. EXPRESS YOURSELF!**



October 11, 2022

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

Dear Acting Commissioner Allen-McMillan,

As an organization dedicated to empowering youth, NJLEEP has long partnered with Link Community Charter School. And as Link enters its 9<sup>th</sup> year as a public charter school, we applaud its work, acknowledge its successes, and urge the New Jersey Department of Education to renew its charter. The youth of Newark and the surrounding communities deserve to attend Link Community Charter School from Kindergarten through 8<sup>th</sup> grade.

Founded in 2006, NJ LEEP empowers youth to perform at high academic levels by building academic and social-emotional skills, creating opportunities to develop the habits for success, and ensuring our students have exposure to the professionalism needed in college and beyond.

In the early days of NJLEEP, even before Link had converted to a charter school, we taught elective classes in Constitutional Law and The 4<sup>th</sup> Amendment and visited history/social studies classes to guest lecture on legal topics. We quickly saw that both organizations valued exposure and academic achievement, so we continued our partnership and have, over the more than 15 years of our existence, leveraged that partnership to attract Link students to our High School Program, where they have excelled, graduating from high school and pursuing college degrees. The Link student arrives to NJLEEP with the academic preparation and the mindset that is necessary to excel in school and in life. That preparation and mindset are developed as a result of the strong community of learning that Link has created. Students are valued and they are exposed to limitless possibilities for growth. Teachers are supported and trained. Families are welcomed and partnered with. Together, everyone works for the students!

We are eager to see Link's youngest scholars apply to our Middle School Program as they continue through the early elementary school years. We know that Link's special model will benefit young students in these formative years to develop the necessary foundation for lifelong learning and long-term success.

We strongly and enthusiastically support the renewal of Link Community Charter School's charter, with the increase in grade levels so the school can achieve a full elementary school continuum (K-8).

Sincerely,

Matthew Feinstein  
Executive Director



# SAINT COLUMBA

ROMAN CATHOLIC CHURCH

25 THOMAS ST. NEWARK, NJ 07114

October 14, 2022

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Department of Education  
PO Box 500  
Trenton, NJ 08625-0500

Dear Acting Commissioner Allen-McMillan,

It is my pleasure to write to you and advocate for the renewal of the charter for our neighbor Link Community Charter School. I strongly urge you and your team to not only renew the charter but also allow for the continuation of grade levels 2<sup>nd</sup> through 4<sup>th</sup> so the students can move through an entire Kindergarten to 8<sup>th</sup> grade school in a positive school environment.

With a vantage point of a neighbor living across the street from the school, I have witnessed the entry of Link Community Charter School in 2012 when it first arrived to Pennsylvania Avenue in Newark, then as a private school about to pursue charter school conversion, and its subsequent growth. From the beginning, Link has been a vital community partner and educational leader. They are present in community conversations and meetings, partner with numerous community organizations, engage with the local police precincts to work on issues of importance to the neighborhood, and they deliver a strong educational program to our local families. Link Community Charter School also shares their space with us and with other neighborhood organizations for community events. They are truly a great steward of their resources. In fact, they have been part of the revitalization of our neighborhood, in addition to being an anchor Newark organization for over 50 years.

Our community needs schools like Link Community Charter School, so I urge you to issue a renewal for its charter and continue the addition of grade levels 2, 3, and 4 to create a full Kindergarten to 8<sup>th</sup> grade elementary school.

Sincerely,

Father Andres Codoñer-Contell  
Pastor, St. Columba's Roman Catholic Church





October 13, 2022

Angelica Allen-McMillan, Ed. D.  
Acting Commissioner  
NJ Department of Education  
PO Box 500  
Trenton, NJ 08625

Dear Ms. Allen-McMillan,

I understand that Link Community Charter School is coming up for its charter renewal this year, so I wanted to write to indicate my tremendous support for the school.

My 501c3, Newark Yoga Movement has brought self-regulating life skills of yoga, breathing, meditation and mindfulness to this school for the last 8 years. Our organization offers numerous programs and since 2010 has brought these life skills to over 37,000 students and 6,000 educators. Those who participate in our programs are superheroes as they see the value of reducing stress and anxiety as a huge win for being learning ready.

Given the fact that my organization has worked with all NBOE schools over the years as well as numerous charter schools in Newark, we have a good sense of a great school when we see one. In fact, we know a great school, the minute we walk in the door.

***Link is such a school.***

We walked in and had our first meeting with school leadership. We knew we were in a special school. We've walked the halls, interacted with the staff, and most importantly have connected with students. This school has done a tremendous job of getting their scholars ready for the future, starting with high school.

We've worked with Link in so many ways in our eight-year partnership. It's great to be able to help provide solutions to needs that change year to year and sometimes quarter to quarter. Specifically, we have offered quarterly yoga electives for upper grades, month long, daily summer immersion for new 5<sup>th</sup> graders entering the school, Instant Calm-a weekly program offering a three-minute script of centering, moving and relaxation over the school's public address system, numerous self-care staff development sessions, stress-relief programs for parents and most recently, twice weekly yoga for the new lower school Kindergarten and 1<sup>st</sup> grade classes.

*Newark Yoga Movement is a Section 501(c)3 nonprofit (EIN #27-0280203)*

PO Box 172 · Millburn · NJ 070741 · 917 748-0989 · [www.newarkyogamovement.org](http://www.newarkyogamovement.org)



October 13, 2022  
Page 2

The best news because of our programs is that all these population bases have the tools to help with self-regulation. Students breathe before a test and that helps to lower anxiety. Teachers have more time to teach their lessons because students are more focused and behaved. The level of positivity is contagious.

In closing, we always look forward to our days guiding yoga at Link Community Charter School and have witnessed the dedication of the staff, the smiles on the students and their positive movement to further their education.

As stated in this letter's opening, our organization wholeheartedly supports Link Community Charter School's charter renewal.

Thank you for your time and if you have any other questions, please feel free to reach out. And of course, if you all would like a self-care session given the fact that today just about everybody is stressed and anxious, feel free to reach out as well.

Warmly,

Debby Kaminsky  
Founder, Newark Yoga Movement

*Newark Yoga Movement is a Section 501(c)3 nonprofit (EIN #27-0280203)*

PO Box 172 · Millburn · NJ 070741 · 917 748-0989 · [www.newarkyogamovement.org](http://www.newarkyogamovement.org)





Caring for Children Corporation  
dba Brick City Bricks 4 Kidz  
P.O. Box 265  
Newark, NJ 07101

973-634-1277  
twilliams@bricks4kidz.com

October 14, 2022

Angelica Allen-McMillan, Ed.D.  
Acting Commissioner, NJ Dept. of Education  
PO Box 500  
Trenton, NJ 08625-0500

Dear Acting Commissioner Allen-McMillan:

As an organization dedicated providing quality spaces where children of all abilities can discover, develop, and display their STEM related gifts and talents, Brick City Bricks 4 Kidz has provided STEM enrichment programs at Link Community Charter School (LCCS) for several years. In addition, as a lifelong resident of Newark, I am familiar with the great work that LCCS started when it was call Project Link some 30+ years ago serving just 7<sup>th</sup> and 8<sup>th</sup> graders. I have watched Project Link grow into a full school increasing the number of children served each year. I am excited to see LCCS continue as a public charter school and urge the New Jersey Department of Education to renew its charter for grades K-8.

Incorporated in 2013, Caring for Children Corporation dba Brick City Bricks 4 Kidz, exposes children to science, technology, engineering, arts and math, at an early age igniting a curiosity for STEAM related topics and activities preparing them for 21<sup>st</sup> Century career success. At Bricks 4 Kidz, children ages 3 through 13 learn, build and play with LEGO® bricks. In working with LCCS, we have taught motorized model building, EV3 Mindstorms robotics, and during the pandemic we taught Artificial Intelligence virtually. LCCS stayed committed to ensuring that their students continued to have enrichment outside of the classroom. We know that hands-on activities help children retain more of what they learn and refreshes their minds to be ready for the next topic.

I am familiar with many of the other enrichment providers and have always been impressed with range of exposure to culture and creativity outlets that LCCS provides to its scholars. We look forward to extending our work to the younger scholars at LCCS as we continue a positive partnership into the future.

I and Brick City Bricks 4 Kidz, wholeheartedly support the renewal of Link Community Charter School's charter and are excited to see them expand to serve all elementary grades (K-8).

Sincerely,

Tara Williams-Harrington, MBA  
President & CEO  
Brick City Bricks 4 Kidz



B4KEssexcounty

[WWW.BRICKS4KIDZ.COM/ESSEXCOUNTY](http://WWW.BRICKS4KIDZ.COM/ESSEXCOUNTY)

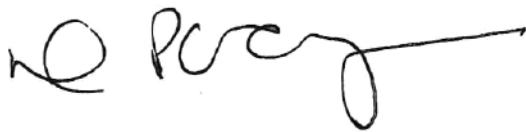
Link Community Charter School  
Board of Trustees  
23 Pennsylvania Avenue  
Newark, NJ 07114

**Resolution # 092622-03**

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

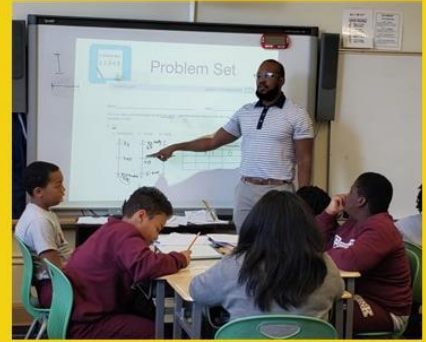
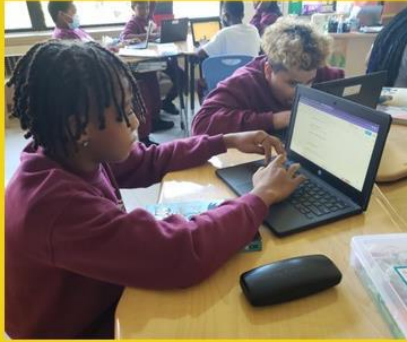
**Resolution #092622-03:** Be it Resolved that the Board of Trustees approves the submission to the NJ Office of Charter and Renaissance Schools of Link Community Charter School's application for Charter Renewal, to include the continuity of grade levels with the inclusion of grades 2, 3, and 4, as recommended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

I hereby certify that this resolution was adopted by the Board of Trustees of Link Community Charter School, Inc. at its meeting held on September 26, 2022.

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



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

## Renewal Application for



October 14, 2022

This report was transmitted to the district board(s) of education in Newark, Orange, East Orange, and Irvington and to the executive county superintendent of Essex County.



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## Basic Information About the School – Enrollment as of June 30, 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	339
Number and Percentage of Free or Reduced-Price Lunch Students	230 students (185 Free, 45 reduced)/68%
Number and Percentage of Special Education Students	33 IEPs, 3 Speech only, 3 504s Total of 39 students/11.5%
Number and Percentage of English Learner Students	1/.29%
Number and Percentage of White Students	3/.88%
Number and Percentage of Black Students	322/94.6%
Number and Percentage of Hispanic Students	26/7.67%
Number and Percentage of Asian Students	1/.29%
Number and Percentage of American Indian Students	1/.29%
Number and Percentage of Hawaiian Native Students	0
Number and Percentage of Students Two or More Races	14/4.13%

## 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 possibilities for 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. These early grades use Readers and Writers Workshop curriculum, SIPPS for phonics, a literature based social studies program, Foss Science, and Illustrative Math.

#### 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. The pandemic has had a significant impact on learning and the school is working to address learning loss and some related disinterest.

### 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. The pandemic also has had deep effects on students and staff's personal well-being which in turn impacts school culture. The social workers and a school psychologist are supporting both students and staff in deep ways for without positive mental health we cannot achieve strong academic outcomes.

### 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 and music. The lower grades layer in movement and the middle school includes 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 morning meeting in the lower grades and advisory/morning circle in the middle school, and the Core Values for ALL, 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 years at Link with high expectations, outdoor adventure education, daily centering/mindfulness practice, and other activities.

### Exposure Beyond the Traditional Classroom

Link believes learning should be extended beyond the classroom, where opportunities exist for real world and hands-on experiences. Therefore, students attend field trips from their entry as Kindergarteners. As they move into middle school, they 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 in 7<sup>th</sup> and 8<sup>th</sup> grade 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 it is broken down developmentally so all scholars are involved. By sharing best practices and serving as a model school, Link Community Charter School works 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.

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

While the overarching mission of educational excellence through a rigorous curriculum, Core Values, and exposure has not changed, the focus on the middle school years has evolved to the elementary school experience. That is now reflected in the formal mission and vision statements of the school. The addition of the lower elementary grades, approved in 2020, was communicated through pre-application focus groups, surveys, flyers, emails, etc. and through post approval announcements, board meetings, Link to Home messages, emails, and much more. The addition of these grades and subsequent move from “middle school” to “elementary school” may seem subtle yet it is very profound for Link.

## **1.2. Curriculum**

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

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. 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. 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 and changes.

Finally, in-house and sub-contracted instructional coaches support content knowledge, lesson planning, and instructional delivery.

### **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, Brigance, and others are all used to inform instruction on a regular basis throughout the year. Data is compiled and analyzed and shared out at an individual teacher and grade level 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.

The school has reviewed the most recent NJSLA data in two ways. First, looking at the official pass rate, the school identified those students/percentage that scored a level 4 or 5. The results demonstrated significant decreases since the last NJSLA test administration, which we know are seen across the state and country. We

are concerned but optimistic that with a positive return to full in-school learning, a strong instructional team, interventions and more, we can effect real change and begin an upward trajectory.

<b>Table 2021-22 NJ State Assessment Results</b>		
<b>% Proficiency Level of 4 or 5</b>		
Grades	Link	
	ELA	Math
5 <sup>th</sup>	39.2	5.9
6 <sup>th</sup>	38.0	6.3
7 <sup>th</sup>	57.3	15.9
8 <sup>th</sup>	44.3	7.6

In reflecting on the assessments, we looked at instruction and curriculum, but we also looked at student mindset, COVID, overall fatigue, especially in the 8<sup>th</sup> grade. We acknowledge the significant decline in performance, but we also recognize the many factors that contributed to that decline.

But we also found it important to identify those scholars who approached grade level standards and we were pleased to see a significant number fell in this group. See chart below - LCCS Student Performance: Percentage of Students Approaching (Level 3), Meeting (Level 4), and Exceeding (Level 5) Expectations

<b>Table 2021-22 NJ State Assessment Results</b>		
<b>% Proficiency Level of 3, 4 or 5</b>		
Grades	Link	
	ELA	Math
5 <sup>th</sup>	64.7	29.4
6 <sup>th</sup>	68.4	36.7
7 <sup>th</sup>	78.0	51.2
8 <sup>th</sup>	82.3	27.8

There is a great opportunity to strengthen these scholars' skills and see their movement to reaching and even exceeding grade level standards this year and next.

## 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:
  - 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.

Link Community Charter School uses an organizational structure that is premised on community, leadership and the Core Values, in keeping with its philosophy. The school is led by a Head of School with the instructional leadership role filled by a Principal and the financial and operations leadership role filled by a Chief Operating Officer. The School Business Administrator ensures compliance with all financial, human relations, and operations regulations, statutes and best practices. The Building Leadership Team further encompasses 2 Vice Principals, the Supervisor of Kindergarten to 4<sup>th</sup> grade, the Dean of Students, and the Director of Admission and High School Placement.

The school business administrator's key role is to oversee compliance in all financial matters, budget oversight, contracts and purchasing, benefits, HR, public programs; to provide monthly accounting/reporting to the board, to ensure board compliance and support an effective board.

The principal is responsible for the instructional program, supervising the teaching and professional staff, as well as the support services staff, and ensuring instructional level compliance. The principal engages the staff fully to create a vibrant learning environment and builds relationships with them to lead the instructional program. The principal is also actively connected to students with a visible presence throughout the school each day.

The chief operating officer manages the day to day financial and operations matters for the school, including: budget development and management, human relations, payroll, benefits, purchasing, the cafeteria program, outside contracts for security and cleaning, and the facility.

The two vice principals were added to build towards the future and provide strong teacher support as Link grows. They each support testing, daily operations, report cards and progress reports, scheduling and observations/evaluations.

The dean of students is charged with school culture and its intersect with student discipline. She further supports a positive environment in the classroom by working closely with teachers and an overall positive environment by working with parents.

The director of admission and high school placement is charged with two major responsibilities. Within the admissions role, he is responsible for spreading the word about Link throughout the four districts of residence, handling inquiries, managing the enrollment applications from families and the lottery system, and coordinating registration and transition to Link for all new students. In the high school placement role, he is responsible for opening doors to strong high schools for our students, preparing students for the application process and supporting them and parents throughout the process, connecting with and supporting scholarship

programs, and working closely with families to navigate the process, maximize the opportunities and secure placements that best match each student.

Decision-making: All decision making at Link Community Charter School is grounded in mission alignment and student focus. Decisions are made with guidance and input from the school community, using best practices and research to support outcomes, and incorporating a feedback loop through a five-step process or system:

- Step 1: Identify the Goal ...
- Step 2: Gather Information for Weighing Options ...
- Step 3: Consider the Consequences...
- Step 4: Make a Decision...
- Step 5: Evaluate the Decision

The school solicits feedback from teachers regularly in bi-monthly staff meetings and smaller weekly forums such as grade level meetings, department meetings, and one-on-one conversations. Moreover, the school surveys the staff twice per year, the parents once per year, and the students once per year to gather input. Armed with feedback, best practices, research and the school's mission and core values, the school's leaders make decisions that move the school forward. The school is also nimble and responsive to the needs of the community. While it pursues decisions and outcomes diligently, it does on occasion make adjustments to better support the young scholars.

Evaluating leaders: The school leader is evaluated annually with a system developed by the board that looks at four key areas of leadership: leadership, management, talent management, and community.

Evaluating and Coaching Teachers: Link supports the professional development and growth of its teachers with the belief that the teacher contributes to the success of students in profound ways. Therefore, building and supporting teacher growth is an essential component to supporting student growth. Link does this in a number of key ways:

- Professional Development (see below)
- Coaching: Link is working in two domains, the general instructional practice and content specific practices of English literacy and math literacy, and therefore has three coaches: instructional, literacy and math.
- Training/Certificating/Masters Program at Relay Graduate School of Education: Link identifies up to 4 teachers each year to participate in Relay Graduate School of Education's one or two year programs. Rather than using Relay as an alternate route program, Link uses Relay to support the development of strategies and techniques necessary for strong instruction and strong student results.

Link uses the Stronge Evaluation System to capture the teacher's overall practice and performance. The principal is charged with setting out a schedule of informal and formal observations that culminate in a cumulative evaluation for the year. Stronge provides a framework that includes:

- Professional knowledge
- Instructional planning
- Instructional delivery
- Assessment of/for learning
- Learning Environment
- Professionalism
- Student progress

Professional Development: Link Community Charter School values growth and learning for both students and teachers and devotes significant resources to support this value through the following:

- 2 day/one night Annual Staff Retreat (August)—this was not possible the last three years due to the pandemic but we are building back up to it. In September 2022, we held a one day retreat.
- Opening Meetings (a series of 6 days in August)
- ½ day Friday schedule, about 2 days per month provides the time to devote to focused learning for the adults. Learning takes the form of formal workshops and professional development, collaboration with peers, grade level and department level meetings. – during the pandemic the half day schedule was utilized every Friday to meet the community's needs
- One day Mid-Year Retreat and PD (January)
- Two full day professional development days within the regular school year (November and March)

Using this calendar and the feedback from staff, Link identifies goals and then seeks providers or programs to meet the goals. Link also looks internally to identify strong peers who can deliver a workshop to support the goals.

## 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.

Link Community Charter School promotes and supports learning, scholarship and high expectations through a number of important elements:

**Physical Environment:** The building that students and staff walk into each day is safe, clean and inviting setting the stage for learning. During morning entry and afternoon exit, security guards are positioned at the front door and outside helping students at the cross walks. Throughout the day, security guards are positioned at the entrance to the building meeting each visitor as they enter the school. Facility staff is visible throughout the day maintaining the clean space and supporting the needs of students and staff as they relate to the building. A cleaning crew is visible after 5 pm each night to clean the space.

Spaces are designed to support curricular areas with engaging and conducive set-up, including a dedicated art room, performing arts room, and science lab; and newly created Kindergarten classrooms/bathrooms, and just outfitted 1<sup>st</sup> grade classrooms.

Positive school climate: The climate and environment is positive, joyful and affirming. Students are at the center of the focus in all decision-making. Students are greeted outside by the principal and head of school each day to signal they are individually important and valuable. This climate continues throughout the school building and community to actively and joyfully engage all learners. Students are not the only ones learning: teachers and staff meet collaboratively on a weekly basis to discuss school related topics, address concerns, and plan together and dive into data; they meet bi-monthly for professional development and workshops with teachers often leading the presentations, they open the year with multiple days of planned programming to support their growth. While staff attendance has been very strong throughout the school, this year attendance has been impacted by numerous COVID cases with symptoms, as well as flu and other illnesses.

Student attendance has been strong this year and in the past has had an average daily attendance of over 92%! Parents are engaged and typically attend report card nights, open house, family potluck picnic, Parent University Nights, Link Parent Association meetings and events, Parent Visitation Day (where parents shadow their children in a regular classroom day). Advisory and morning circle contribute to a positive start that is engaging and relevant for students with a kick-off to learning each day. With the pandemic behind us, the school is working hard to reengage parents, starting with a kick off in October, 2022.

Celebration of achievement: Students are celebrated both publicly in weekly awards during morning circle, honor rolls in the main hall, weekly Link to Home messages, and reward trips. Staff likewise are celebrated in Sunday evening email communication to all staff, bi-monthly staff meeting, personal and public emails, and periodic touches of gratitude throughout the year-like apples or granola bars in the main office and special luncheons.

The social and emotional development of students is supported throughout the school community and in particular through the school social workers and nurses and the relationships built with advisors, teachers and staff. Advisory and morning circle also provide for community conversations, guest speakers, lunchtime speakers, high school visits, character development, among other areas. The school added counseling services through a school psychologist in 2021-22 and has continued it for 2022-23 as the needs are great.

Teachers are supported through a strong community of learners, instructional coaches and mentors, observations and continual feedback, celebrations, ongoing and dedicated professional development throughout the school year, an opening retreat and meeting structure. With specific focus on the classroom environment, teachers receive support, guidance and coaching from the Instructional Coaches, Vice Principals, and the Principal.

## **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 (LPA)
- Parent University

- Family Fun Nights
- Back to School Night
- Parent Visitation Day/Breakfast with the Principal
- Weekly *Link to Home*, parent newsletter
- Report Card Nights (Grades 5-8) and Parent Conferences (Grades K-1)
- Welcoming/Open School Environment
- Surveys for parent input and/or feedback

Evidence: Parent survey results

The pandemic shifted some things. Plans to strengthen include:

- Reviving Pot Luck Suppers and adding more family events
- 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:

- How these relationships promote and help achieve the school's mission;
- How they align with the school's education program; and
- Plans to improve the school's partnerships with the community.

Partner	Description of Partnership	Alignment with Link's Mission	Alignment with Link's Educational Program
Jazz House Kids	Music Teaching Artist-in-Residence	Providing immersion in the arts	Provides music instruction in grades 5 through 8
Streams of Creativity	Theatre Arts Teaching Artist in Residence	Providing immersion in the arts	Provides instruction in performing arts in grades 6 through 8
Newark School of the Arts	Music Teaching Artist in Residence	Providing immersion in the arts	Provides music instruction in grade K and 1
Newark Yoga Movement	Yoga Instruction	Developing the mind, body, and spirit	Provides classes in movement and mindfulness in grades K & 1
Inspiring Young Minds	Strong partner in identifying high achieving students, and provider of academic programming and scholarships	Preparing students to apply for competitive boarding schools	Provides tangible support for families in the high school placement process
NJ SEEDS	Strong partner in identifying high achieving students, and	Preparing students to apply for competitive boarding schools	Provides tangible support for families in the high school

	provider of academic programming and scholarships		placement process
The Wight Foundation	Strong partner in identifying high achieving students, and provider of academic programming and scholarships	Preparing students to apply for competitive boarding schools.	Provides tangible support for families in the high school placement process
Youth Development clinic	Link contracts YDC to provide specific services such as professional development and counseling	Meeting SEL needs of students and Staff	Provides in-school counseling services for students
Project U.S.E.	Link contracts to provide outdoor adventure education trips and professional development	Providing experiential education	Delivers field trip opportunities
Camp Agawam	Residential summer camp in Maine offering full scholarships for a 7 week camping experience for from 4-5 boys each summer	Providing experiential education	Delivers summer learning experiences
EcoExplorers	Three-week summer program on the environment	Providing new exposures to students	Delivers summer learning experiences
Newark School of the Arts	Elective Class instruction	Providing new exposures to students	Provides instruction in Hip Hop Dance and Comic Book Art
Expozher/Photography with Tamara Fleming	Elective Class instruction	Providing new exposures to students	Provides instruction in photography
FireMeUp Studio	Elective Class instruction	Providing new exposures to students	Provides instruction in pottery and ceramics
Glassroots	Elective Class instruction	Providing new exposures to students	Provides instruction in the art of glass mosaics
Clifton Jones	Elective Class instruction	Providing new exposures to students	Provides instruction in ping pong
Jim Peck	Elective Class instruction	Providing new exposures to students	Provides classes in “fun science,” cooking. Interviewing, and musical production
Terdoon Nwadoah	Elective Class instruction	Providing new exposures to students	Provides instruction in “Hair, Beauty, and Culture”
Newark Chess Club	Elective Class instruction	Providing new exposures to students	Provides instruction in chess
Newark Public Library	Elective Class instruction	Providing new exposures to students	Provides instruction in American Sign Language



Proctor & Gamble	In process of setting up a pantry in the school to supply students with personal care items	Supporting mind, body and spirit	Supporting the physical and SEL needs of students
STEAM Urban	Elective Class instruction	Providing new exposures to students	Provides instruction in STEAM-related topics, such as cutting-edge art
Brick4Kids	Elective Class instruction	Providing new exposures to students	Provides instruction in robotics with Legos
Mighty Writers	Elective Class instruction	Providing new exposures to students	Provides instruction in play writing
Volunteers Mentoring Students in Girls' Group	Mentors for a group of 7 <sup>th</sup> grade girls	Preparing students for the future	Provides opportunities for girls to meet with role models from a variety o careers ho share their journeys with the girls.
Relay Graduate School of Education	Link supports the participation of teachers in Relay GSE	Strengthens the teachers ability to deliver an outstanding education	Provides professional development, training, and certification
Penny Sokolowski and Moona Elsevier	Mentors for a group of 8 <sup>th</sup> graders	Preparing students to apply for competitive boarding schools	Assisted 8 <sup>th</sup> graders with essay writing for high school applications and interviews
Novartis	Provider of field trips for students	Providing new exposures to students	Provides exposure to a how a large corporation works
The Island School	Provides a one week immersive experience for studetns	Providing new exposures to students	Deepens STEAM learning, outdoor activities, etc.
Schools That Can	STEM : Newark Design Challenge	Providing new exposures to students	Strengthens STEAM learning
Girls on the Run	Link has formed a chapter	Developing the mind, body, and spirit	Supports SEL/personal growth as well as physical fitness

Link is always making connections to strengthen program offerings and reviewing current and past opportunities to enliven what we have. This year, Link will bring back the Expedition to The Island School and introduce new electives, after school programs, and more. All of this is done through partnerships with organizations inside and outside our community.

## 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				
Marcina Fox	X	X			X	X
Brenda Daughtry			X		X	
Shawna Ebanks	X				X	X
Jeffrey Key, Esq.	X	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
<b>Learning Acceleration:</b> 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

<b>Return to In-Person Learning:</b> 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
<b>Implementation of Kindergarten:</b> 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.

Equity is at the heart of Link Community Charter School's mission and as such the school is committed to supporting all learners in achieving their full potential. Link has established a staffing model to support special education since its initial charter in 2014, providing special education teachers and paraprofessionals, working closely with the in-house case manager, the contracted child study team (Educational Services Commission of NJ), and contracted providers for special services (speech and occupational therapy). In 2021, Link added an ESL teacher to begin a staffing model that will support English Language Learners. Despite not having a population in the middle grades, the school anticipates receiving ELL students in the early grades and therefore hired a seasoned ESL teacher with experience in Newark.

### **4.2. Special Education**

Link currently serves 39 students with special needs (33 IEP, 3 Speech only, and 3 504s), in total representing 11.5% of the overall enrollment. With an inclusion model in place, all students are fully immersed in the academic program. Special education teachers support students by implementing IEPs and 504 plans and support teachers through co-planning.

- a) Describe the steps the school takes to identify students in need of Special Education services.
  - a. As students complete the registration packet when entering Link Community Charter School, families are required to complete the Child Find Form. The completed form is reviewed by the school's social worker who serves as the internal child study team case manager. Information provided on the form will guide the social worker in the next steps. If a parent reveals the new student is classified, the social worker will work closely with the family and the sending school to secure the existing IEP and any other relevant material. If a parent shares a concern about a child's prior learning experiences or development, the social worker will meet with the parents to discuss fully and refer the child to I&RS, when appropriate, which may lead to a child study team evaluation.
  - b. At any point after completing the registration process, a family may contact the social worker or parent to share concerns which will be fully reviewed by the social worker.
  - c. As a result of interaction in the classroom, a teacher may make a referral to the social worker or initiate the I&RS process, which may lead to child study team review.
  - d. Upon referral to the Child Study Team, the student is fully evaluated by members of the team, which may lead to a classification and the implementation of an IEP.
- b) Describe the special educational programs and range of services the school provides for identified students.

- a. Link Community Charter School's program uses an inclusion model, placing all classified students in the general education setting with the supports outlined in the child's IEP delivered by the special education teacher and/or a paraprofessional /teacher's aide, working under the direction of the teacher. The range of services include: push in support, pull out instruction, interventions, modifications, supportive devices, speech pathology, occupational therapy, and counseling. Transportation is provided by the local district, such as Newark Public Schools when the IEP requires it.
- 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 uploaded Link I&RS Booklet, updated in 2022

### 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 pursues different paths depending on what families share. If the child is in an all English-speaking household, then the student would be placed in a general education classroom. If a language other than English is spoken in the household, the ESL teacher continues to investigate:
    - One on one informal survey with the student
    - Contact sending school to get information
    - Utilize the WIDA screener
  - b. Teachers and staff may refer a student to the ESL teacher for evaluation should they see evidence of language difficulty. The ESL teacher then initiates the above noted steps
- b) Describe the programs and range of services the school provides for identified ELL students.

English Language Learners receive push-in and/or pull-out services, one period per day, at a minimum. The ESL teacher collaborates with the classroom teachers to support daily instruction. The ESL teacher provides important instruction on transitioning to American culture, the English language, and SEL, in addition to supporting the student's acquisition of knowledge in a new language.

## 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?
  - a. Initially in 2014, Link Community Charter School put out a Request for Proposals. The current auditors, Galleros Robinson, New York, NY were the most qualified respondent. We have been pleased with their attention to detail, communication, strong knowledge of accounting practices and commitment to strongest standards, as well as high levels of professionalism. Based on the experience, the Board and the SBA have not considered 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.

All responses uploaded to Homeroom.

### **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	40	50	50	50	50	50
1	50	36	50	50	50	50	50
2							
3							
4							
5	50	53	50	50	50	50	50
6	50	54	50	50	50	50	50
7	80	80	80	80	80	80	80
8	80	78	80	80	80	80	80
9							
10							
11							
12							
Total	360	341	360	360	360	360	360

- 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.

Link Community Charter School intends to continue to utilize the school building at 23 Pennsylvania Avenue for the educational program. In addition, LCCS has leased additional space at 792 Broad Street for district level offices and parking for a total annual lease payment of \$400,000 to Link Education Partners.

The instructional program occurs in a 3.5 story building that has been renovated for school operations. As the growth continues under the approved plan of reduction in grade level size for the middle school with the addition of lower grades, room changes are occurring to maximize usage. Challenges remain in two key spaces in the building: cafeteria and gymnasium. The size of our grades and total enrollment have required the school to be creative. Breakfast is held in the classrooms and recess is held indoors. Link is examining the addition of

a building on its current property to provide some additional square footage. This renewal with full implementation of Kindergarten to 8<sup>th</sup> grade will help the school move forward with plans for additional space.

### 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.

NJSLA and Start Strong Data demonstrate that scholars have lost significant ground in math and English language arts. Link has hired a reading specialist this year to work closely with the middle school students who achieved the lowest performance. The K-4 Supervisor works similarly with Kindergarten and 1<sup>st</sup> grade students who demonstrate low levels of reading. This shift to reading instruction in middle school is a strong step designed to meet students where they are and provide targeted support from an individual with strong training and background.

The next step is to do the same in math, by providing targeted support to those students with low math results.

Link hired a school psychologist to support students' mental health needs. We see a continuing need for such support services. And, we are currently exploring using a service to provide counseling sessions throughout the school year.

Finally, Link is working hard to re-engage families as we all move forward after the pandemic. We believe that strong parent engagement is a necessary step in the success of our scholars.

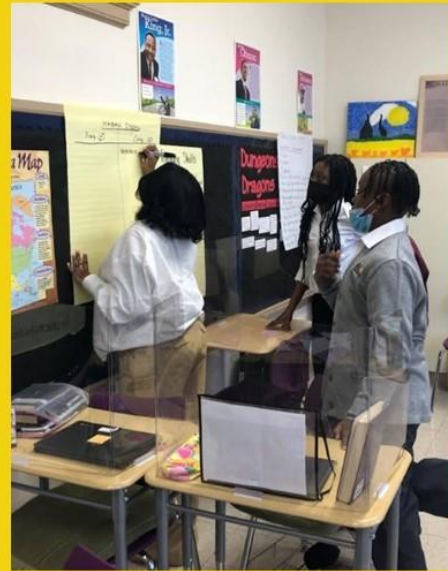
- b) Describe any significant changes the school expects to make in the following areas over the next charter term:
  - i) Amendments to your school's charter; and
    - i. NONE
  - ii) Governance and/or Education Service Provider (ESP) or Charter Management Organization (CMO) structure.
    - i. NONE

**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.



23 Pennsylvania Avenue

Newark, NJ 07114

973.642.0529

[link@linkschool.org](mailto:link@linkschool.org)



## Head of School Report October, 2022

### Link Enrollment as of 10/15/22:

Grade Level	Approved Enrollment for 2022-23	Registered for 2022-23	22/23 Enrollment Update
K	50	39	
1	50	36	
5	50	53	
6	50	53	52 waitlist
7	80	80	28 waitlist
8	80	78	44 waitlist
Total	360	339	

### Student Recruitment and Enrollment:

- We are continuing to fill seats in K and 1
- We have also seen a good deal of mobility in 7<sup>th</sup> and 8<sup>th</sup> and are working to fill those seats.
- Lunch count is 188 free, 47 reduced for a total of 235 out of 339 represents 70%

### Staffing:

- We continue to have instructional openings in math and special education, as well as 6<sup>th</sup> grade ELA
- We continue to have the following openings in operations/admin:
  - Student Life Coordinator
  - Finance Coordinator
  - HR Coordinator

### COVID Update:

- We updated the COVID protocol – see attached.

### Curriculum

- The K-4 Supervisor presented an overview of the 1<sup>st</sup> grade program. The curriculum for 1<sup>st</sup> grade is being finalized in Chalk and will be presented at the November meeting.

### High School Placement:

- No updates

### Strategic Planning Updates

- We received the draft document and are working on finalizing it for the December board meeting.

**Special Education**

- None

**Renewal**

- We are preparing for the state visit on 11/7/22
- NJPCSA has provided good support with leadership session and board session (taking place tonight) to plan for renewal
- We will need 3-4 board members to participate during the day

# New Jersey Department of Education

## School Self-Assessment for Determining Grades under the *Anti-Bullying Bill of Rights Act*

**School Name:** Link Community Charter School

**School Year:** July 1, 2021 - June 30, 2022



**School Name:** Link Community Charter School

**School Year:** July 1, 2021 - June 30, 2022

**Core Element #1: HIB Programs, Approaches or Other Initiatives (N.J.S.A. 18A:37-17a)**

Indicators	Score (0-3)
A. The school annually <i>established</i> HIB programs, approaches or other initiatives.	3
B. The school annually <i>implemented</i> and documented HIB programs, approaches, or other initiatives.	3
C. The school annually <i>assessed</i> HIB programs, approaches or other initiatives.	3
D. The school's HIB programs, approaches or other initiatives were designed to <i>create school-wide</i> conditions to prevent and address HIB.	3
E. The school safety/school climate team (SS/SCT) <i>identified patterns</i> of HIB and <i>reviewed</i> school climate and school policies for the prevention of HIB.	3
SUB-TOTAL (possible 15)	15

**Core Element #2: Training on the BOE-approved HIB Policy and Procedures (N.J.S.A. 18A:37-17b and c)**

Indicators	Score (0-3)
A. School employees, contracted service providers and volunteers were provided <i>training</i> on the HIB policy.	3
B. The HIB policy training included instruction on preventing HIB on the basis of <i>protected categories</i> enumerated in the ABR and <i>other distinguishing characteristics</i> that may incite incidents of discrimination or HIB.	3
C. The HIB policy was <i>discussed</i> with students, in accordance with the district's process for these discussions.	3
SUB-TOTAL (possible 9)	9



**School Name:** Link Community Charter School

**School Year:** July 1, 2021 - June 30, 2022

**Core Element #3: Other Staff Instruction and Training Programs (N.J.S.A. 18A:6-112, N.J.S.A. 18A:37-22d, N.J.S.A. 18A:37-26a, N.J.S.A. 18A:37-21d, N.J.S.A. 18A:26-8.2)**

Indicators	Score (0-3)
A. Each teaching staff member completed at least 2 hours of <i>instruction in suicide prevention that included information on HIB</i> , in each five-year professional development period.	3
B. Each teaching staff member completed at least 2 hours of <i>instruction on HIB prevention</i> , in each five-year professional development period.	3
C. The school anti-bullying specialist (ABS) was given <i>time during the usual school schedule</i> to participate in in-service training in preparation to act as the ABS.	3
D. The members of the school safety/school climate team (SS/SCT) were provided with professional development in effective practices of successful school climate programs or approaches.	3
E. School building leaders* have received information on the prevention of harassment, intimidation and bullying as part of their training on issues of school ethics, school law and school governance.	3
SUB-TOTAL (possible 15)	15

**Core Element #4: Curriculum and Instruction on HIB and Related Information and Skills (N.J.S.A. 18A:37-29)**

Indicators	Score (0-3)
A. The school <i>provided ongoing, age-appropriate instruction</i> on preventing HIB in accordance with the New Jersey Student Learning Standards.	3
B. The school observed the <i>"Week of Respect,"</i> during the week beginning with the first Monday in October of each year, <i>recognizing the importance of character education</i> by providing age-appropriate instruction focusing on HIB prevention.	3
SUB-TOTAL (possible 6)	6

**School Name:** Link Community Charter School

**School Year:** July 1, 2021 - June 30, 2022

**Core Element #5: HIB Personnel (N.J.S.A. 18A:37-20a, N.J.S.A. 18A:37-20c, N.J.S.A. 18A:37-21a)**

Indicators	Score (0-3)
A. The principal <i>appointed</i> a school anti-bullying specialist (ABS).	3
B. The ABS <i>met</i> at least two times per school year with the district anti-bullying coordinator (ABC).	3
C. The school safety/school climate team (SS/SCT) <i>met</i> at least two times per school year to develop, foster and maintain a positive school climate by focusing on the ongoing, systemic process and practices in the school and to address school climate issues including HIB.	2
SUB-TOTAL (possible 9)	8

**Core Element #6: School-Level HIB Incident Reporting Procedure (N.J.S.A. 18A:37-15b(5), N.J.S.A. 18A: 37-15b(6)(a))**

**Option A**

Indicators	Score (0-3)
A. The school <i>implemented</i> the district's procedure for reporting HIB that includes all required elements.	3
B. The school <i>implemented</i> the district's procedure for reporting new information on a prior HIB report.	3
SUB-TOTAL (possible 6)	6

**School Name:** Link Community Charter School

**School Year:** July 1, 2021 - June 30, 2022

**Core Element #7: HIB Investigation Procedure (N.J.S.A. 18A:37-15b(5) and (6)(a) and (b))**  
**Option A**

Indicators	Score (0-3)
A. <i>Notification</i> to parents of alleged offenders and alleged victims in each reported HIB incident.	3
B. <i>Completion</i> of the investigation within 10 school days of the written incident report.	2
C. Preparation of a <i>written report</i> on the findings of each HIB investigation	3
D. Indicator D. Results of the investigation reported to the chief school administrator (CSA) within 2 <i>school days</i> of completion of the investigation.	3
SUB-TOTAL (possible 12)	11

**Core Element #8: HIB Reporting (N.J.S.A. 18A:17- 46)**

Indicators	Score (0-3)
A. The school has a <i>procedure</i> for <i>ensuring</i> that staff member reports (i.e., verbal and written) include the required information for all incidents of violence, vandalism and HIB.	3
B. The official grades received from the NJDOE, for the Self-Assessment from the previous reporting period, for the school and for the school district are posted on the home page of the school's website per the ABR and the requirements of the NJDOE.	3
SUB-TOTAL (possible 6)	6
TOTAL SCORE (possible 78)	76

**School Name:** Link Community Charter School

**School Year:** July 1, 2021 - June 30, 2022

## Link Community Charter School (6099-986)

### STATEMENT OF ASSURANCES

By submitting the *School Self-Assessment for Determining Grades under the ABR* (Self-Assessment), the chief school administrator (CSA) assures that:

1. The school safety/school climate team (CC/SCT) had the lead role in completing the Self-Assessment.
2. The public was given the opportunity to comment on the Self-Assessment prior to district board of education (BOE) approval.
3. The BOE approved the Self-Assessment at a public meeting, prior to submission to the New Jersey Department of Education (NJDOE).
4. All information in the Self-Assessment is an accurate and complete account of the status of the school's efforts at implementing the ABR at the time of submission, the SS/SCT's report, the public comment on the report, and the district BOE's review of and decision on the report.
5. The NJDOE or its authorized representatives will be provided with access to, and the right to examine, all records, books, papers, or documents related to the Self-Assessment.
6. The grade assigned by the Commissioner for the school and for the school district in the district will be posted on the home page of the *school's* website within 10 days of its receipt from the NJDOE.
7. The grade assigned by the Commissioner for the school district and each school in the district will be posted on the home page of the *school district's* website within 10 days of its receipt from the NJDOE.
8. The BOE at a public meeting will review the grades assigned by the Commissioner for each school and the school district.



**Paraprofessional/Aide, General and Special Education**  
**(Contracted, Hourly)**  
Job Description

Position Description

The Paraprofessional/Aide assists the principal and teachers in maintaining a well-organized, smoothly functioning class environment in which students can take full advantage of the instructional program and available resource materials and general school environment in which students are safe and supported outside the classroom. To better help the paraprofessional/aide in performance of duties, the principal, vice principals, social workers, or teacher will provide appropriate orientation and direction throughout the year.

Specific Responsibilities

- Prepares for classroom activities under the supervision of a certified teacher
- Works with individual or small groups of students to reinforce material initially introduced by the teacher
- Performs clerical duties related to classroom activities
- Assists the teacher in implementing programs of independent study, enrichment, and remedial work
- Assists teachers with non-instructional classroom duties such as the creation of bulletin boards, organization of materials, and distribution of snacks, toileting, clean up and housekeeping
- Aids the teacher in the operation and care of equipment used in the classroom for instructional purposes
- Assists with the non-instructional classroom duties such as snack, dismissal, and clothing routines
- Participates in in-service training programs
- Maintains the same high level of ethical behavior and confidentiality of information about the students as is expected of fully licensed teachers
- Assists with the supervision of the student during emergency drills, assemblies, play periods, field trips, bus-loading/unloading, and community-based instruction
- Assumes other duties as assigned by the principal or vice principal.

Meetings and Professional Development

- Maintain continuous improvement through in-service education and other professional growth activities
- Participate in school-level planning, faculty meetings/committees and other school system groups
- Uphold and enforce school rules, administrative regulations, and board policy

Qualifications

- High School Diploma or equivalent
- Minimum two years of study at an institution of higher learning, an associate's degree (or higher), or a passing score on the ParaPro Test
- Ability to work effectively with elementary school aged children
- Demonstrated interest in education and students
- Possess personable, positive personality
- Maintain confidentiality and professionalism at all times
- Required criminal history check
- Proof of U.S. citizenship or legal resident alien status
- Commitment to Link Community Charter School's mission, vision and core values



**Teaching Assistant, General Education**  
**(10 Month, Full-time and Part-time)**  
Job Description

Position Description

The Teaching Assistant supports the principal and teachers with strong instruction so that students can maximize learning and growth. To better help the teaching assistant in performance of duties, the principal, vice principals, social workers, or teacher will provide appropriate orientation and direction throughout the year.

Specific Responsibilities

- Plans and prepares for classroom instruction under the supervision of a certified teacher
- Co-teaches with and under the supervision of a certified teacher
- Works with individual or small groups of students to reinforce learning
- Assists the teacher in implementing programs of independent study, enrichment, and remedial work
- Assists teachers with non-instructional classroom duties such as the creation of bulletin boards, organization of materials, and distribution of snacks, toileting, clean up and housekeeping
- Aids the teacher in the operation and care of equipment used in the classroom for instructional purposes
- Assists with the non-instructional classroom duties such as snack, dismissal, and clothing routines
- Participates in in-service training programs
- Maintains the same high level of ethical behavior and confidentiality of information about the students as is expected of fully licensed teachers
- Assists with the supervision of the student during emergency drills, assemblies, play periods, field trips, bus-loading/unloading, and community-based instruction
- Assumes other duties as assigned by the principal or vice principal.

Meetings and Professional Development

- Maintain continuous improvement through in-service education and other professional growth activities
- Participate in school-level planning, faculty meetings/committees and other school system groups
- Uphold and enforce school rules, administrative regulations, and board policy

Qualifications

- Bachelor's Degree
- Relevant Praxis testing in progress
- Knowledge of and ability to assist in the instruction of reading, writing and math
- Demonstrated desire to pursue teaching career
- Ability to work effectively with elementary school aged children
- Demonstrated interest in education and students
- Possess personable, positive personality
- Maintain confidentiality and professionalism, at all times
- Required criminal history check
- Proof of U.S. citizenship or legal resident alien status
- Commitment to Link Community Charter School's mission, vision and core values

**LINK COMMUNITY CHARTER SCHOOL  
INDEPENDENT CONSULTANT AGREEMENT**

This Independent Consultant **Agreement** is made the \_\_\_\_ day of \_\_\_\_\_, 2022 by and between the LINK Community Charter School Board of Trustees (the "Board" or "LCCS"), whose address is 23 Pennsylvania Ave, Newark, NJ 07114, and For the Love of Literacy, LLC. ("For the Love of Literacy") whose address is 2668 Farview Drive, Mountainside, NJ 07092

**WITNESSETH**

WHEREAS, the Board wishes to utilize the services of For the Love of Literacy, and  
WHEREAS, For the Love of Literacy is willing and able to provide such services to the Board;  
and

WHEREAS, there is a need to reduce to writing the understanding and agreement that exists between the Board and For the Love of Literacy.

NOW, THEREFORE, in consideration of mutual promises, it is agreed by and between the Board and For the Love of Literacy as follows:

1. **Scope of Services.** For the Love of Literacy shall provide LCCS with Professional Development and Consulting Services ("Services") in accordance with all state laws and regulations in full day increments. Each full day shall consist of 6 hours.
  2. **Project Details.** The Services to be provided by For the Love of Literacy will support:
    - a. the program and curriculum development of Kindergarten and 1<sup>st</sup> grade with one consultant for up to 27 days of service
    - b. the program and curriculum development of 5<sup>th</sup> through 8<sup>th</sup> grade with one consultant for up to 72 days of service
- Any changes to the project details and/or assigned coaches will be addressed via written mutual agreement between For the Love of Literacy and LCCS.
3. **Term of Contract.** The term of this Agreement shall commence on October 18, 2022 and shall continue through June 30, 2023.
  4. **Fee.** In consideration of the Services to be provided by For the Love of Literacy to LCCS, LCCS agrees to pay \$800 per full days of Professional Development and Consulting Services (the "Fee"). The total contact amount shall not exceed \$83,100 unless authorized by the Board in writing. The Board shall, in no instance, pay interest, penalty or late fees unless so authorized pursuant to N.J.S.A. 18A:18A-10.1.
  5. **Payment.** The Board will endeavor to release payment to For the Love of Literacy in the month succeeding that in which the monthly, verified invoice is submitted and approved by the Administration, so long as the required documentation, including invoice, voucher and any requested supporting documents, have been provided to LCCS's Business Office by the 15<sup>th</sup> day of the month.



6. **Assignment of Contract.** For the Love of Literacy shall not assign, transfer, or sublet this agreement, or any rights and responsibility in this Agreement without written consent from the Board.
7. **Availability of Funds.** Acknowledging that LCCS is in good financial health, the parties recognize that payments by LCCS to For the Love of Literacy under this Agreement are expressly dependent upon, and subject to the availability to LCCS of State and/or Federal funds. For the Love of Literacy is aware that LCCS's receipt of State and/or Federal funds is expressly conditioned upon allocation, review and approval by the New Jersey State Department of Education. If LCCS, for any reason, does not receive sufficient funds to make the required payments under this Agreement, it shall not be considered a Breach of the Agreement by LCCS and the parties, shall immediately begin negotiations to modify this contract taking into account the availability of funds, which may include the termination of the Agreement, if necessary.
8. **Indemnification.** To the fullest extent of the law, For the Love of Literacy will defend, indemnify, and hold LCCS and LCCS's board members, officers, directors, agents, employees, staff, and students harmless from any claims, actions, suits, losses, costs, liabilities and expenses (including reasonable attorneys' fees) relating to or arising out of Services provided by For the Love of Literacy.
9. **Insurance Requirements.** For the Love of Literacy shall provide, at its sole cost and expense, general and professional liability insurance for all of its employees in an amount no less than \$1,000,000 per occurrence and \$3,000,000 in Aggregate. The Board shall be added as an additional insured and For the Love of Literacy shall provide the LCCS with a Certificate of Insurance prior to providing Services.
10. **Force Majeure.** Neither party shall bear any responsibility or liability for any losses arising out of any delay or interruption of their performance of obligations under this Agreement due to any act of God, act of governmental authority, act of the public enemy, or due to war, riot, flood, civil commotion, public health emergency, insurrection, severe or adverse weather conditions, lack or shortage of electrical power not due to the fault of the non-performing party, malfunctions of equipment or software programs or any other cause beyond the reasonable control of the party delayed.
11. **Confidentiality.** For the Love of Literacy will be required to keep all student information strictly confidential in accordance with the Children's Online Privacy Protection Rule, the Family Educational Rights and Privacy Act, 20 U.S.C. 1232g, and its implementing regulations at 34 C.F.R. 99.1 et seq. and N.J.A.C. 6A:32-7.1 et seq. For the Love of Literacy further recognizes that the records and information generated in connection with the Service may be privileged or confidential. For the Love of Literacy agrees to observe the requirements of any applicable privilege and statutory or other duty of confidentiality.

**Termination for Cause.** If the Board determines that For the Love of Literacy has failed to comply with the terms and conditions of this Agreement, or that For the Love of Literacy has failed to perform said Service, duties and or responsibilities in a timely, proper,



professional and/or efficient manner, then the Board shall have the authority to terminate the Agreement immediately upon written notice setting forth the reason for termination and effective date of termination. Termination by the Board of the Agreement does not absolve For the Love of Literacy from potential liability for damages caused LCCS. The Board may withhold payment due the For the Love of Literacy and apply same towards damages once established.

12. **Promotional Literature.** For the Love of Literacy agrees that the term "Link Community Charter School" or any derivation thereof shall not be utilized in any promotional literature, advertisement or client lists without the express prior written consent of LCCS.
13. **Affirmative Action.** For the Love of Literacy will be required to comply with the requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27 et seq.
14. **Anti-Discrimination Provisions.** The Parties to this Agreement shall not discriminate against anyone on the basis of race, creed, color, sex, pregnancy, breastfeeding, sexual orientation, gender identity or expression, familial status, marital status, domestic partnership/civil union status, atypical hereditary cellular or blood trait, genetic information, religion, age, national origin, nationality, ancestry, liability for military service, or disability, and to comply with applicable state and federal laws regarding same, including without limitation N.J.S.A. 10:2-1 through 10:5-1.
15. **Compliance.** For the Love of Literacy will obey all required applicable United States federal, New Jersey State, and local rules and regulations. For the Love of Literacy shall comply in all material respects with the applicable provisions of New Jersey statutes, specifically, Title 18A and the NJ Administrative Code, specifically Title 6A.
16. **Waiver.** Failure to invoke any right, condition, or covenant in the Agreement by either party shall not be deemed to imply or constitute a waiver of any rights, condition, or covenant and neither party may rely on such failure.
17. **Records.** For the Love of Literacy will maintain all documentation related to this transaction for a period of five years from the date of final payment. Such records shall be made available to the New Jersey Office of the State Comptroller upon request pursuant to N.J.A.C. 17:44-2.2.
18. **Warranty.** For the Love of Literacy manner warrants that any individual providing Services pursuant to this Agreement on behalf of For the Love of Literacy is competent to provide the Services and has the necessary licenses and qualifications including the knowledge, skill and ability to provide the Services.
19. **Enforceability.** If any provision of this Agreement is held by a court of competent jurisdiction to be unenforceable, the remainder of the Agreement shall remain in full force and effect and shall in no way be impaired.
20. **Protection of Board Students / Criminal History Background Check**

- a. All individuals from For the Love of Literacy who will be or may be working in LCCS under this Agreement shall have been fingerprinted by the State and shall have no criminal history. For the Love of Literacy shall ensure, at its own expense, that all employees and/or individuals that will be or may be working with the Board's students and/or assigned to provide services, including but not limited to the individuals performing the assessment, have had a criminal history background check and that said background check indicates that no criminal history record information exists on file in either the Identification Division of the Federal Bureau of Investigation or the State Bureau of Investigation which would disqualify said employee from employment pursuant to N.J.S.A. 18A:6-7.1 et seq.
- b. For the Love of Literacy shall ensure that said proof exists prior to the execution of this Agreement. For the Love of Literacy shall provide proof of the criminal history background checks to the Board prior to the execution of this Agreement. This Agreement shall not begin or proceed until For the Love of Literacy complies with the requirements of this section.
- c. For the Love of Literacy and each individual from For the Love of Literacy shall also report his/her arrest or indictment for any crime or offense to the Board within 14 calendar days. The report shall include the date of arrest or indictment and charge(s) lodged against the individual. All individuals from For the Love of Literacy shall also report the disposition of any charges within seven calendar days of disposition.
- d. For the Love of Literacy must ensure that all individuals providing services to students are properly screened for tuberculosis prior to the start of work.

**21. Contracted Service Provider—Pre-Employment Requirements--Child Abuse/Sexual Misconduct**

- a. All providers, whose employees have regular contact with students, shall comply with the Pre-Employment Requirements in accordance with New Jersey P.L. 2018 c.5, N.J.S.A. 18A:6-7.6 et seq., commonly known as "Pass the Trash". Providers are to review the following New Jersey Department of Education—Pre-Employment Resource P.L. 2018 c.5 link for guidance: <http://nj.gov/education/educators/crimhist/preemployment/>
- b. This Agreement shall not begin or proceed until For the Love of Literacy complies with the requirements of this section.

**22. HIB Policy**

In the course of performing services, For the Love of Literacy and/or any individual performing services on behalf of For the Love of Literacy shall be required to comply with any and all applicable LCCS's policies and regulations. In the event For the Love of Literacy and/or any individual performing services on behalf of For the Love of Literacy has witnessed or has reliable information that a student has been subject to harassment, intimidation, or bullying, he/she shall verbally report the incident on the same day on which the incident was witnessed, or on which reliable information that a student has been subject to harassment, intimidation, or bullying was received, and shall report the same in writing within two (2) school days. All such verbal and written reports shall be made to the appropriate school official designated by LCCS's anti-bullying policy, or

to any school administrator or safe schools resource officer, who shall immediately initiate the LCCS's procedures concerning school bullying.

23. **Independent Contractor.** Nothing contained herein or any document executed in connection herewith, shall be construed to create an employer-employee partnership or joint venture relationship between LCCS and For the Love of Literacy. For the Love of Literacy is an independent contractor and not an employee of LCCS or any of its subsidiaries or affiliates. It is understood that LCCS will not withhold any amounts for payment of taxes from the compensation of For the Love of Literacy hereunder. Any and all sums subject to deduction, if any, required to be withheld and/or paid under any applicable state, federal or municipal laws or union or professional guild regulations shall be For the Love of Literacy's sole responsibility and For the Love of Literacy shall indemnify and hold LCCS harmless from any and all damages, claims and expenses arising out of or resulting from any claims asserted by any taxing authority as a result of or in connection with said payments. No individual from For the Love of Literacy shall represent himself/herself out as an employee of LCCS. For the Love of Literacy employees, agents, and contractors will not be eligible for: worker's compensation insurance for any injuries suffered while performing services for the Board; to receive unemployment benefits; any benefit plans, medical insurance plans or programs which the Board maintains for its employees; and/or vacation, sick, personal or holiday pay. Additionally, For the Love of Literacy agrees that it shall be responsible for furnishing all required materials, labor, transportation, and utensils required in order to provide the specified Services.
24. **Law/Venue.** This Agreement shall be governed by and construed in accordance with the laws of the State of New Jersey, United States without regard to its conflicts of law principles. Any and all claims, disputes or other matters in question between For the Love of Literacy and LCCS arising out of or relating to this Agreement or alleged breach hereof, shall be subject to and determined by a court of competent jurisdiction venued in Essex County, New Jersey, USA.
25. **Entire Agreement; Amendment of Agreement.** This Agreement represents the entire agreement between the parties hereto and supersedes all prior agreements and understandings between the parties, whether written or oral, relating to the subject matter hereof. This Agreement may be amended only by a written document signed by both For the Love of Literacy and an authorized representative of LCCS.
26. **Inconsistent Terms.** The parties agree that this Agreement controls over any inconsistent terms or condition contained in any other agreement entered into by the parties.
27. **Subject to Board Approval.** This Agreement is subject to ratification and formal approval by the Link Community Charter School Board of Trustees after receipt of an executed Agreement from For the Love of Literacy.

**THIS IS A LEGALLY BINDING DOCUMENT. PLEASE READ IT CAREFULLY AND SEEK LEGAL ADVICE. THE PARTIES HERETO AGREE THAT BY SIGNING THIS AGREEMENT THEY HAVE CONSULTED WITH LEGAL COUNSEL OR HAVE WAIVED SUCH RIGHT.**

**IN WITNESS WHEREOF**, the parties hereto have set their hands and seals the day and year first written above.

**For the Love of Literacy:**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Printed Name:** Dr. Kenneth Kunz

**Title:** Founder/Director

**Link Community Charter School Board of Trustees:**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Printed Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

ATTENDEES: Ms. K. Hester  
Mr. J. Key  
Mrs. R. Clarke-Avignant

- Ms.Hester opened the meeting by reporting on the following:

### **TOPIC 1. Academic Report**

- 1.1 Start Strong Testing is ongoing and should be finished within a week.
- 1.2 After submission of its raw data, that data would be used in the following ways:
  - a) It will be used by teachers to inform their instruction.
  - b) It will be used for more targeted personal development.
  - c) It will be used in preparation of the State visit scheduled for November 7.

### **TOPIC 2. Open positions**

- 2.1 Sixth grade families will be notified about the long-term replacement for the ELA position, which is being supported by two ELA faculty.
- 2.2 Sixth grade long term sub replacement for Special Ed is working smoothly, as such there is no heightened need to fill that position.
- 2.3 7<sup>th</sup> grade math remains open, and that position is still being supported by 4 teachers in rotation and a long-term sub
- 2.4 7<sup>th</sup> grade Special Ed position still needs to be filled. In the interim the position is being covered by three faculty members.
- 2.5 The new Kindergarten hire started the week of October 3<sup>rd</sup>.

2.6 The position for Foreign Language Facilitator is being supported with a long-term sub. An additional note about foreign language instruction is that initial issues, with the software platform revealed the need for training to understand the changes on the platform. 3 teachers have now been trained on the platform. Going forward, all 6<sup>th</sup> graders will take Spanish, whereas 7<sup>th</sup> and 8<sup>th</sup> grade will have a choice of languages starting next week

### **TOPIC 3. Social**

- Kindergarten and 1st grade will visit a pumpkin patch on October 27 in Morristown.
- The 7<sup>th</sup> and 8<sup>th</sup> grades dance will be held on October 28
- There will be a vocabulary-themed costumed parade on October 31
- Grades 5<sup>th</sup> and 6<sup>th</sup> will have a Fall festival on November 3.
- School will be closed on November 17 and 18.  
 However, as those dates do not line up with the NJ teachers conference dates of November 10 and 11, teachers will be allowed to bring in their children with them to work on November 17 and 18.
- November 17 will be a full day of personal development with presentations on Science, Math and Social Studies.

#### **➤ Questions/Discussions:**

- Mr. Key asked what the State hopes to learn from the results of Start Strong testing.
- Ms. Hester replied that no real guidance is given by the State regarding why the testing is administered, other than the need to assess the students to see where they are.
- With no additional topics for discussion, Mrs. Clarke-Avignant called the meeting to an end and thanked all who attended.

Link Community Charter School  
Board of Trustees  
Governance Committee Report  
October 13, 2022

Attendees: K. Barkley, M. Paradiso, D. Paczkowski, R. Marshall, S. Ebanks

❖ Amendment of Board Bylaws

- Amended to include new community engagement committee
- Committee will consist of one board member and multiple members of the Link community
- Members will be appointed by the Board of Trustees
- Alumni members can be of any age group
- Interested person will need to fill out an application

❖ Grievance Committee

- Currently exists in the Board of Trustees' Bylaws
- Committee acts a response team after incidents occur
- Consists of three faculty and three parents, no Board representative

❖ Strategic Plan

- Plan will focus on core areas of the school to enhance
- Feedback was sought from staff members and students
- Draft plan will be shared with the Board in November meeting for comments



## 0162 NOTICE OF BOARD MEETINGS

The Board of Trustees will give notice of all meetings in accordance with law.

### Public Notice

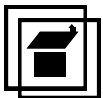
The Recording Secretary shall notify, in writing and no later than forty-eight hours in advance of the meeting, each Board member and each person who has duly requested such notification of the time, date, location, and, to the extent it is known, the agenda of any regular, special, or rescheduled meeting. Forty-eight hour notice shall also be posted in the school office, delivered to two newspapers designated by the Board, and filed with the clerk of the cities/**townships** of Newark, **East Orange, Orange, and Irvington**, except that forty-eight hour notice is not required where the time, date, and location of the meeting has been published in the annual list of meetings approved by the Board in accordance with law.

Upon the affirmative vote of three-quarters of the members present, the Board may meet in the absence of adequate notice, provided that discussion and action is limited to specific and unforeseen or unforeseeable matters of such urgency and importance that delay for the provision of notice would be likely to result in substantial harm to the public interest and that notice is given as soon as possible after the call of the meeting in accordance with the provisions of law and this bylaw.

### Personal Notice of Meeting

The Board shall provide personal notice in writing to an adult pupil, the parent(s) or legal guardian(s) of a minor pupil, an employee or officer of this charter school, or a prospective employee whose privacy may be invaded or whose employment may be affected by the Board's deliberations in private session. Such personal notice will include the date and time of the private meeting, the subject or subjects scheduled for discussion at the private meeting, and the right of the individual given notice to request that the discussions be conducted at a public meeting. Personal notice will be given no less than seventy-two hours in advance of the private meeting.

A written request for public discussion must be signed by the person making the request and must be submitted to the Board Chairperson prior to the commencement of the meeting. Any such properly submitted request will be granted. In the event that one or more, but fewer than all, of a group of persons whose employment will be discussed request a public meeting, the discussion regarding the person or persons who have submitted the request will be severed from the rest and will be conducted publicly.





## Special Meetings

Special meetings of the Board of Trustees for any purpose or purposes may be called at any time by the Chairperson or by a petition signed by a majority of the full Board of Trustees per N.J.A.C. 6A:32-3.1. Such meetings shall be held upon not less than two business days notice given personally or by telephone, telephone facsimile, or electronic mail or upon not less than four business days notice given by depositing notice in the United States mails, postage prepaid. Such notice shall specify the time and place of the meeting and in all respects comply with the notice requirements contained in the Open Public Meetings Act (N.J.S.A. 10:4-6 et seq.).

A discussion held in public by reason of the written request of an individual will be conducted at a regularly scheduled meeting for which annual notice has been given or at a meeting for which adequate public notice has been given in accordance with law.

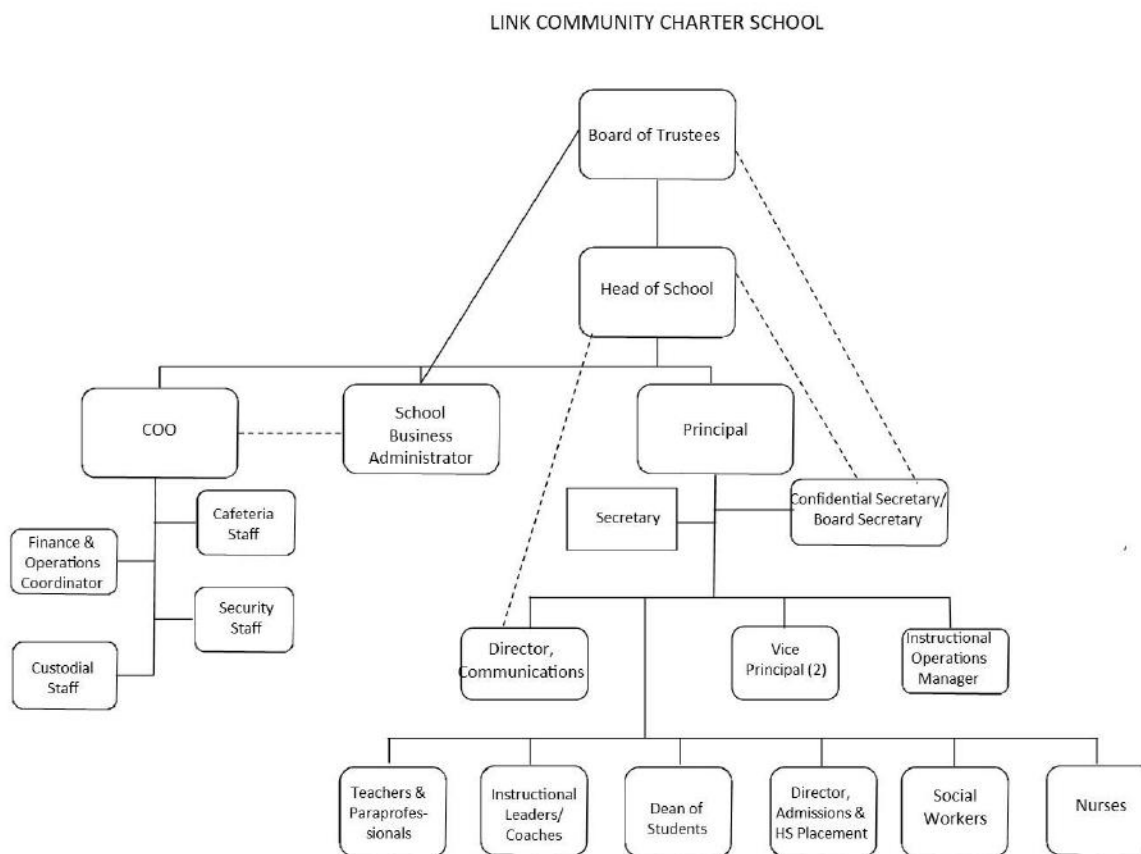
Nothing in this bylaw will permit an employee to request or the Board to grant the public discussion of tenure charges or permit the public disclosure of information regarding a disabled pupil.

N.J.S.A. 10:4-6 et seq.; 10:4-8d; 10:4-9b  
N.J.S.A. 18A:6-11; 18A:10-6  
N.J.A.C. 6A:32-3.1

Adopted: 26 March 2014  
Revised: 19 October 2015



## 1110 ORGANIZATIONAL CHART



Adopted: 10 November 2014  
 Revised and Adopted: 09 November 2015  
 Revised and Adopted: 11 September 2017  
 Revised and Adopted: 14 September 2018  
 Revised and Adopted: 18 January 2021



## 0155 BOARD COMMITTEES

### A. Establishment

The Board of Trustees may appoint such standing committees and/or ad hoc committees as it thinks necessary for the effective governing of Link Community Charter School. Minutes of each committee meeting should be taken and submitted to the Secretary of the Board within two weeks of the meeting date.

### B. Standing Committees

Each standing committee shall have a charge specific to its permitted activities and such charges shall be incorporated into the charter school policy manual. The function of any committee so established shall be fact-finding, deliberative, and advisory to the Board of Trustees. Committees shall not have authority to take legislative or administrative actions, nor to adopt policies for the school. The Chairperson of the Board of Trustees shall be an ex officio member of each committee. The Head of School of Link Community Charter School shall be an ex officio member of each committee, except where his/her evaluation, tenure, or salaries are to be deliberated. The Chairperson of the Board of Trustees and the Head of School, in their roles of ex officio members of each committee, shall not count towards a quorum for such committee meetings. Standing committees may include:

#### 1. Governance Committee

Prior to the annual meeting each year, the Officers of the Board of Trustees shall select, based on skill set and interest to serve, a Governance Committee from the membership of the Board of no less than one voting Trustee and appointed non-voting committee members. The members of the Governance Committee shall serve for a term of one year, with the possibility of being asked to serve on this same committee the following year. It shall be the duty of the Governance Committee to receive names in nomination and to prepare a slate of nominees for the election to the Board and as Officers at the annual meeting. The Board may place additional names in nomination at the annual meeting. The Governance Committee shall also be responsible to receive names in nomination for election to the Board when there is a Board vacancy during the year. The Governance Committee is also responsible for conducting Board orientation for new Trustees, and ensuring that Trustees meet any training requirements of the New Jersey School Board Association. Additionally,



this committee will review policies and bylaws amendments and additions before presentation to the Board as a whole.

2. Education Committee

The Officers of the Board of Trustees shall select, based on skill set and interest to serve, an Education Committee from the membership of the Board. The members of the Education Committee shall be composed of at least one voting Trustee and appointed non-voting committee members. The Education Committee shall serve for a term of one year, with the possibility of being asked to serve on this same committee the following year. It will assist the Head of School with his/her academic responsibilities, acting as resource persons in whatever way possible. The Education Committee will also be responsible for advising the Head of School in setting measurable academic goals and monitoring and reporting to the Board on goal attainment. The Principal will serve as ex-officio, non-voting members of this committee.

3. Finance and Facilities Committee

The Officers of the Board of Trustees shall select, based on skill set and interest to serve, a Finance and Facilities Committee from the membership of the Board. The members of the Finance and Facilities Committee shall consist of at least one voting Trustee, one of whom is the Treasurer, and appointed non-voting committee members. The Finance and Facilities Committee shall serve for a term of one year, with the possibility of being asked to serve on this same committee the following year. The Committee makes recommendations to the Board on matters of financial administration, including annual operating and capital budgets, major financial transactions, and oversight of property maintenance. It may carry on other functions as assigned by the Board of Trustees. The School Business Administrator/Board Secretary and the Chief Operating Officer shall be ex-officio, non-voting members of the Finance Committee.

4. Community Engagement Committee

The Officers of the Board of Trustees shall select, based on skill set and interest to serve, a Community Engagement Committee from the membership of the Board and from among the stakeholders of the school, including but not limited to parents, alumni, and representatives from partner organizations. The members of Community Engagement Committee shall consist of at least one Trustee and



appointed non-voting committee members. The Community Engagement Committee shall serve for a term of one year, with the possibility of being asked to serve on this same committee the following year. The Committee will be responsible for community outreach and engagement and for fundraising aligned with the mission of the organization and consistent with the activities permitted to be carried out by an organization exempt from Federal income tax under section 501 (c) (3) of the Internal Revenue law. The Head of School and the Director of Communications shall be ex-officio, non-voting members of the Community Engagement Committee.

## 5. Grievance Committee

In accordance with New Jersey law (N.J.S.A. 18A:36A-15), the Board of Trustees shall establish a Grievance Committee comprised of both parents and teachers to make non-binding recommendations to the Board of Trustees concerning the disposition of complaints. The Grievance Committee will be a six member committee of three parents and three teachers selected by their peers. Terms of service will be for one year, and the committee will be elected annually before the start of each school year.

The Committee will investigate complaints and make non-binding recommendations to the parties involved and to the Board concerning the disposition of the complaint. The Committee must meet within seven business days of the complaint submission date to open an investigation.

Testimony will be taken in investigating the complaint. Upon completion of its investigation, the Committee will prepare and submit a written, non-binding recommendation to the parties involved within a reasonable timeframe, usually fourteen days. If the parties choose not to accept the recommended course of action, they may appeal to the Board of Trustees.

The Board may uphold the Grievance Committee's recommendation, or make another recommendation. Ultimately, parties may seek legal remedy if they remain unsatisfied or appeal the decision to the Commissioner of Education.

This process will be outlined in the student, parent, and employee handbooks.

## C. Non-Trustee Committee Members on Standing Committees

In addition to sitting Trustees who have voting power on the Board, standing committees may also have participating non-trustee committee members from the



community, which may include faculty, staff, advisors, and other stakeholders. As paid employees, staff and faculty may not have voting powers; however, in order to ensure stakeholder representation in school business they will be recruited as working members of each standing committee of the Board.

**D. Temporary Ad Hoc Committees**

The Board of Trustees will have the power to form temporary or ad hoc committees to address specific projects or challenges. These temporary or ad hoc committees shall have a charge specific to permitted activities and that charge shall include the date on which the committee is to present its final report to the Board of Trustees and be dissolved.

Members of ad hoc committees shall be drawn from the Board and from those parents and staff of the school community who indicate interest in serving on the ad hoc committee and from such others as may be deemed appropriate by the Board of Trustees. Ad hoc committees shall be made up of no less than three and no more than nine members. One such temporary committee is the Personnel Committee, which shall be activated by the Board from time to time to and shall function as follows:

**1. Personnel Committee**

The Personnel Committee shall consist of at least three members and will be established as needed to advise the Head of School on hiring plans, compensation packages, etc.). The members of the Personnel Committee shall serve for a term of one year, with the possibility of being asked to serve on this same committee the following year. The Committee may carry on other functions as assigned by the Board of Trustees.

Adopted: 26 March 2014  
Revised: 19 October 2015  
Revised: 10 December 2018



## Finance & Facilities Committee Report

October 17, 2022

### I. Financial Review

#### a. Treasurer's Report:

- i. As of September 30, 2022, total operating cash on hand \$916,647.41  
Net \$15,662.46 in uncleared vendor payments.

#### Bank Accounts

- **General Fund \$971,219**  
All school operations expenses paid from General Fund & Special Revenue fund; rent, utilities, salaries, employee benefits, insurance, supplies & Title 1
- **Charter Escrow \$75,000**  
State mandated security account
- **Enterprise Fund \$23,536.87**  
Food services expenses, includes payroll labor & food purchases. Funding includes NSLP subsidies
- **Payroll \$-115,973.41**  
All salary expenses. The negative balance reflects a bank transfer made after the 9/30 payroll draft was paid by bank. There was no disruption in school service.
- **Payroll Agency \$28,049.98**  
Employee contributions to benefit premiums, Pension, vision, dental & health insurances and flexible spending account
- **Student Activities \$12,952.60**  
Student activities, aftercare
- **Unemployment \$25.00**

#### b. Secretary's Report:

- i. As of September 30, 2022
  - \$1,213,392 in expenses have been paid
  - \$4,690,890 in encumbrances are pending request for payment
  - \$782,236 remains unencumbered

### Charter School Grant Update

The fourth round of Charter School Grant reimbursement was completed 10/10/22. A request was made to reimburse LCCS for \$142,611. Included in the request were staff salaries and benefits, professional development for 1<sup>st</sup> grade teachers, classroom furniture, classroom supplies for 1<sup>st</sup> grade students, curriculum development for 1<sup>st</sup> grade and staff and student recruitment materials and advertisements.





**Interim Balance Sheet**

**ASSETS AND RESOURCES**

<b>ASSETS</b>		
101 Cash in checking account	\$ 986,881.53	
102-106 Other cash equivalents	\$ 75,000.00	
Total cash		\$ 1,061,881.53
111 Investments		\$ 0.00
114 Investment interest receivable		\$ 0.00
121 Tax levy receivable		\$ 5,167,450.24
Accounts receivable		
132 Interfund	\$ (153,244.51)	
141 Intergovernmental - state	\$ 283,320.00	
142 Intergovernmental - federal	\$ 0.00	
143 Intergovernmental - other	\$ 0.00	
153 Other Accounts Receivable	\$ 0.00	
		\$ 130,075.49
Loans receivable		
131 Interfund	\$ 0.00	
151 Other Loans Receivable	\$ 0.00	
		\$ 0.00
199 Other current assets		\$ 0.00
<b>RESOURCES</b>		
301 Estimated revenues (from adjusted budget)	\$ 6,311,314.00	
302 Less: revenues collected or accrued	\$ (6,162,698.54)	
		\$ 148,615.46
<b>TOTAL ASSETS AND RESOURCES</b>		<b>\$ 6,508,022.72</b>

**LIABILITIES AND FUND EQUITY**

<b>LIABILITIES</b>		
401 Interfund loans payable	\$	0.00
402 Interfund accounts payable	\$	0.00
411 Intergovernmental accounts payable - state	\$	0.00
412 Intergovernmental accounts payable - federal	\$	0.00
413 Intergovernmental accounts payable - other	\$	0.00
421 Accounts payable	\$	(346,840.66)
422 Judgments payable	\$	0.00
430 Compensated absences payable	\$	0.00
431 Contracts payable	\$	0.00
451 Loans payable	\$	0.00
461 Accrued Salaries and Benefits	\$	5,141.55
481 Deferred revenues	\$	0.00
499 Other current liabilities	\$	0.00
Total liabilities		<b>\$ (341,699.11)</b>

**FUND EQUITY**

Appropriated:

753 Reserve for encumbrances - current year				\$	4,638,066.78	
754 Reserve for encumbrances - prior year				\$	0.00	
760 Other reserves				\$	1,704,050.12	
771 Designated Fund Balance				\$	0.00	
772 Designated Fund Balance - ARRA/SEMI				\$	0.00	
601 Appropriations			\$	6,314,249.16		
602 Less: expenditures	\$	1,165,642.29				
603 Less: encumbrances	\$	4,638,066.78	\$	(5,803,709.07)	\$	510,540.09
Appropriations less expenditures						\$ 6,852,656.99
Unappropriated:						
770 Fund Balance, July 1, 2022				\$	0.00	
303 Less: budgeted fund balance				\$	(2,935.16)	
Unappropriated fund balance						\$ (2,935.16)
Total fund equity						\$ 6,849,721.83

**TOTAL LIABILITIES AND FUND EQUITY**

\$ 6,508,022.72

**RECAPITULATION OF FUND BALANCE - CURRENT YEAR ACTIVITY**

	Budgeted	Actual	Variance
Appropriations	\$ 6,314,249.16	\$ 5,803,709.07	\$ 510,540.09
Less: Revenues	\$ (6,311,314.00)	\$ (6,162,698.54)	\$ (148,615.46)
Subtotal	\$ 2,935.16	\$ (358,989.47)	\$ 361,924.63
Less: adjustment to appropriations for Prior Year Encumbrances	\$ 0.00	\$ 0.00	\$ 0.00
Total current year budgeted fund balance	\$ 2,935.16	\$ (358,989.47)	\$ 361,924.63
Add: Unappropriated fund balance			\$ (2,935.16)
Total of budgeted and unappropriated fund balance			<u>\$ 358,989.47</u>

**Revenues/Sources of Funds**

Acct Group	Group Title	Budgeted Est.	Transfers	Adj. Budget	Act to Date	Unrealized Under/(Over)
Recap	From Recap of Fund Balance	(45,064.84)	48,000.00	2,935.16	(358,989.47)	361,924.63
52xx	From Transfers	0.00	0.00	0.00	0.00	0.00
1xxx	From Local Sources	5,432,284.00	0.00	5,432,284.00	5,437,477.54	(5,193.54)
2xxx	From Intermediate Sources	0.00	0.00	0.00	0.00	0.00
3xxx	From State Sources	879,030.00	0.00	879,030.00	725,221.00	153,809.00
4xxx	From Federal Sources	0.00	0.00	0.00	0.00	0.00
5xxx	From Other Sources	0.00	0.00	0.00	0.00	0.00
Grand Totals		6,266,249.16	48,000.00	6,314,249.16	5,803,709.07	510,540.09

**Fund 11 (Current Expense Fund)**

Account Group	Group Title	Original Bgt	New App/Tnsf	Revised Bgt	Expenditures	Encumbrances	Avail Balance	Refunds
Instructional Expense		2,948,576.33	(72,500.00)	2,876,076.33	379,992.38	2,337,086.70	158,997.25	0.00
Administrative		2,126,354.19	72,500.00	2,198,854.19	579,916.90	1,396,704.45	222,232.84	0.00
Support Services		1,143,818.64	48,000.00	1,191,818.64	203,103.01	899,105.63	89,610.00	0.00
Grand Totals for fund 11:		6,218,749.16	48,000.00	6,266,749.16	1,163,012.29	4,632,896.78	470,840.09	0.00

**Fund 12 (Capital Outlay Fund)**

Account Group	Group Title	Original Bgt	New App/Tnsf	Revised Bgt	Expenditures	Encumbrances	Avail Balance	Refunds
Capital Outlay		47,500.00	0.00	47,500.00	2,630.00	5,170.00	39,700.00	0.00
Grand Totals for fund 12:		47,500.00	0.00	47,500.00	2,630.00	5,170.00	39,700.00	0.00
Grand Totals for all Subfunds of Fund 10:		6,266,249.16	48,000.00	6,314,249.16	1,165,642.29	4,638,066.78	510,540.09	0.00

**Revenues Summary**

Acct Group	Group Title	Budgeted Est.	Transfers	Adj. Budget	Act to Date	Unrealized Under/(Over)
Recap	From Recap of Fund Balance	(45,064.84)	48,000.00	2,935.16	(358,989.47)	361,924.63
10-1200-000-011	Equalization/Lcl Lvy Aid-Local	805,712.00	0.00	805,712.00	805,712.00	0.00
10-1200-000-012	Equalization/Lcl Lvy Aid-State	4,566,572.00	0.00	4,566,572.00	4,566,572.00	0.00
10-1510-000-023	Interest	0.00	0.00	0.00	0.00	0.00
10-1900-000-023	Other Sources	0.00	0.00	0.00	0.00	0.00
10-1920-000-023	Contributions/Donations	60,000.00	0.00	60,000.00	60,000.00	0.00
10-1920-001-023	Fundraising	0.00	0.00	0.00	0.00	0.00
10-1980-000-023	Refund of Prior Yr Exp	0.00	0.00	0.00	0.00	0.00
10-1990-000-023	Miscellaneous Revenue	0.00	0.00	0.00	5,193.54	(5,193.54)
10-3100-000-012	Equalization/Lcl Lvy Aid-State	0.00	0.00	0.00	0.00	0.00
10-3130-000-015	Categorical Aid - Spec Ed	268,905.00	0.00	268,905.00	268,905.00	0.00
10-3177-000-016	Categorical Security Aid	172,996.00	0.00	172,996.00	172,996.00	0.00
10-3190-000-021	Other Unrestricted State Aid	283,320.00	0.00	283,320.00	283,320.00	0.00
10-3195-000-021	Consolidated Aid	0.00	0.00	0.00	0.00	0.00
10-3902-000-000	FICA/TPAF Reimbursement	153,809.00	0.00	153,809.00	0.00	153,809.00
10-4210-000-023	Federal Charter School Grant	0.00	0.00	0.00	0.00	0.00
Grand Totals		6,266,249.16	48,000.00	6,314,249.16	5,803,709.07	510,540.09

**Minimum Expense General Ledger Report****Fund 11 (Current Expense Fund)**

Expend. Account #	Account Title	Original Bgt	New App/Tmsf	Revised Bgt	Expenditures	Encumbrances	Avail Balance	Refunds
11-110-100-101	Kindergarten - Sal of Teachers	442,999.40	(72,500.00)	370,499.40	0.00	360,000.00	10,499.40	0.00
11-120-100-101	Grade 5 Teacher	304,561.02	0.00	304,561.02	0.00	304,561.02	0.00	0.00
11-130-100-101	Grade 7-8 Teacher	1,502,206.75	0.00	1,502,206.75	307,236.99	1,194,969.76	0.00	0.00
11-190-100-106	Oth Sal for Inst	0.00	0.00	0.00	0.00	0.11	(0.11)	0.00
11-190-100-320	Purch Prof Svcs	281,750.16	0.00	281,750.16	27,748.48	207,103.61	46,898.07	0.00
11-190-100-610	General Supplies	63,390.00	0.00	63,390.00	4,787.96	38,133.84	20,468.20	0.00
11-190-100-640	Textbooks	47,450.00	0.00	47,450.00	2,800.00	32,867.70	11,782.30	0.00
11-190-100-890	Miscellaneous Expense	54,000.00	0.00	54,000.00	3,700.00	6,210.50	44,089.50	0.00
11-200-100-101	Special Education Teacher	212,219.00	0.00	212,219.00	18,978.84	193,240.16	0.00	0.00
11-421-100-105	Stipends	40,000.00	0.00	40,000.00	14,740.11	0.00	25,259.89	0.00
<b>Instructional Expense</b>		<b>2,948,576.33</b>	<b>(72,500.00)</b>	<b>2,876,076.33</b>	<b>379,992.38</b>	<b>2,337,086.70</b>	<b>158,997.25</b>	<b>0.00</b>
11-000-230-100	Salaries	1,079,286.05	0.00	1,079,286.05	215,659.82	863,626.23	0.00	0.00
11-000-230-300	Purch Prof/Tech Svc	70,490.00	0.00	70,490.00	37,748.50	29,687.50	3,054.00	0.00
11-000-230-331	Judgements Against Charters	35,000.00	0.00	35,000.00	4,723.66	23,011.34	7,265.00	0.00
11-000-230-332	Audit Fees	20,000.00	0.00	20,000.00	0.00	0.00	20,000.00	0.00
11-000-230-530	Communications/Telephone	34,585.00	0.00	34,585.00	4,806.85	21,793.15	7,985.00	0.00
11-000-230-590	Other Purchased Services (400-500 Series)	68,800.00	0.00	68,800.00	10,939.92	12,848.58	45,011.50	0.00
11-000-230-610	Supplies & Materials	7,000.00	0.00	7,000.00	0.00	0.00	7,000.00	0.00
11-000-230-890	Miscellaneous Expense	2,400.00	0.00	2,400.00	528.00	972.00	900.00	0.00
11-000-291-230	Benefits - SS & Medicare	278,531.39	0.00	278,531.39	76,565.61	201,965.78	0.00	0.00
11-000-291-232	Benefits - NJ State Pension	124,816.00	0.00	124,816.00	0.00	0.00	124,816.00	0.00
11-000-291-250	State Unemployment Ins	55,502.00	0.00	55,502.00	1,080.51	54,421.49	0.00	0.00
11-000-291-260	Benefits - Workman's Comp	32,300.00	0.00	32,300.00	8,627.00	23,673.00	0.00	0.00
11-000-291-270	Benefits - Health Insurance	314,343.75	0.00	314,343.75	146,356.25	161,786.16	6,201.34	0.00
11-000-291-290	Benefits - FlexSpending Fees	3,300.00	72,500.00	75,800.00	72,880.78	2,919.22	0.00	0.00
<b>Administrative</b>		<b>2,126,354.19</b>	<b>72,500.00</b>	<b>2,198,854.19</b>	<b>579,916.90</b>	<b>1,396,704.45</b>	<b>222,232.84</b>	<b>0.00</b>
11-000-216-300	Purch Prof/Tech Svc	71,000.00	0.00	71,000.00	0.00	40,000.00	31,000.00	0.00
11-000-240-110	Supp Svcs - Salaries	322,388.64	0.00	322,388.64	47,337.34	275,051.30	0.00	0.00
11-000-240-500	Other Purchased Services (400-500 Series)	201,820.00	0.00	201,820.00	12,423.54	167,786.46	21,610.00	0.00
11-000-262-441	Rental of Land & Bldgs	352,000.00	48,000.00	400,000.00	87,999.99	312,000.01	0.00	0.00
11-000-262-520	Insurance	81,260.00	0.00	81,260.00	44,370.81	23,325.19	13,564.00	0.00
11-000-262-610	Supplies & Materials	23,800.00	0.00	23,800.00	2,191.04	808.96	20,800.00	0.00
11-000-262-620	Energy Costs	86,550.00	0.00	86,550.00	8,566.29	77,983.71	0.00	0.00
11-000-262-890	Miscellaneous Expense	5,000.00	0.00	5,000.00	214.00	2,150.00	2,636.00	0.00
<b>Support Services</b>		<b>1,143,818.64</b>	<b>48,000.00</b>	<b>1,191,818.64</b>	<b>203,103.01</b>	<b>899,105.63</b>	<b>89,610.00</b>	<b>0.00</b>
<b>Grand Totals for fund 11:</b>		<b>6,218,749.16</b>	<b>48,000.00</b>	<b>6,266,749.16</b>	<b>1,163,012.29</b>	<b>4,632,896.78</b>	<b>470,840.09</b>	<b>0.00</b>

**Fund 12 (Capital Outlay Fund)**

Expend. Account #	Account Title	Original Bgt	New App/Tmsf	Revised Bgt	Expenditures	Encumbrances	Avail Balance	Refunds
12-000-100-730	Instructional Equipment	47,500.00	0.00	47,500.00	2,630.00	5,170.00	39,700.00	0.00
<b>Capital Outlay</b>		<b>47,500.00</b>	<b>0.00</b>	<b>47,500.00</b>	<b>2,630.00</b>	<b>5,170.00</b>	<b>39,700.00</b>	<b>0.00</b>
<b>Grand Totals for fund 12:</b>		<b>47,500.00</b>	<b>0.00</b>	<b>47,500.00</b>	<b>2,630.00</b>	<b>5,170.00</b>	<b>39,700.00</b>	<b>0.00</b>
<b>Grand Totals for all Subfunds of Fund 10:</b>		<b>6,266,249.16</b>	<b>48,000.00</b>	<b>6,314,249.16</b>	<b>1,165,642.29</b>	<b>4,638,066.78</b>	<b>510,540.09</b>	<b>0.00</b>

Pursuant to N.J.A.C. 6A:23A-16.10(c)3, I certify that as of the date of this report no budgetary line item account has encumbrances and expenditures which in total exceed the line item appropriation in violation of 6A:23A-16.10(a).



Bima Baje, Bus Adm/Bd Sec

10/16/22

Date

**Interim Balance Sheet****ASSETS AND RESOURCES**

ASSETS		
101 Cash in checking account	\$ (93,825.16)	
102-106 Other cash equivalents	\$ 0.00	
Total cash		\$ (93,825.16)
111 Investments		\$ 0.00
114 Investment interest receivable		\$ 0.00
121 Tax levy receivable		\$ 0.00
Accounts receivable		
132 Interfund	\$ 230,293.75	
141 Intergovernmental - state	\$ (174,106.30)	
142 Intergovernmental - federal	\$ (70,830.00)	
143 Intergovernmental - other	\$ 0.00	
153 Other Accounts Receivable	\$ 0.00	
		\$ (14,642.55)
Loans receivable		
131 Interfund	\$ 0.00	
151 Other Loans Receivable	\$ 0.00	
		\$ 0.00
199 Other current assets		\$ 0.00
RESOURCES		
301 Estimated revenues (from adjusted budget)	\$ 0.00	
302 Less: revenues collected or accrued	\$ 0.00	
		\$ 0.00
TOTAL ASSETS AND RESOURCES		\$ (108,467.71)

**LIABILITIES AND FUND EQUITY**

LIABILITIES		
401 Interfund loans payable	\$	0.00
402 Interfund accounts payable	\$	0.00
411 Intergovernmental accounts payable - state	\$	0.00
412 Intergovernmental accounts payable - federal	\$	0.00
413 Intergovernmental accounts payable - other	\$	0.00
421 Accounts payable	\$	(60,718.27)
422 Judgments payable	\$	0.00
430 Compensated absences payable	\$	0.00
431 Contracts payable	\$	0.00
451 Loans payable	\$	0.00
481 Deferred revenues	\$	0.00
499 Other current liabilities	\$	0.00
Total liabilities	\$	(60,718.27)

FUND EQUITY

Appropriated:

753 Reserve for encumbrances - current year			\$	52,822.56		
754 Reserve for encumbrances - prior year			\$	0.00		
760 Other reserves			\$	0.00		
771 Designated Fund Balance			\$	0.00		
601 Appropriations		\$	372,268.00			
602 Less: expenditures	\$	47,749.44				
603 Less: encumbrances	\$	52,822.56	\$	(100,572.00)	\$	271,696.00
Appropriations less expenditures					\$	324,518.56
Unappropriated:						
770 Fund Balance, July 1, 2022			\$	0.00		
303 Less: budgeted fund balance			\$	(372,268.00)		
Unappropriated fund balance					\$	(372,268.00)
Total fund equity					\$	(47,749.44)
TOTAL LIABILITIES AND FUND EQUITY					\$	(108,467.71)

**Revenues/Sources of Funds**

Acct Group	Group Title	Budgeted Est.	Transfers	Adj. Budget	Act to Date	Unrealized Under/(Over)
Info Only	Revenue Req'd to Balance	372,268.00	0.00	372,268.00	100,572.00	271,696.00
52xx	From Transfers	0.00	0.00	0.00	0.00	0.00
1xxx	From Local Sources	0.00	0.00	0.00	0.00	0.00
2xxx	From Intermediate Sources	0.00	0.00	0.00	0.00	0.00
3xxx	From State Sources	0.00	0.00	0.00	0.00	0.00
4xxx	From Federal Sources	0.00	0.00	0.00	0.00	0.00
5xxx	From Other Sources	0.00	0.00	0.00	0.00	0.00
Grand Totals		372,268.00	0.00	372,268.00	100,572.00	271,696.00

**Fund 20 (Special Revenue Fund)**

Account Group	Group Title	Original Bgt	New App/Tmsf	Revised Bgt	Expenditures	Encumbrances	Avail Balance	Refunds
Title IA - Improving Basic Pgms		241,091.00	0.00	241,091.00	47,749.44	17,083.56	176,258.00	0.00
IDEA Part B		81,177.00	0.00	81,177.00	0.00	0.00	81,177.00	0.00
ESSER II		0.00	0.00	0.00	0.00	1,989.00	(1,989.00)	0.00
Charter Grant		50,000.00	0.00	50,000.00	0.00	33,750.00	16,250.00	0.00
Grand Totals for fund 20:		372,268.00	0.00	372,268.00	47,749.44	52,822.56	271,696.00	0.00

**Revenues Summary**

Acct Group	Group Title	Budgeted Est.	Transfers	Adj. Budget	Act to Date	Unrealized Under/(Over)
Info Only	Revenue Req'd to Balance	372,268.00	0.00	372,268.00	100,572.00	271,696.00
20-3257-000-000	SDA Emerg. Needs & Cap. Maint.	0.00	0.00	0.00	0.00	0.00
20-4411-231-032	Title I	0.00	0.00	0.00	0.00	0.00
20-4413-234-032	Title I C/O	0.00	0.00	0.00	0.00	0.00
20-4415-260-032	Title VI	0.00	0.00	0.00	0.00	0.00
20-4416-261-032	Title VI C/O	0.00	0.00	0.00	0.00	0.00
20-4421-250-032	IDEA	0.00	0.00	0.00	0.00	0.00
20-4422-251-032	IDEA C/O	0.00	0.00	0.00	0.00	0.00
20-4451-270-032	Title II A	0.00	0.00	0.00	0.00	0.00
20-4452-272-032	Title II D	0.00	0.00	0.00	0.00	0.00
20-4453-271-032	Title II C/O	0.00	0.00	0.00	0.00	0.00
20-4471-280-032	Title IV	0.00	0.00	0.00	0.00	0.00
20-4473-281-032	Title IV C/O	0.00	0.00	0.00	0.00	0.00
20-4475-290-032	Title V	0.00	0.00	0.00	0.00	0.00
20-4530-000-000	CARES Act	0.00	0.00	0.00	0.00	0.00
20-4531-000-000	Digital Divide	0.00	0.00	0.00	0.00	0.00
20-4534-000-000	CRRSA Act - ESSER II	0.00	0.00	0.00	0.00	0.00
20-4535-000-000	CRRSA Act - ESSER II	0.00	0.00	0.00	0.00	0.00
20-4536-000-000	CRRSA - Mental Health Grant	0.00	0.00	0.00	0.00	0.00
20-4537-000-000	ACSERS Program	0.00	0.00	0.00	0.00	0.00
20-4540-000-000	ARP-ESSER	0.00	0.00	0.00	0.00	0.00
20-4541-000-000	ESSER-Accel Lrn Coach&Ed Sup	0.00	0.00	0.00	0.00	0.00
20-4542-000-000	ESSER Summer Learn&Enrich Ac	0.00	0.00	0.00	0.00	0.00
20-4543-000-000	ESSER-Cmpr Beyond Sch Day Ac	0.00	0.00	0.00	0.00	0.00
20-5000-000-035	Link Education Partners	0.00	0.00	0.00	0.00	0.00
20-6000-000-	Special Education Grant	0.00	0.00	0.00	0.00	0.00
20-6000-000-000	Charter School Grant	0.00	0.00	0.00	0.00	0.00
Grand Totals		372,268.00	0.00	372,268.00	100,572.00	271,696.00

**Minimum Expense General Ledger Report**

## Fund 20 (Special Revenue Fund)

Expend. Account #	Account Title	Original Bgt	New App/Tnsf	Revised Bgt	Expenditures	Encumbrances	Avail Balance	Refunds
20-231-100-100	Title I Sal for Inst	0.00	0.00	0.00	38,853.00	0.00	(38,853.00)	0.00
20-231-100-300	Purchased Services	200,000.00	0.00	200,000.00	3,480.00	0.00	196,520.00	0.00
20-231-100-600	Supplies	41,091.00	0.00	41,091.00	5,416.44	17,083.56	18,591.00	0.00
Title IA - Improving Basic Pgms		241,091.00	0.00	241,091.00	47,749.44	17,083.56	176,258.00	0.00
20-250-200-300	Professional Services	81,177.00	0.00	81,177.00	0.00	0.00	81,177.00	0.00
IDEA Part B		81,177.00	0.00	81,177.00	0.00	0.00	81,177.00	0.00
20-483-100-101	Instruction- Sal of Teacher	0.00	0.00	0.00	0.00	1,989.00	(1,989.00)	0.00
ESSER II		0.00	0.00	0.00	0.00	1,989.00	(1,989.00)	0.00
20-500-100-600	Supplies	50,000.00	0.00	50,000.00	0.00	33,750.00	16,250.00	0.00
Charter Grant		50,000.00	0.00	50,000.00	0.00	33,750.00	16,250.00	0.00
Grand Totals for fund 20:		372,268.00	0.00	372,268.00	47,749.44	52,822.56	271,696.00	0.00

Pursuant to N.J.A.C. 6A:23A-16.10(c)3, I certify that as of the date of this report no budgetary line item account has encumbrances and expenditures which in total exceed the line item appropriation in violation of 6A:23A-16.10(a).


  
 \_\_\_\_\_  
 Bima Baje, Bus Adm/Bd Sec

 10/16/22
   
 \_\_\_\_\_

Date



**REPORT OF THE TREASURER  
TO THE BOARD OF TRUSTEES  
LINK COMMUNITY CHARTER SCHOOL  
ALL FUNDS**

**FOR THE MONTH ENDING SEPTEMBER 30, 2022**

		<b>CASH REPORT</b>			
<b>FUNDS</b>		(1) Beginning Cash Balance	(2) Cash Receipts/Transfers This Month	(3) Cash Disbursements/Transfers This Month	(4) Ending Cash Balance (1) + (2) - (3)
	GOVERNMENTAL FUNDS				
1	General Fund - Fund 10 - Operating	\$ 1,116,150.04	\$ 279,615.00	\$ 408,883.51	\$ 986,881.53
2	Charter Escrow	75,000.00	-	-	\$ 75,000.00
2	Special Revenue Fund - Fund 20	(159,858.62)	70,830.00	4,796.54	(93,825.16)
3	Total governmental funds (Lines 1 thru 2)	1,031,291.42	350,445.00	413,680.05	968,056.37
	ENTERPRISE FUND				
4	Food Service	23,536.87	-	-	23,536.87
	Total Enterprise funds (Lines 4 )	23,536.87	-	-	23,536.87
	TRUST & AGENCY FUNDS				
5	Payroll Account	52,726.66	214,893.18	383,593.25	(115,973.41)
6	Payroll Agency	29,868.10	16,613.07	18,431.19	28,049.98
7	Unemployment	25.00	-	-	25.00
8	Student Activity Account	12,952.60	-	-	12,952.60
9	Total Trust & Agency Funds (Lines 5 thru 8)	95,572.36	231,506.25	402,024.44	(74,945.83)
10	Total All Funds (Lines 3, 4 and 9)	\$ 1,150,400.65	\$ 581,951.25	\$ 815,704.49	\$ 916,647.41

Prepared and Submitted By:

\_\_\_\_\_  
Leslie Baynes  
Chief Operating Officer

10/16/22

\_\_\_\_\_  
Date

**LINK COMMUNITY CHARTER SCHOOL  
RECONCILIATION OF BOARD SECRETARY'S REPORT (A-148)  
AND TREASURER'S REPORT (A-149)  
FOR THE MONTH ENDING SEPTEMBER 30, 2022**

<b><u>Fund</u></b>		
10.101	General fund - Regular Account	\$ 986,881.53
10.106	Charter Escrow	75,000.00
20.101	Special Revenue Fund	(93,825.16)
60.101	Enterprise Fund	23,536.87
90.101	Payroll Account	(115,973.41)
90.103	Unemployment	25.00
91.101	Agency Account	28,049.98
95.101	Student Activity Account	12,952.60
		<hr/>
<b>Total Board Secretary's Records - A-148</b>		916,647.41
Total Funds per Treasurer's Report		<hr/>
		916,647.41
Difference		<hr/> <hr/>
		\$ -

LINK COMMUNITY CHARTER SCHOOL  
TD Bank  
OPERATING ACCOUNT - 430-2520237  
FOR THE MONTH ENDING SEPTEMBER 30, 2022

	<u>BANK</u>	<u>BOOKS</u> <u>G/FUND</u>	<u>BOOKS</u> <u>S/REVENUE</u>	<u>BOOKS</u> <u>TOTAL</u>
<b>BALANCE BEG. OF MONTH</b>	<b>\$ 1,101,266.92</b>	<b>\$ 1,116,150.04</b>	<b>\$ (159,858.62)</b>	<b>\$ 956,291.42</b>
<b><u>Additions</u></b>				
Deposits	350,445.00	279,615.00	70,830.00	350,445.00
<b>Total Receipts</b>	<b>350,445.00</b>	<b>279,615.00</b>	<b>70,830.00</b>	<b>350,445.00</b>
<b><u>Deductions</u></b>				
Cash Disbursements	480,492.85	408,883.51	4,796.54	413,680.05
<b>Total Disbursements</b>	<b>480,492.85</b>	<b>408,883.51</b>	<b>4,796.54</b>	<b>413,680.05</b>
<b><u>BALANCE END OF MONTH</u></b>	<b>971,219.07</b>			
<b><u>RECONCILIATION</u></b>				
Less--Outstanding checks	78,162.70			
Deposit in transit				
<b>ADJUSTED BALANCE END OF MONTH</b>	<b>\$ 893,056.37</b>	<b>\$ 986,881.53</b>	<b>\$ (93,825.16)</b>	<b>\$ 893,056.37</b>

No deposits remain outstanding after this statement period

The following checks are outstanding after this statement period:

<u>Date</u>	<u>Check #</u>	<u>Vendor</u>	<u>Amount</u>	<u>Comment</u>
09/11/2020	03779	RESOURCES FOR EDUCATORS	\$0.00	Prior Year Check
01/07/2021	03897	City of Newark Division of Water	\$560.65	Prior Year Check
03/04/2021	03968	Gordon & Rees	\$1,537.00	Prior Year Check
05/10/2021	04061	Window Repair Systems, Inc.	\$8,610.00	Prior Year Check
02/23/2022	04472	E.A. Services Corporation	\$0.00	Prior Year Check
08/06/2021	04144	AT&T Mobility	\$7,992.97	Prior Year Check
05/04/2022	04522	City of Newark Division of Water	\$711.33	Prior Year Check
03/14/2022	04470	La Hermosa Church	\$500.00	Prior Year Check
05/04/2022	04536	LISA WEBER	\$3,000.00	Prior Year Check
06/08/2022	04555	AT&T Mobility	\$7,682.19	Prior Year Check
06/30/2022	04598	For The Love of Literacy	\$7,700.00	Prior Year Check
06/30/2022	04600	Worrall Communications Newspapers, Inc.	\$198.84	Prior Year Check
06/30/2022	04605	Outfront Media, LLC	\$2,125.00	Prior Year Check
08/16/2022	04650	City of Newark Division of Water	\$774.88	
08/16/2022	04651	Quadient Finance USA, Inc.	\$1,000.00	
08/16/2022	04654	Savvas Learning Company LLC	\$2,800.00	
08/16/2022	04655	IISC-Education	\$500.00	
08/16/2022	04656	New Jersey School Boards Association	\$2,500.00	
08/16/2022	04657	Motivated Security Services, Inc.	\$2,833.60	
08/16/2022	04658	Net2Phone Global Services	\$255.70	
08/16/2022	04659	Success Communications Group	\$309.67	
08/16/2022	04660	Worrall Communications Newspapers, Inc.	\$53.84	
08/16/2022	04661	Staples Advantage	\$108.42	
08/16/2022	04664	Avaya Inc.	\$128.49	
08/16/2022	04665	Optimum	\$146.26	
08/16/2022	04666	Waste Management of New Jersey, Inc.	\$1,202.09	
08/16/2022	04667	Staples Advantage	\$1,491.33	
08/16/2022	04623	AAA Facility Solutions	\$6,988.80	
08/17/2022	04624	Worrall Communications Newspapers, Inc.	\$107.68	
08/17/2022	04625	Gordon & Rees	\$2,994.50	
08/17/2022	04626	Staples Advantage	\$696.13	
08/17/2022	04627	Essex Regional Services Commission	\$4,125.00	
08/17/2022	04629	Youth Development Clinic	\$3,588.75	
08/17/2022	04630	State of New Jersey, Treasurer	\$214.00	
08/18/2022	04631	The Goodkind Group, LLC	\$21,312.62	
08/18/2022	04632	Delta-T Group North Jersey, Inc.	\$1,601.92	
08/18/2022	04633	Educational Service Commission of New Jer	\$5,057.00	
08/18/2022	04634	Western Pest Services	\$948.00	
08/18/2022	04635	PowerSchool Group LLC	\$4,900.00	
08/18/2022	04636	Association of American Educators	\$8,316.00	
08/18/2022	04637	The Goodkind Group, LLC	\$3,780.25	
08/18/2022	04638	Frontline Education Group LLC	\$7,862.94	
08/20/2022	04640	Fedex	\$9.87	
08/22/2022	04648	Amazon Capital Services	\$6,901.03	
08/22/2022	04649	Link High Technologies Inc.	\$7,398.75	
08/23/2022	04675	Extra Space Storage	\$3,450.00	

The total of all checks outstanding this period: \$144,975.50

No Journal Entries remain outstanding after this period.



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E

STATEMENT OF ACCOUNT



LINK COMMUNITY CHARTER SCHOOL INC  
GENERAL FUND ACCOUNT  
23 PENNSYLVANIA AVE  
NEWARK NJ 07114

Page: 1 of 11  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4302520237-719-E-\*\*\*  
Primary Account #: 430-2520237

Overdraft update: Grace Period and more good news

Introducing TD Business Overdraft Relief: now you have until 11 p.m. ET the next business day to fix an overdraft with Grace Period†. Plus, we're removing transfer fees for Savings Overdraft Protection and Business Overdraft Protection Line of Credit. †When items are presented for payment that result in your available Account balance being overdrawn by more than \$50, Overdraft Grace provides you with an opportunity to receive refunds for overdraft fees if your available Account balance is at least \$0, inclusive of any pending or posted items, at the end of the next business day. This service is not available for Business Checking on Account Analysis Billing. Learn more at [tdbank.com/businessoverdraft](https://tdbank.com/businessoverdraft)

TD Business Premier Checking

LINK COMMUNITY CHARTER SCHOOL INC

Account # 430-2520237

ACCOUNT SUMMARY

Beginning Balance	641,298.25	Average Collected Balance	440,768.09
Deposits	279,615.00	Interest Earned This Period	0.00
Electronic Deposits	70,830.00	Interest Paid Year-to-Date	0.00
		Annual Percentage Yield Earned	0.00%
Checks Paid	248,986.60	Days in Period	30
Electronic Payments	231,506.25		
Ending Balance	511,250.40		

	Total for this cycle	Total Year to Date
Grace Period OD/NSF Refund	\$0.00	\$0.00

DAILY ACCOUNT ACTIVITY

Deposits

POSTING DATE	DESCRIPTION	AMOUNT
09/28	DEPOSIT	279,615.00
Subtotal:		279,615.00

Electronic Deposits

POSTING DATE	DESCRIPTION	AMOUNT
09/22	CCD DEPOSIT, ST OF NEW JERSEY EFT PAYMT 46561448700	70,830.00
Subtotal:		70,830.00

Checks Paid

No. Checks: 68

\*Indicates break in serial sequence or check processed electronically and listed under Electronic Payments

DATE	SERIAL NO.	AMOUNT	DATE	SERIAL NO.	AMOUNT
09/30	4522	711.33	09/08	4623*	6,988.80
09/16	4536*	3,000.00	09/02	4624	107.68
09/16	4598*	7,700.00	09/09	4625	2,994.50
09/15	4600*	198.84	09/06	4626	696.13
09/20	4605*	2,125.00	09/06	4627	4,125.00

Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](https://www.tdbank.com)





**Bank**

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**STATEMENT OF ACCOUNT**

LINK COMMUNITY CHARTER SCHOOL INC

Page: 3 of 11  
 Statement Period: Sep 01 2022-Sep 30 2022  
 Cust Ref #: 4302520237-719-E-\*\*\*  
 Primary Account #: 430-2520237

**DAILY ACCOUNT ACTIVITY****Checks Paid (continued)**

\*Indicates break in serial sequence or check processed electronically and listed under Electronic Payments

DATE	SERIAL NO.	AMOUNT	DATE	SERIAL NO.	AMOUNT
09/08	4629*	3,588.75	09/30	4675*	3,450.00
09/07	4630	214.00	09/19	4676	6,336.25
09/08	4631	21,312.62	09/30	4677	774.88
09/06	4632	1,601.92	09/16	4678	294.00
09/07	4633	5,057.00	09/19	4679	198.56
09/08	4634	948.00	09/23	4680	1,730.70
09/08	4635	4,900.00	09/21	4681	2,685.00
09/13	4636	8,316.00	09/27	4682	764.50
09/08	4637	3,780.25	09/19	4683	934.06
09/15	4638	7,862.94	09/15	4684	3,513.18
09/06	4640*	9.87	09/23	4685	146.27
09/08	4648*	6,901.03	09/28	4686	128.49
09/06	4649	7,398.75	09/23	4687	30,148.81
09/09	4650	774.88	09/27	4688	1,316.54
09/09	4651	1,000.00	09/15	4689	367.13
09/12	4654*	2,800.00	09/22	4691*	12,676.00
09/06	4655	500.00	09/19	4692	3,915.40
09/07	4656	2,500.00	09/30	4693	2,100.00
09/09	4657	2,833.60	09/16	4694	101.20
09/06	4658	255.70	09/28	4695	1,500.00
09/06	4659	309.67	09/16	4696	1,109.52
09/06	4661*	108.42	09/15	4697	234.61
09/06	4664*	128.49	09/19	4698	2,799.19
09/12	4665	146.26	09/23	4701*	594.81
09/22	4666	1,202.09	09/19	4702	4,766.26
09/06	4667	1,491.33	09/26	4703	38,213.84
09/06	4670*	5,398.75	09/16	4704	454.60
09/13	4671	146.25	09/29	4707*	4,432.00
09/12	4672	2,971.00	09/22	99130255*	195.95
				Subtotal:	248,986.60

Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](http://www.tdbank.com)

**Bank**

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**STATEMENT OF ACCOUNT**

LINK COMMUNITY CHARTER SCHOOL INC

Page: 4 of 11  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4302520237-719-E-\*\*\*  
Primary Account #: 430-2520237

**DAILY ACCOUNT ACTIVITY****Electronic Payments**

POSTING DATE	DESCRIPTION	AMOUNT
09/15	eTransfer Debit, Online Xfer Transfer to CK 4301373885	214,893.18
09/15	eTransfer Debit, Online Xfer Transfer to CK 4301373893	16,613.07
Subtotal:		231,506.25

**DAILY BALANCE SUMMARY**

DATE	BALANCE	DATE	BALANCE
08/31	641,298.25	09/19	265,701.61
09/02	641,190.57	09/20	263,576.61
09/06	619,166.54	09/21	260,891.61
09/07	611,395.54	09/22	317,647.57
09/08	562,976.09	09/23	285,026.98
09/09	555,373.11	09/26	246,813.14
09/12	549,455.85	09/27	244,732.10
09/13	540,993.60	09/28	522,718.61
09/15	297,310.65	09/29	518,286.61
09/16	284,651.33	09/30	511,250.40

**Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](http://www.tdbank.com)**



P.O. Box 1001  
 Iselin, NJ 08830-1001

Account Number 1127000464  
 Statement Date 09/30/2022  
 Statement Thru Date 10/02/2022  
 Check/Items Enclosed 0  
 Page 1

### Address Service Requested

00009619 MPBNJDDA100122071928 01 000000000 0000000 002

LINK COMMUNITY CHARTER SCHOOL INC  
 23 PENNSYLVANIA AVE  
 NEWARK NJ 07114-2007

### Customer Support



**Contact us by Phone**  
 800.448.7768



**Visit Us Online**  
[www.Provident.Bank](http://www.Provident.Bank)

## RELATIONSHIP SUMMARY AND CURRENT STATEMENT ACTIVITY

Account Type	Account Number	Balance
BUSINESSADVANTAGE CKNG	1127000464	\$459,968.67

### BUSINESSADVANTAGE CKNG

Account Number: 1127000464

Account Owner(s): LINK COMMUNITY CHARTER SCHOOL INC

### Balance Summary

Beginning Balance as of 09/01/2022	\$459,968.67
+ Deposits and Credits (0)	\$0.00
- Withdrawals and Debits (0)	\$0.00
Ending Balance as of 09/30/2022	\$459,968.67
Service Charges for Period	\$0.00
Average Balance for Period	\$459,968.00

## PROMOTIONS AND OFFERS



**“OUR ROUTINE PROCEDURE?  
 GETTING DEALS DONE.”**

*- John Bolian* Senior Vice President  
 973.656.2441

## HEALTHCARE LENDING

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LINK COMMUNITY CHARTER SCHOOL  
TD Bank  
ACCOUNT #430-6745089  
FOR THE MONTH ENDING SEPTEMBER 30, 2022

	<u>BANK</u>	<u>BOOKS</u>
BALANCE BEG. OF MONTH	<u>\$ 75,000.00</u>	<u>\$ 75,000.00</u>
RECEIPTS		
	0.00	0.00
<b>Total Receipts</b>	<u>0.00</u>	<u>0.00</u>
DISBURSEMENTS		
Disbursements	0.00	0.00
<b>Total Disbursements</b>	<u>0.00</u>	<u>0.00</u>
ADJUSTED BALANCE END OF MONTH	<u><u>\$ 75,000.00</u></u>	<u><u>\$ 75,000.00</u></u>



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STATEMENT OF ACCOUNT



LINK COMMUNITY CHARTER SCHOOL INC  
CHARTER ESCROW ACCOUNT  
23 PENNSYLVANIA AVE  
NEWARK NJ 07114

Page: 1 of 2  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4356745089-717-E-###  
Primary Account #: 435-6745089

**Overdraft update: Grace Period and more good news**

Introducing TD Business Overdraft Relief: now you have until 11 p.m. ET the next business day to fix an overdraft with Grace Period†. Plus, we're removing transfer fees for Savings Overdraft Protection and Business Overdraft Protection Line of Credit. †When items are presented for payment that result in your available Account balance being overdrawn by more than \$50, Overdraft Grace provides you with an opportunity to receive refunds for overdraft fees if your available Account balance is at least \$0, inclusive of any pending or posted items, at the end of the next business day. This service is not available for Business Checking on Account Analysis Billing. Learn more at [tdbank.com/businessoverdraft](https://tdbank.com/businessoverdraft)

**TD Business Convenience Plus**

LINK COMMUNITY CHARTER SCHOOL INC  
CHARTER ESCROW ACCOUNT

Account # 435-6745089

**ACCOUNT SUMMARY**

Beginning Balance	75,000.00	Average Collected Balance	75,000.00
		Interest Earned This Period	0.00
Ending Balance	75,000.00	Interest Paid Year-to-Date	0.00
		Annual Percentage Yield Earned	0.00%
		Days in Period	30

	Total for this cycle	Total Year to Date
Grace Period OD/NSF Refund	\$0.00	\$0.00

**DAILY ACCOUNT ACTIVITY**

No Transactions this Statement Period

**Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](https://www.tdbank.com)**

**Begin by adjusting your account register as follows:**

- Subtract any services charges shown on this statement.
- Subtract any automatic payments, transfers or other electronic withdrawals not previously recorded.
- Add any interest earned if you have an interest-bearing account.
- Add any automatic deposit or overdraft line of credit.
- Review all withdrawals shown on this statement and check them off in your account register.
- Follow instructions 2-5 to verify your ending account balance.

1. Your ending balance shown on this statement is:
2. List below the amount of deposits or credit transfers which do not appear on this statement. Total the deposits and enter on Line 2.
3. Subtotal by adding lines 1 and 2.
4. List below the total amount of withdrawals that do not appear on this statement. Total the withdrawals and enter on Line 4.
5. Subtract Line 4 from 3. This adjusted balance should equal your account balance.

1	Ending Balance	75,000.00
2	Total Deposits	+
3	Sub Total	
4	Total Withdrawals	-
5	Adjusted Balance	

2 DEPOSITS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Deposits</b>		2

[illegible]

WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Withdrawals</b>		<b>4</b>

**FOR CONSUMER ACCOUNTS ONLY — IN CASE OF ERRORS OR QUESTIONS ABOUT YOUR ELECTRONIC FUNDS TRANSFERS:**

If you need information about an electronic fund transfer or if you believe there is an error on your bank statement or receipt relating to an electronic fund transfer, telephone the bank immediately at the phone number listed on the front of your statement or write to:

**TD Bank, N.A., Deposit Operations Dept, P.O. Box 1377, Lewiston,  
Maine 04243-1377**

We must hear from you no later than sixty (60) calendar days after we sent you the first statement upon which the error or problem first appeared. When contacting the Bank, please explain as clearly as you can why you believe there is an error or why more information is needed. Please include:

- Your name and account number.
- A description of the error or transaction you are unsure about.
- The dollar amount and date of the suspected error.

When making a verbal inquiry, the Bank may ask that you send us your complaint in writing within ten (10) business days after the first telephone call.

We will investigate your complaint and will correct any error promptly. If we take more than ten (10) business days to do this, we will credit your account for the amount you think is in error, so that you have the use of the money during the time it takes to complete our investigation.

## INTEREST NOTICE

Total interest credited by the Bank to you this year will be reported by the Bank to the Internal Revenue Service and State tax authorities. The amount to be reported will be reported separately to you by the Bank.

## FOR CONSUMER LOAN ACCOUNTS ONLY — BILLING RIGHTS SUMMARY

**In case of Errors or Questions About Your Bill:**

If you think your bill is wrong, or if you need more information about a transaction on your bill, write us at P.O. Box 1377, Lewiston, Maine 04243-1377 as soon as possible. We must hear from you no later than sixty (60) days after we sent you the FIRST bill on which the error or problem appeared. You can telephone us, but doing so will not preserve your rights. In your letter, give us the following information:

- Your name and account number.
- The dollar amount of the suspected error.
- Describe the error and explain, if you can, why you believe there is an error. If you need more information, describe the item you are unsure about.

You do not have to pay any amount in question while we are investigating, but you are still obligated to pay the parts of your bill that are not in question. While we investigate your question, we cannot report you as delinquent or take any action to collect the amount you question.

**FINANCE CHARGES:** Although the Bank uses the Daily Balance method to calculate the finance charge on your Moneyline/Overdraft Protection account (the term "ODP" or "OD" refers to Overdraft Protection), the Bank discloses the Average Daily Balance on the periodic statement as an easier method for you to calculate the finance charge. The finance charge begins to accrue on the date advances and other debits are posted to your account and will continue until the balance has been paid in full. To compute the finance charge, multiply the Average Daily Balance times the Days in Period times the Daily Periodic Rate (as listed in the Account Summary section on the front of the statement). The Average Daily Balance is calculated by adding the balance for each day of the billing cycle, then dividing the total balance by the number of Days in the Billing Cycle. The daily balance is the balance for the day after advances have been added and payments or credits have been subtracted plus or minus any other adjustments that might have occurred that day. There is no grace period during which no finance charge accrues. Finance charge adjustments are included in your total finance charge.

LINK COMMUNITY CHARTER SCHOOL  
TD Bank  
ACCOUNT #430-1373918  
FOR THE MONTH ENDING SEPTEMBER 30, 2022

	<u>BANK</u>	<u>BOOKS</u>
<b>BALANCE BEG. OF MONTH</b>	<b>\$ 23,536.87</b>	<b>\$ 23,536.87</b>
<b>RECEIPTS</b>		
	0.00	0.00
<b>Total Receipts</b>	<u>0.00</u>	<u>0.00</u>
<b>DISBURSEMENTS</b>		
Disbursements	0.00	0.00
<b>Total Disbursements</b>	<u>0.00</u>	<u>0.00</u>
<b>BALANCE END OF MONTH</b>	<b><u>\$ 23,536.87</u></b>	<b><u>\$ 23,536.87</u></b>
FUND 10 transfer		
Outstanding Check	-	
<b>BALANCE PER BOOKS</b>	<b><u>\$ 23,536.87</u></b>	<b><u>\$ 23,536.87</u></b>



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STATEMENT OF ACCOUNT



LINK COMMUNITY CHARTER SCHOOL INC  
FOOD SERVICE FUND ACCOUNT  
23 PENNSYLVANIA AVE  
NEWARK NJ 07114

Page: 1 of 2  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4301373918-717-E-###  
Primary Account #: 430-1373918

**Overdraft update: Grace Period and more good news**

Introducing TD Business Overdraft Relief: now you have until 11 p.m. ET the next business day to fix an overdraft with Grace Period†. Plus, we're removing transfer fees for Savings Overdraft Protection and Business Overdraft Protection Line of Credit. †When items are presented for payment that result in your available Account balance being overdrawn by more than \$50, Overdraft Grace provides you with an opportunity to receive refunds for overdraft fees if your available Account balance is at least \$0, inclusive of any pending or posted items, at the end of the next business day. This service is not available for Business Checking on Account Analysis Billing. Learn more at [tdbank.com/businessoverdraft](https://tdbank.com/businessoverdraft)

**TD Business Convenience Plus**

LINK COMMUNITY CHARTER SCHOOL INC  
FOOD SERVICE FUND ACCOUNT

Account # 430-1373918

**ACCOUNT SUMMARY**

Beginning Balance	23,536.87	Average Collected Balance	23,536.87
		Interest Earned This Period	0.00
Ending Balance	23,536.87	Interest Paid Year-to-Date	0.00
		Annual Percentage Yield Earned	0.00%
		Days in Period	30

	Total for this cycle	Total Year to Date
Grace Period OD/NSF Refund	\$0.00	\$0.00

**DAILY ACCOUNT ACTIVITY**

No Transactions this Statement Period

**Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](https://www.tdbank.com)**

## Page: 2 of 2

1. Your ending balance shown on this statement is:

2. List below the amount of deposits or credit transfers which do not appear on this statement. Total the deposits and enter on Line 2.

3. Subtotal by adding lines 1 and 2.

4. List below the total amount of withdrawals that do not appear on this statement. Total the withdrawals and enter on Line 4.

5. Subtract Line 4 from 3. This adjusted balance should equal your account balance.

2 DEPOSITS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Deposits</b>		<b>2</b>

[illegible]

WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Withdrawals</b>		<b>4</b>

## FOR CONSUMER LOAN ACCOUNTS ONLY — BILLING RIGHTS SUMMARY

**In case of Errors or Questions About Your Bill:**

**TD Bank, N.A., Deposit Operations Dept, P.O. Box 1377, Lewiston,  
Maine 04243-1377**

- Your name and account number.
- The dollar amount of the suspected error.
- Describe the error and explain, if you can, why you believe there is an error. If you need more information, describe the item you are unsure about.

- You do not have to pay any amount in question while we are investigating, but you are still obligated to pay the parts of your bill that are not in question. While we investigate your question, we cannot report you as delinquent or take any action to collect the amount you question.

**FINANCE CHARGES:** Although the Bank uses the Daily Balance method to calculate the finance charge on your Moneyline/Overdraft Protection account (the term "ODP" or "OD" refers to Overdraft Protection), the Bank discloses the Average Daily Balance on the periodic statement as an easier method for you to calculate the finance charge. The finance charge begins to accrue on the date advances and other debits are posted to your account and will continue until the balance has been paid in full. To compute the finance charge, multiply the Average Daily Balance times the Days in Period times the Daily Periodic Rate (as listed in the Account Summary section on the front of the statement). The Average Daily Balance is calculated by adding the balance for each day of the billing cycle, then dividing the total balance by the number of Days in the Billing Cycle. The daily balance is the balance for the day after advances have been added and payments or credits have been subtracted plus or minus any other adjustments that might have occurred that day. There is no grace period during which no finance charge accrues. Finance charge adjustments are included in your total finance charge.

Total interest credited by the Bank to you this year will be reported by the Bank to the Internal Revenue Service and State tax authorities. The amount to be reported will be reported separately to you by the Bank.



LINK COMMUNITY CHARTER SCHOOL  
TD Bank  
ACCOUNT #430-1373900  
FOR THE MONTH ENDING SEPTEMBER 30, 2022

	<u>BANK</u>	<u>BOOKS</u>
BALANCE BEG. OF MONTH	<u>\$ 25.00</u>	<u>\$ 25.00</u>
RECEIPTS		
	0.00	0.00
<b>Total Receipts</b>	<u>0.00</u>	<u>0.00</u>
DISBURSEMENTS		
Disbursements	0.00	0.00
<b>Total Disbursements</b>	<u>0.00</u>	<u>0.00</u>
ADJUSTED BALANCE END OF MONTH	<u><u>\$ 25.00</u></u>	<u><u>\$ 25.00</u></u>



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STATEMENT OF ACCOUNT



LINK COMMUNITY CHARTER SCHOOL INC  
UNEMPLOYMENT TRUST ACCOUNT  
23 PENNSYLVANIA AVE  
NEWARK NJ 07114

Page: 1 of 2  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4301373900-717-E-\*\*\*  
Primary Account #: 430-1373900

**Overdraft update: Grace Period and more good news**

Introducing TD Business Overdraft Relief: now you have until 11 p.m. ET the next business day to fix an overdraft with Grace Period†. Plus, we're removing transfer fees for Savings Overdraft Protection and Business Overdraft Protection Line of Credit. †When items are presented for payment that result in your available Account balance being overdrawn by more than \$50, Overdraft Grace provides you with an opportunity to receive refunds for overdraft fees if your available Account balance is at least \$0, inclusive of any pending or posted items, at the end of the next business day. This service is not available for Business Checking on Account Analysis Billing. Learn more at [tdbank.com/businessoverdraft](https://tdbank.com/businessoverdraft)

**TD Business Convenience Plus**

LINK COMMUNITY CHARTER SCHOOL INC  
UNEMPLOYMENT TRUST ACCOUNT

Account # 430-1373900

**ACCOUNT SUMMARY**

Beginning Balance	25.00	Average Collected Balance	25.00
		Interest Earned This Period	0.00
Ending Balance	25.00	Interest Paid Year-to-Date	0.00
		Annual Percentage Yield Earned	0.00%
		Days in Period	30

	Total for this cycle	Total Year to Date
Grace Period OD/NSF Refund	\$0.00	\$0.00

**DAILY ACCOUNT ACTIVITY**

No Transactions this Statement Period

**Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](https://www.tdbank.com)**

**Begin by adjusting your account register as follows:**

- Subtract any services charges shown on this statement.
- Subtract any automatic payments, transfers or other electronic withdrawals not previously recorded.
- Add any interest earned if you have an interest-bearing account.
- Add any automatic deposit or overdraft line of credit.
- Review all withdrawals shown on this statement and check them off in your account register.
- Follow instructions 2-5 to verify your ending account balance.

1. Your ending balance shown on this statement is:
2. List below the amount of deposits or credit transfers which do not appear on this statement. Total the deposits and enter on Line 2.
3. Subtotal by adding lines 1 and 2.
4. List below the total amount of withdrawals that do not appear on this statement. Total the withdrawals and enter on Line 4.
5. Subtract Line 4 from 3. This adjusted balance should equal your account balance.

1	Ending Balance	25.00
2	Total Deposits	+
3	Sub Total	
4	Total Withdrawals	-
5	Adjusted Balance	

2 DEPOSITS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Deposits</b>		2

[illegible]

WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Withdrawals</b>		<b>4</b>

**FOR CONSUMER ACCOUNTS ONLY — IN CASE OF ERRORS OR QUESTIONS ABOUT YOUR ELECTRONIC FUNDS TRANSFERS:**

If you need information about an electronic fund transfer or if you believe there is an error on your bank statement or receipt relating to an electronic fund transfer, telephone the bank immediately at the phone number listed on the front of your statement or write to:

**TD Bank, N.A., Deposit Operations Dept, P.O. Box 1377, Lewiston,  
Maine 04243-1377**

We must hear from you no later than sixty (60) calendar days after we sent you the first statement upon which the error or problem first appeared. When contacting the Bank, please explain as clearly as you can why you believe there is an error or why more information is needed. Please include:

- Your name and account number.
- A description of the error or transaction you are unsure about.
- The dollar amount and date of the suspected error.

When making a verbal inquiry, the Bank may ask that you send us your complaint in writing within ten (10) business days after the first telephone call.

We will investigate your complaint and will correct any error promptly. If we take more than ten (10) business days to do this, we will credit your account for the amount you think is in error, so that you have the use of the money during the time it takes to complete our investigation.

## INTEREST NOTICE

Total interest credited by the Bank to you this year will be reported by the Bank to the Internal Revenue Service and State tax authorities. The amount to be reported will be reported separately to you by the Bank.

## FOR CONSUMER LOAN ACCOUNTS ONLY — BILLING RIGHTS SUMMARY

**In case of Errors or Questions About Your Bill:**

If you think your bill is wrong, or if you need more information about a transaction on your bill, write us at P.O. Box 1377, Lewiston, Maine 04243-1377 as soon as possible. We must hear from you no later than sixty (60) days after we sent you the FIRST bill on which the error or problem appeared. You can telephone us, but doing so will not preserve your rights. In your letter, give us the following information:

- Your name and account number.
- The dollar amount of the suspected error.
- Describe the error and explain, if you can, why you believe there is an error. If you need more information, describe the item you are unsure about.

You do not have to pay any amount in question while we are investigating, but you are still obligated to pay the parts of your bill that are not in question. While we investigate your question, we cannot report you as delinquent or take any action to collect the amount you question.

**FINANCE CHARGES:** Although the Bank uses the Daily Balance method to calculate the finance charge on your Moneyline/Overdraft Protection account (the term "ODP" or "OD" refers to Overdraft Protection), the Bank discloses the Average Daily Balance on the periodic statement as an easier method for you to calculate the finance charge. The finance charge begins to accrue on the date advances and other debits are posted to your account and will continue until the balance has been paid in full. To compute the finance charge, multiply the Average Daily Balance times the Days in Period times the Daily Periodic Rate (as listed in the Account Summary section on the front of the statement). The Average Daily Balance is calculated by adding the balance for each day of the billing cycle, then dividing the total balance by the number of Days in the Billing Cycle. The daily balance is the balance for the day after advances have been added and payments or credits have been subtracted plus or minus any other adjustments that might have occurred that day. There is no grace period during which no finance charge accrues. Finance charge adjustments are included in your total finance charge.

**LINK COMMUNITY CHARTER SCHOOL**  
**TD Bank**  
**PAYROLL ACCOUNT -430-1373885**  
**FOR THE MONTH ENDING SEPTEMBER 30, 2022**

	<u><b>BANK</b></u>	<u><b>BOOKS</b></u>
<b>BALANCE BEG. OF MONTH</b>	<u><b>\$ 52,726.66</b></u>	<u><b>\$ 52,726.66</b></u>
<b>RECEIPTS</b>		
Deposits	214,893.18	214,893.18
<b>Total Receipts</b>	<u>214,893.18</u>	<u>214,893.18</u>
Disbursements	382,593.25	383,593.25
<b>Total Disbursements</b>	<u>382,593.25</u>	<u>383,593.25</u>
<b>Balance at End of Month</b>	(114,973.41)	(115,973.41)
		0.00
<b>Less: Outstanding Checks</b>	<u>1,000.00</u>	<u>-</u>
<b>ADJUSTED BALANCE END OF MONTH</b>	<u><b>\$ (115,973.41)</b></u>	<u><b>\$ (115,973.41)</b></u>

Schedule of Outstanding Checks:

<u>Employee Name</u>	<u>Date</u>	<u>Check #</u>	<u>Amount</u>
		10522	1,000.00
			<u>1,000.00</u>



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## STATEMENT OF ACCOUNT



LINK COMMUNITY CHARTER SCHOOL INC  
PAYROLL ACCOUNT  
23 PENNSYLVANIA AVE  
NEWARK NJ 07114

Page: 1 of 3  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4301373885-717-E-###  
Primary Account #: 430-1373885

## Overdraft update: Grace Period and more good news

Introducing TD Business Overdraft Relief: now you have until 11 p.m. ET the next business day to fix an overdraft with Grace Period†. Plus, we're removing transfer fees for Savings Overdraft Protection and Business Overdraft Protection Line of Credit. †When items are presented for payment that result in your available Account balance being overdrawn by more than \$50, Overdraft Grace provides you with an opportunity to receive refunds for overdraft fees if your available Account balance is at least \$0, inclusive of any pending or posted items, at the end of the next business day. This service is not available for Business Checking on Account Analysis Billing. Learn more at [tdbank.com/businessoverdraft](https://tdbank.com/businessoverdraft)

## TD Business Convenience Plus

LINK COMMUNITY CHARTER SCHOOL INC  
PAYROLL ACCOUNT

Account # 430-1373885

## ACCOUNT SUMMARY

Beginning Balance	52,726.66	Average Collected Balance	48,625.82
Electronic Deposits	214,893.18	Interest Earned This Period	0.00
		Interest Paid Year-to-Date	0.00
Checks Paid	9,837.51	Annual Percentage Yield Earned	0.00%
Electronic Payments	372,730.74	Days in Period	30
Service Charges	25.00		
Ending Balance	-114,973.41		

	Total for this cycle	Total Year to Date
Grace Period OD/NSF Refund	\$0.00	\$0.00

## DAILY ACCOUNT ACTIVITY

## Electronic Deposits

POSTING DATE	DESCRIPTION	AMOUNT
09/15	eTransfer Credit, Online Xfer Transfer from CK 4302520237	214,893.18
Subtotal:		214,893.18

## Checks Paid

No. Checks: 10

\*Indicates break in serial sequence or check processed electronically and listed under Electronic Payments

DATE	SERIAL NO.	AMOUNT	DATE	SERIAL NO.	AMOUNT
09/26	1046	837.51	09/16	10517	1,000.00
09/23	10513*	1,000.00	09/19	10518	1,000.00
09/16	10514	1,000.00	09/16	10519	1,000.00
09/16	10515	1,000.00	09/20	10520	1,000.00
09/29	10516	1,000.00	09/28	10521	1,000.00
Subtotal:					9,837.51

Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](https://www.tdbank.com)

## Page: 2 of 3

1. Your ending balance shown on this statement is:

2. List below the amount of deposits or credit transfers which do not appear on this statement. Total the deposits and enter on Line 2.

3. Subtotal by adding lines 1 and 2.

4. List below the total amount of withdrawals that do not appear on this statement. Total the withdrawals and enter on Line 4.

5. Subtract Line 4 from 3. This adjusted balance should equal your account balance.

2 DEPOSITS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Deposits</b>		2

[illegible]

WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Withdrawals</b>		<b>4</b>

## FOR CONSUMER LOAN ACCOUNTS ONLY — BILLING RIGHTS SUMMARY

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**Bank**

America's Most Convenient Bank®

**STATEMENT OF ACCOUNT**LINK COMMUNITY CHARTER SCHOOL INC  
PAYROLL ACCOUNT

Page: 3 of 3  
 Statement Period: Sep 01 2022-Sep 30 2022  
 Cust Ref #: 4301373885-717-E-###  
 Primary Account #: 430-1373885

**DAILY ACCOUNT ACTIVITY****Electronic Payments**

POSTING DATE	DESCRIPTION	AMOUNT
09/15	CCD DEBIT, N7728 LINK COMMU DIR DEP N7728	140,186.57
09/15	CCD DEBIT, PAYLOCITY CORPOR TAX COL	65,092.71
09/15	CCD DEBIT, N7728 LINK COMMU BILLING N7728	613.90
09/30	CCD DEBIT, N7728 LINK COMMU DIR DEP N7728	114,812.47
09/30	CCD DEBIT, PAYLOCITY CORPOR TAX COL	51,604.45
09/30	CCD DEBIT, N7728 LINK COMMU BILLING N7728	420.64
	Subtotal:	372,730.74

**Service Charges**

POSTING DATE	DESCRIPTION	AMOUNT
09/30	MAINTENANCE FEE	25.00
	Subtotal:	25.00

**DAILY BALANCE SUMMARY**

DATE	BALANCE	DATE	BALANCE
08/31	52,726.66	09/23	54,726.66
09/15	61,726.66	09/26	53,889.15
09/16	57,726.66	09/28	52,889.15
09/19	56,726.66	09/29	51,889.15
09/20	55,726.66	09/30	-114,973.41

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Bank Deposits FDIC Insured | TD Bank, N.A. | Equal Housing Lender

LINK COMMUNITY CHARTER SCHOOL  
TD Bank  
Acct# 430-1373893  
FOR THE MONTH ENDING SEPTEMBER 30, 2022

	<u>BANK</u>	<u>BOOKS</u>
<b><u>BALANCE BEG. OF MONTH</u></b>	<b>\$ 33,370.60</b>	<b>\$ 29,868.10</b>
<b><u>RECEIPTS</u></b>		
Deposits /Interests	16,613.07	16,613.07
<b>Total Receipts</b>	<u>16,613.07</u>	<u>16,613.07</u>
-		
Cash Disbursements	18,431.19	18,431.19
<b>Balance at End of Month</b>	<b>31,552.48</b>	<b>28,049.98</b>
Outstanding Checks	3,502.50	
<b><u>ADJUSTED BALANCE END OF MONTH</u></b>	<b><u>28,049.98</u></b>	<b><u>\$ 28,049.98</u></b>

Employee Name	Date	Check #	Amount
AXA		1212	3,502.50
			<u>3,502.50</u>





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## STATEMENT OF ACCOUNT



LINK COMMUNITY CHARTER SCHOOL INC  
PAYROLL AGENCY ACCOUNT  
23 PENNSYLVANIA AVE  
NEWARK NJ 07114

Page: 1 of 3  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4301373893-713-E-###  
Primary Account #: 430-1373893

## Overdraft update: Grace Period and more good news

Introducing TD Business Overdraft Relief: now you have until 11 p.m. ET the next business day to fix an overdraft with Grace Period†. Plus, we're removing transfer fees for Savings Overdraft Protection and Business Overdraft Protection Line of Credit. †When items are presented for payment that result in your available Account balance being overdrawn by more than \$50, Overdraft Grace provides you with an opportunity to receive refunds for overdraft fees if your available Account balance is at least \$0, inclusive of any pending or posted items, at the end of the next business day. This service is not available for Business Checking on Account Analysis Billing. Learn more at [tdbank.com/businessoverdraft](https://tdbank.com/businessoverdraft)

## TD Business Simple Checking

LINK COMMUNITY CHARTER SCHOOL INC  
PAYROLL AGENCY ACCOUNT

Account # 430-1373893

## ACCOUNT SUMMARY

Beginning Balance	33,370.60	Average Collected Balance	30,330.55
Electronic Deposits	16,613.07	Interest Earned This Period	0.00
Checks Paid	5,653.45	Interest Paid Year-to-Date	0.00
Electronic Payments	12,777.74	Annual Percentage Yield Earned	0.00%
Ending Balance	31,552.48	Days in Period	30

	Total for this cycle	Total Year to Date
Grace Period OD/NSF Refund	\$0.00	\$0.00

## DAILY ACCOUNT ACTIVITY

## Electronic Deposits

POSTING DATE	DESCRIPTION	AMOUNT
09/15	eTransfer Credit, Online Xfer Transfer from CK 4302520237	16,613.07
Subtotal:		16,613.07

## Checks Paid

No. Checks: 2

\*Indicates break in serial sequence or check processed electronically and listed under Electronic Payments

DATE	SERIAL NO.	AMOUNT
09/19	1218	3,015.00
09/21	1219	2,638.45

Subtotal: 5,653.45

Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to [www.tdbank.com](https://www.tdbank.com)

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- Subtract any services charges shown on this statement.
- Subtract any automatic payments, transfers or other electronic withdrawals not previously recorded.
- Add any interest earned if you have an interest-bearing account.
- Add any automatic deposit or overdraft line of credit.
- Review all withdrawals shown on this statement and check them off in your account register.
- Follow instructions 2-5 to verify your ending account balance.

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2. List below the amount of deposits or credit transfers which do not appear on this statement. Total the deposits and enter on Line 2.
3. Subtotal by adding lines 1 and 2.
4. List below the total amount of withdrawals that do not appear on this statement. Total the withdrawals and enter on Line 4.
5. Subtract Line 4 from 3. This adjusted balance should equal your account balance.

1	Ending Balance	31,552.48
2	Total Deposits	+
3	Sub Total	
4	Total Withdrawals	-
5	Adjusted Balance	

2 DEPOSITS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Deposits</b>		2

[illegible]

WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Withdrawals</b>		<b>4</b>

**FOR CONSUMER ACCOUNTS ONLY — IN CASE OF ERRORS OR QUESTIONS ABOUT YOUR ELECTRONIC FUNDS TRANSFERS:**

If you need information about an electronic fund transfer or if you believe there is an error on your bank statement or receipt relating to an electronic fund transfer, telephone the bank immediately at the phone number listed on the front of your statement or write to:

**TD Bank, N.A., Deposit Operations Dept, P.O. Box 1377, Lewiston,  
Maine 04243-1377**

We must hear from you no later than sixty (60) calendar days after we sent you the first statement upon which the error or problem first appeared. When contacting the Bank, please explain as clearly as you can why you believe there is an error or why more information is needed. Please include:

- Your name and account number.
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When making a verbal inquiry, the Bank may ask that you send us your complaint in writing within ten (10) business days after the first telephone call.

We will investigate your complaint and will correct any error promptly. If we take more than ten (10) business days to do this, we will credit your account for the amount you think is in error, so that you have the use of the money during the time it takes to complete our investigation.

## INTEREST NOTICE

Total interest credited by the Bank to you this year will be reported by the Bank to the Internal Revenue Service and State tax authorities. The amount to be reported will be reported separately to you by the Bank.

**FOR CONSUMER LOAN ACCOUNTS ONLY — BILLING RIGHTS SUMMARY**

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**Bank**

America's Most Convenient Bank®

**STATEMENT OF ACCOUNT**LINK COMMUNITY CHARTER SCHOOL INC  
PAYROLL AGENCY ACCOUNT

Page: 3 of 3  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4301373893-713-E-###  
Primary Account #: 430-1373893

**DAILY ACCOUNT ACTIVITY****Electronic Payments**

POSTING DATE	DESCRIPTION	AMOUNT
09/02	CCD DEBIT, BENEFLEX INC FUNDING BENLINK	5,092.17
09/07	CCD DEBIT, BENEFLEX INC BT0906 000000190243928	149.44
09/12	CCD DEBIT, DIV OF PENS&BENE TEPS TPAF 000000025183952	4,236.33
09/12	CCD DEBIT, DIV OF PENS&BENE TEPS PERS 000000025183954	3,299.80
	Subtotal:	12,777.74

**DAILY BALANCE SUMMARY**

DATE	BALANCE	DATE	BALANCE
08/31	33,370.60	09/15	37,205.93
09/02	28,278.43	09/19	34,190.93
09/07	28,128.99	09/21	31,552.48
09/12	20,592.86		

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Bank Deposits FDIC Insured | TD Bank, N.A. | Equal Housing Lender

**LINK COMMUNITY CHARTER SCHOOL**  
**TD Bank**  
**STUDENT ACTIVITY FUND - 430-1373926**  
**FOR THE MONTH ENDING SEPTEMBER 30, 2022**

	<u><b>BANK</b></u>	<u><b>BOOKS</b></u>
<b>BALANCE BEG. OF MONTH</b>	<b>\$ 12,952.60</b>	<b>\$ 12,952.60</b>
<b>Receipts</b>	<hr/>	<hr/>
Deposits	0.00	0.00
<b>Total</b>	<hr/> 0.00 <hr/>	<hr/> 0.00 <hr/>
<b>Disbursements</b>		
Disbursements	-	-
<b>Total</b>	<hr/> - <hr/>	<hr/> - <hr/>
<b>Bank Balance</b>	12,952.60	12,952.60
<b>Less: Outstanding checks</b>		-
<b>BALANCE END OF MONTH</b>	<hr/> <b>\$ 12,952.60</b> <hr/>	<hr/> <b>\$ 12,952.60</b> <hr/>



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STATEMENT OF ACCOUNT



LINK COMMUNITY CHARTER SCHOOL INC  
STUDENT ACTIVITY ACCOUNT  
23 PENNSYLVANIA AVE  
NEWARK NJ 07114

Page: 1 of 2  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: 4301373926-713-E-###  
Primary Account #: 430-1373926

**Overdraft update: Grace Period and more good news**

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**TD Business Simple Checking**

LINK COMMUNITY CHARTER SCHOOL INC  
STUDENT ACTIVITY ACCOUNT

Account # 430-1373926

**ACCOUNT SUMMARY**

Beginning Balance	12,952.60	Average Collected Balance	12,952.60
		Interest Earned This Period	0.00
Ending Balance	12,952.60	Interest Paid Year-to-Date	0.00
		Annual Percentage Yield Earned	0.00%
		Days in Period	30

	Total for this cycle	Total Year to Date
Grace Period OD/NSF Refund	\$0.00	\$0.00

**DAILY ACCOUNT ACTIVITY**

No Transactions this Statement Period

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5. Subtract Line 4 from 3. This adjusted balance should equal your account balance.

1	Ending Balance	12,952.60
2	Total Deposits	+
3	Sub Total	
4	Total Withdrawals	-
5	Adjusted Balance	

2 DEPOSITS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Deposits</b>		2

[illegible]

WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
<b>Total Withdrawals</b>		<b>4</b>

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- Describe the error and explain, if you can, why you believe there is an error. If you need more information, describe the item you are unsure about.

You do not have to pay any amount in question while we are investigating, but you are still obligated to pay the parts of your bill that are not in question. While we investigate your question, we cannot report you as delinquent or take any action to collect the amount you question.

**FINANCE CHARGES:** Although the Bank uses the Daily Balance method to calculate the finance charge on your Moneyline/Overdraft Protection account (the term "ODP" or "OD" refers to Overdraft Protection), the Bank discloses the Average Daily Balance on the periodic statement as an easier method for you to calculate the finance charge. The finance charge begins to accrue on the date advances and other debits are posted to your account and will continue until the balance has been paid in full. To compute the finance charge, multiply the Average Daily Balance times the Days in Period times the Daily Periodic Rate (as listed in the Account Summary section on the front of the statement). The Average Daily Balance is calculated by adding the balance for each day of the billing cycle, then dividing the total balance by the number of Days in the Billing Cycle. The daily balance is the balance for the day after advances have been added and payments or credits have been subtracted plus or minus any other adjustments that might have occurred that day. There is no grace period during which no finance charge accrues. Finance charge adjustments are included in your total finance charge.

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
10-101	CASH-CHECKING	0.00	2,371,342.81	1,384,461.28	986,881.53
10-103	PETTY CASH	0.00	0.00	0.00	0.00
10-105	Cash with Fiscal Agents	0.00	0.00	0.00	0.00
10-106	Charter Escrow	0.00	75,000.00	0.00	75,000.00
10-108	Impact Aid Rsv (General)	0.00	0.00	0.00	0.00
10-109	Impact Aid Rsv (Capital)	0.00	0.00	0.00	0.00
10-111	INVESTMENTS	0.00	0.00	0.00	0.00
10-114	INTEREST ON INV	0.00	0.00	0.00	0.00
10-116	CAPITAL RSV ACT	0.00	0.00	0.00	0.00
10-117	Maintenance Reserve	0.00	0.00	0.00	0.00
10-118	Emergency Reserve	0.00	0.00	0.00	0.00
10-121	TAX LEVY RECVBL	0.00	5,814,185.00	646,734.76	5,167,450.24
10-131	I/F LOANS REC	0.00	0.00	0.00	0.00
10-132	INTERFUND	0.00	0.00	0.00	0.00
10-133	Enterprise	0.00	35,262.86	30,364.39	4,898.47
10-134	Interfund Payroll	0.00	(166,390.34)	0.00	(166,390.34)
10-135	Interfund-Payroll Agency	0.00	8,247.36	0.00	8,247.36
10-137	Student Activity	0.00	0.00	0.00	0.00
10-141	STATE A/R	0.00	283,320.00	0.00	283,320.00
10-142	FEDERAL A/R	0.00	0.00	0.00	0.00
10-143	OTHER A/R	0.00	0.00	0.00	0.00
10-151	LOANS RECEIVBL	0.00	0.00	0.00	0.00
10-153	OTHER ACC RECBL	0.00	0.00	0.00	0.00
10-199	OTH CURR ASSETS	0.00	0.00	0.00	0.00
10-301	EST REVENUES	6,311,314.00	0.00	0.00	6,311,314.00
10-302	REVENUES	0.00	0.00	6,162,698.54	6,162,698.54
10-303	BGTD FUND BAL	(45,064.84)	48,000.00	0.00	2,935.16
10-307	BG WD FR CAPRSV	0.00	0.00	0.00	0.00
10-308	Bud With Sale/Leaseback Res	0.00	0.00	0.00	0.00
10-309	Bud With Cap Res Excess Costs	0.00	0.00	0.00	0.00
10-310	Bud With Maint Res	0.00	0.00	0.00	0.00
10-311	Bud With Tuition Res	0.00	0.00	0.00	0.00
10-312	Bud With Emer. Res	0.00	0.00	0.00	0.00
10-314	Bud With Waiver Offset Res	0.00	0.00	0.00	0.00
10-315	Bud With Bus Ad Rsv for Fuel C	0.00	0.00	0.00	0.00
10-317	Bud With Cap Res xFer to D.S.	0.00	0.00	0.00	0.00
10-318	Bud With Impact Aid Rsv (Gen)	0.00	0.00	0.00	0.00
10-319	Bud With Impact Aid Rsv (Cap)	0.00	0.00	0.00	0.00
10-401	Interfund Loans Payables	0.00	0.00	0.00	0.00
10-402	INTERFUND A/P	0.00	0.00	0.00	0.00
10-411	I/G A/P - STATE	0.00	0.00	0.00	0.00
10-412	I/G A/P-FEDERAL	0.00	0.00	0.00	0.00
10-421	ACCTS PAYABLE	0.00	346,840.66	0.00	(346,840.66)
10-422	JUDGMENTS PBLE	0.00	0.00	0.00	0.00
10-423	A/P PRIOR YEAR	0.00	0.00	0.00	0.00
10-430	COMP ABS PBLE	0.00	0.00	0.00	0.00
10-431	CONTRACTS PBLE	0.00	0.00	0.00	0.00

## Link Community Charter School Trial Balance Sheet for Fund 10 (General Fund)

FY2023 Data is Posted to 09/30/22

Printed: 10/16/2022, 1:15:28PM

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
10-451	LOANS PAYABLE	0.00	0.00	0.00	0.00
10-461	Health Insurance Emp share	0.00	(5,141.55)	0.00	5,141.55
10-462	FSA	0.00	0.00	0.00	0.00
10-463	Accrued Salaries	0.00	0.00	0.00	0.00
10-481	DEFRRD REVENUES	0.00	0.00	0.00	0.00
10-499	OTHER CURR LIAB	0.00	0.00	0.00	0.00
10-601	APPROPRIATIONS	6,266,249.16	0.00	48,000.00	6,314,249.16
10-602	EXPENDITURES	0.00	1,165,642.29	0.00	1,165,642.29
10-603	ENCUMBRANCES	0.00	5,803,709.07	1,165,642.29	4,638,066.78
10-604	INCR IN CAP RES	0.00	0.00	0.00	0.00
10-605	Incr. Sale/Leaseback Rsv	0.00	0.00	0.00	0.00
10-606	Incr. Maintenance Reserve	0.00	0.00	0.00	0.00
10-607	Incr. Emergency Reserve	0.00	0.00	0.00	0.00
10-609	Incr. Waiver Offset Rsv	0.00	0.00	0.00	0.00
10-610	Incr. Bus Ad Reserve for Fuel	0.00	0.00	0.00	0.00
10-611	Incr. Impact Aid Rsv (General)	0.00	0.00	0.00	0.00
10-612	Incr. Impact Aid Rsv (Capital)	0.00	0.00	0.00	0.00
10-753	RSV ENC CURR YR	0.00	1,165,642.29	5,803,709.07	4,638,066.78
10-754	RSV ENC PRI YR	0.00	0.00	0.00	0.00
10-755	Res Fund Bal Bus Ad Rsv Fuel	0.00	0.00	0.00	0.00
10-756	Res Fund Impact Aid Rsv (Gen)	0.00	0.00	0.00	0.00
10-757	Res Fund Impact Aid Rsv (Cap)	0.00	0.00	0.00	0.00
10-760	OTHER RESERVES	0.00	0.00	1,704,050.12	1,704,050.12
10-761	RES FB-CA RS AC	0.00	0.00	0.00	0.00
10-763	Res Fund Bal S/L Rsv	0.00	0.00	0.00	0.00
10-764	Res Fund Bal Maint Rsv	0.00	0.00	0.00	0.00
10-765	Res Fund Bal Tuition Rsv	0.00	0.00	0.00	0.00
10-766	Res Fund Bal Emer. Rsv	0.00	0.00	0.00	0.00
10-768	Res Fund Bal Waiver Offset Rsv	0.00	0.00	0.00	0.00
10-770	CE SURPLUS	0.00	0.00	0.00	0.00
10-772	Res Fund Bal ARRA/SEMI	0.00	0.00	0.00	0.00
			<hr/>	<hr/>	
			16,945,660.45	16,945,660.45	



## Link Community Charter School Trial Balance Sheet for Fund 20 (Special Revenue Fund)

FY2023 Data is Posted to 09/30/22

Printed: 10/16/2022, 1:16:01PM

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
20-101	CASH-CHECKING	0.00	244,936.30	338,761.46	(93,825.16)
20-102	Cash on Hand	0.00	0.00	0.00	0.00
20-111	INVESTMENTS	0.00	0.00	0.00	0.00
20-114	INTEREST ON INV	0.00	0.00	0.00	0.00
20-116	CAPITAL RSV ACC	0.00	0.00	0.00	0.00
20-121	TAX LEVY RECVBL	0.00	0.00	0.00	0.00
20-131	I/F LOANS REC	0.00	0.00	0.00	0.00
20-132	INTERFUND A/R	0.00	230,293.75	0.00	230,293.75
20-141	STATE A/R	0.00	0.00	174,106.30	(174,106.30)
20-142	FEDERAL A/R	0.00	0.00	70,830.00	(70,830.00)
20-143	OTHER A/R	0.00	0.00	0.00	0.00
20-151	LOANS RECEIVBL	0.00	0.00	0.00	0.00
20-153	OTHER ACC RECBL	0.00	0.00	0.00	0.00
20-199	OTH CURR	0.00	0.00	0.00	0.00
20-301	EST REVENUES	0.00	0.00	0.00	0.00
20-302	REVENUES	0.00	0.00	0.00	0.00
20-303	BGTD FUND BAL	372,268.00	0.00	0.00	372,268.00
20-307	BGT WD FROM CR	0.00	0.00	0.00	0.00
20-402	I/F ACCTS PAYABLE	0.00	0.00	0.00	0.00
20-411	I/G A/P - STATE	0.00	0.00	0.00	0.00
20-412	I/G A/P-FEDERAL	0.00	0.00	0.00	0.00
20-421	ACCTS PAYABLE	0.00	60,718.27	0.00	(60,718.27)
20-422	JUDGMENTS PBLE	0.00	0.00	0.00	0.00
20-423	A/P PRIOR YEAR	0.00	0.00	0.00	0.00
20-430	COMP ABS PBLE	0.00	0.00	0.00	0.00
20-431	CONTRACTS PBLE	0.00	0.00	0.00	0.00
20-451	LOANS PAYABLE	0.00	0.00	0.00	0.00
20-481	DEFRRD REVENUES	0.00	0.00	0.00	0.00
20-499	OTHER CURR LIAB	0.00	0.00	0.00	0.00
20-601	APPROPRIATIONS	372,268.00	0.00	0.00	372,268.00
20-602	EXPENDITURES	0.00	47,749.44	0.00	47,749.44
20-603	ENCUMBRANCES	0.00	100,572.00	47,749.44	52,822.56
20-604	INCR IN CAP RSV	0.00	0.00	0.00	0.00
20-753	RSV ENC CURR YR	0.00	47,749.44	100,572.00	52,822.56
20-754	RSV ENC PRI YR	0.00	0.00	0.00	0.00
20-760	OTHER RESERVES	0.00	0.00	0.00	0.00
20-761	RSV FD BAL CR	0.00	0.00	0.00	0.00
20-770	CE SURPLUS	0.00	0.00	0.00	0.00
			<hr/>	<hr/>	
			732,019.20	732,019.20	

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
60-101	CASH-CHECKING	0.00	89,164.12	65,627.25	23,536.87
60-102	Cash on Hand	0.00	0.00	0.00	0.00
60-111	INVESTMENTS	0.00	0.00	0.00	0.00
60-114	INTEREST ON INV	0.00	0.00	0.00	0.00
60-121	TAX LEVY RECVBL	0.00	0.00	0.00	0.00
60-131	I/F LOANS REC	0.00	0.00	0.00	0.00
60-133	Interfund-Fund 10	0.00	30,364.39	35,262.86	(4,898.47)
60-135	Interfund-Student Activity	0.00	0.00	0.00	0.00
60-141	STATE A/R	0.00	0.00	299.88	(299.88)
60-142	FEDERAL A/R	0.00	0.00	18,899.59	(18,899.59)
60-143	OTHER A/R	0.00	0.00	0.00	0.00
60-151	LOANS RECEIVBL	0.00	0.00	0.00	0.00
60-153	Other Receivable	0.00	0.00	0.00	0.00
60-199	OTH CURR ASSETS	0.00	0.00	0.00	0.00
60-301	EST REVENUES	0.00	0.00	0.00	0.00
60-302	REVENUES	0.00	0.00	11,164.92	11,164.92
60-303	BGTD FUND BAL	150,000.00	0.00	0.00	150,000.00
60-411	I/G A/P - STATE	0.00	0.00	0.00	0.00
60-412	I/G A/P-FEDERAL	0.00	0.00	0.00	0.00
60-421	ACCTS PAYABLE	0.00	31,393.44	0.00	(31,393.44)
60-422	JUDGMENTS PBLE	0.00	0.00	0.00	0.00
60-423	A/P PRIOR YEAR	0.00	0.00	0.00	0.00
60-430	COMP ABS PBLE	0.00	0.00	0.00	0.00
60-431	CONTRACTS PBLE	0.00	0.00	0.00	0.00
60-451	LOANS PAYABLE	0.00	0.00	0.00	0.00
60-481	DEFRRD REVENUES	0.00	0.00	0.00	0.00
60-499	OTHER CURR LIAB	0.00	0.00	0.00	0.00
60-601	APPROPRIATIONS	150,000.00	0.00	0.00	150,000.00
60-602	EXPENDITURES	0.00	3,869.42	0.00	3,869.42
60-603	ENCUMBRANCES	0.00	110,000.00	3,869.42	106,130.58
60-753	RSV ENC CURR YR	0.00	3,869.42	110,000.00	106,130.58
60-754	RSV ENC PRI YR	0.00	0.00	0.00	0.00
60-760	OTHER RESERVES	0.00	0.00	23,536.87	23,536.87
60-770	CE SURPLUS	0.00	0.00	0.00	0.00
			<hr/>	<hr/>	
			268,660.79	268,660.79	

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
90-101	CASH-CHECKING	0.00	921,173.16	1,037,146.57	(115,973.41)
90-102	Payroll Agency	0.00	0.00	0.00	0.00
90-103	Unemployment	0.00	0.00	0.00	0.00
90-104	PPP Account	0.00	0.00	0.00	0.00
90-111	INVESTMENTS	0.00	0.00	0.00	0.00
90-114	INTEREST ON INV	0.00	0.00	0.00	0.00
90-121	TAX LEVY RECVBL	0.00	0.00	0.00	0.00
90-131	I/F LOANS REC	0.00	0.00	0.00	0.00
90-132	Interfund Accounts Receivable	0.00	0.00	0.00	0.00
90-133	Interfund	0.00	0.00	0.00	0.00
90-141	STATE A/R	0.00	0.00	0.00	0.00
90-142	FEDERAL A/R	0.00	0.00	0.00	0.00
90-143	OTHER A/R	0.00	0.00	0.00	0.00
90-151	LOANS RECEIVBL	0.00	0.00	0.00	0.00
90-153	OTHER ACC RECVBL	0.00	0.00	0.00	0.00
90-199	OTH CURR ASSETS	0.00	0.00	0.00	0.00
90-301	EST REVENUES	0.00	0.00	0.00	0.00
90-302	REVENUES	0.00	0.00	0.00	0.00
90-303	BGTD FUND BAL	0.00	0.00	0.00	0.00
90-402	Interfund Accounts Payable	0.00	1,037,146.57	921,173.16	(115,973.41)
90-403	Interfund Payable	0.00	0.00	0.00	0.00
90-411	I/G A/P - STATE	0.00	0.00	0.00	0.00
90-412	I/G A/P-FEDERAL	0.00	0.00	0.00	0.00
90-421	ACCTS PAYABLE	0.00	0.00	0.00	0.00
90-422	JUDGMENTS PBLE	0.00	0.00	0.00	0.00
90-423	A/P PRIOR YEAR	0.00	0.00	0.00	0.00
90-430	COMP ABS PBLE	0.00	0.00	0.00	0.00
90-431	CONTRACTS PBLE	0.00	0.00	0.00	0.00
90-451	LOANS PAYABLE	0.00	0.00	0.00	0.00
90-471	SUI	0.00	0.00	0.00	0.00
90-472	AXA	0.00	0.00	0.00	0.00
90-481	DEFRRD REVENUES	0.00	0.00	0.00	0.00
90-482	Withholding-FSA	0.00	0.00	0.00	0.00
90-483	Withholding-TSA	0.00	0.00	0.00	0.00
90-484	vision	0.00	0.00	0.00	0.00
90-485	Dental	0.00	0.00	0.00	0.00
90-486	Dependent Care	0.00	0.00	0.00	0.00
90-487	Garnishment	0.00	0.00	0.00	0.00
90-488	TPAF Payable	0.00	0.00	0.00	0.00
90-489	PERS Payable	0.00	0.00	0.00	0.00
90-490	UNPDT	0.00	0.00	0.00	0.00
90-491	DCRP	0.00	0.00	0.00	0.00
90-499	OTHER CURR LIAB	0.00	0.00	0.00	0.00
90-601	APPROPRIATIONS	0.00	0.00	0.00	0.00
90-602	EXPENDITURES	0.00	0.00	0.00	0.00
90-603	ENCUMBRANCES	0.00	0.00	0.00	0.00
90-753	RSV ENC CURR YR	0.00	0.00	0.00	0.00

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
90-754	RSV ENC PRI YR	0.00	0.00	0.00	0.00
90-760	OTHER RESERVES	0.00	0.00	0.00	0.00
90-770	CE SURPLUS	0.00	0.00	0.00	0.00
			<hr/>	<hr/>	
			1,958,319.73	1,958,319.73	

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
91-101	CASH-CHECKING	0.00	123,928.95	95,878.97	28,049.98
91-102	Payroll Agency	0.00	0.00	0.00	0.00
91-103	Unemployment	0.00	0.00	0.00	0.00
91-111	INVESTMENTS	0.00	0.00	0.00	0.00
91-114	INTEREST ON INV	0.00	0.00	0.00	0.00
91-121	TAX LEVY RECVBL	0.00	0.00	0.00	0.00
91-131	I/F LOANS REC	0.00	0.00	0.00	0.00
91-132	Interfund Accounts Receivable	0.00	0.00	8,247.36	(8,247.36)
91-133	Interfund	0.00	0.00	0.00	0.00
91-134	Interfund Payroll	0.00	0.00	0.00	0.00
91-141	STATE A/R	0.00	0.00	0.00	0.00
91-142	FEDERAL A/R	0.00	0.00	0.00	0.00
91-143	OTHER A/R	0.00	0.00	0.00	0.00
91-151	LOANS RECEIVBL	0.00	0.00	0.00	0.00
91-153	OTHER ACC RECBL	0.00	0.00	0.00	0.00
91-199	OTH CURR ASSETS	0.00	0.00	0.00	0.00
91-301	EST REVENUES	0.00	0.00	0.00	0.00
91-302	REVENUES	0.00	0.00	0.00	0.00
91-303	BGTD FUND BAL	0.00	0.00	0.00	0.00
91-402	Interfund Accounts Payable	0.00	0.00	0.00	0.00
91-403	Interfund Payable	0.00	0.00	0.00	0.00
91-411	I/G A/P - STATE	0.00	0.00	0.00	0.00
91-412	I/G A/P-FEDERAL	0.00	0.00	0.00	0.00
91-421	ACCTS PAYABLE	0.00	0.00	75,385.09	75,385.09
91-422	JUDGMENTS PBLE	0.00	0.00	0.00	0.00
91-423	A/P PRIOR YEAR	0.00	0.00	0.00	0.00
91-430	COMP ABS PBLE	0.00	0.00	0.00	0.00
91-431	CONTRACTS PBLE	0.00	0.00	0.00	0.00
91-451	LOANS PAYABLE	0.00	0.00	0.00	0.00
91-471	SUI	0.00	0.00	0.00	0.00
91-472	AXA	0.00	5,755.00	7,525.00	1,770.00
91-473	AFLAC	0.00	1,006.38	360.12	(646.26)
91-474	AFLAC- Post Tax	0.00	0.00	0.00	0.00
91-481	DEFRRD REVENUES	0.00	0.00	0.00	0.00
91-482	Withholding-FSA	0.00	0.00	807.00	807.00
91-483	Withholding-TSA	0.00	0.00	0.00	0.00
91-484	vision	0.00	0.00	0.00	0.00
91-485	Dental	0.00	39,836.64	0.00	(39,836.64)
91-486	Dependent Care	0.00	0.00	175.00	175.00
91-487	Garnishment	0.00	0.00	0.00	0.00
91-488	TPAF Payable	0.00	30,746.35	17,355.69	(13,390.66)
91-489	PERS Payable	0.00	18,534.60	13,293.67	(5,240.93)
91-490	UNPDT	0.00	0.00	0.00	0.00
91-491	DCRP	0.00	0.00	780.02	780.02
91-499	OTHER CURR LIAB	0.00	0.00	0.00	0.00
91-601	APPROPRIATIONS	0.00	0.00	0.00	0.00
91-602	EXPENDITURES	0.00	0.00	0.00	0.00

## Link Community Charter School Trial Balance Sheet for Fund 91 (Payroll Agency Fund)

FY2023 Data is Posted to 09/30/22

Printed: 10/16/2022, 1:17:51PM

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
91-603	ENCUMBRANCES	0.00	0.00	0.00	0.00
91-753	RSV ENC CURR YR	0.00	0.00	0.00	0.00
91-754	RSV ENC PRI YR	0.00	0.00	0.00	0.00
91-760	OTHER RESERVES	0.00	0.00	0.00	0.00
91-770	CE SURPLUS	0.00	0.00	0.00	0.00
			<hr/>	<hr/>	
			219,807.92	219,807.92	

## Link Community Charter School Trial Balance Sheet for Fund 95 (Student Activity Fund)

FY2023 Data is Posted to 09/30/22

Printed: 10/16/2022, 1:18:18PM

Acct #	Account Title	Opening Balance	Debits	Credits	Balance
95-101	CASH-CHECKING	0.00	12,952.60	0.00	12,952.60
95-111	INVESTMENTS	0.00	0.00	0.00	0.00
95-114	INTEREST ON INV	0.00	0.00	0.00	0.00
95-121	TAX LEVY RECVBL	0.00	0.00	0.00	0.00
95-131	I/F LOANS REC	0.00	0.00	0.00	0.00
95-132	Interfund Receivable	0.00	0.00	0.00	0.00
95-133	Interfund-Enterprise	0.00	0.00	0.00	0.00
95-141	STATE A/R	0.00	0.00	0.00	0.00
95-142	FEDERAL A/R	0.00	0.00	0.00	0.00
95-143	OTHER A/R	0.00	0.00	0.00	0.00
95-151	LOANS RECEIVBL	0.00	0.00	0.00	0.00
95-153	OTHER ACC RECBL	0.00	0.00	0.00	0.00
95-199	OTH CURR ASSETS	0.00	0.00	0.00	0.00
95-301	EST REVENUES	0.00	0.00	0.00	0.00
95-302	REVENUES	0.00	0.00	0.00	0.00
95-303	BGTD FUND BAL	0.00	0.00	0.00	0.00
95-411	I/G A/P - STATE	0.00	0.00	0.00	0.00
95-412	I/G A/P-FEDERAL	0.00	0.00	0.00	0.00
95-421	ACCTS PAYABLE	0.00	0.00	0.00	0.00
95-422	JUDGMENTS PBLE	0.00	0.00	0.00	0.00
95-423	A/P PRIOR YEAR	0.00	0.00	0.00	0.00
95-430	COMP ABS PBLE	0.00	0.00	0.00	0.00
95-431	CONTRACTS PBLE	0.00	0.00	0.00	0.00
95-451	LOANS PAYABLE	0.00	0.00	0.00	0.00
95-481	DEFRRD REVENUES	0.00	0.00	0.00	0.00
95-499	OTHER CURR LIAB	0.00	0.00	0.00	0.00
95-601	APPROPRIATIONS	0.00	0.00	0.00	0.00
95-602	EXPENDITURES	0.00	0.00	0.00	0.00
95-603	ENCUMBRANCES	0.00	0.00	0.00	0.00
95-753	RSV ENC CURR YR	0.00	0.00	0.00	0.00
95-754	RSV ENC PRI YR	0.00	0.00	0.00	0.00
95-760	OTHER RESERVES	0.00	0.00	12,952.60	12,952.60
95-770	CE SURPLUS	0.00	0.00	0.00	0.00
			<hr/>	<hr/>	
			12,952.60	12,952.60	

Bank Account Code(s): A,B,D Only

<u>Check#</u>	<u>Date</u>	<u>Vendor (Payee)/Check Line Comments</u>	<u>Amount</u>	<u>PO or Bal Sht</u>	<u>Exp. Acct. or Balance Sheet Title</u>
A:04730	10/10/22	Verizon Fios Internet Service 2022-23	297.67	P202300018	11-000-230-530-000-057
A:04731	10/10/22	Worrall Communications Newspapers, Inc. Newspaper ads 2022-23	56.00	P202300027	11-000-230-530-000-057
		Newspaper ads 2022-23	100.00	P202300027	11-000-230-530-000-057
		Newspaper ads 2022-23	100.00	P202300027	11-000-230-530-000-057
		Newspaper ads 2022-23	100.00	P202300027	11-000-230-530-000-057
		Newspaper ads 2022-23	145.00	P202300027	11-000-230-530-000-057
		Newspaper ads 2022-23	100.00	P202300027	11-000-230-530-000-057
		Total Check Amount:	601.00		
A:04732	10/13/22	Zoom Video Communications Zoom Annual Oct 12 2023	5,180.00	P202300089	11-000-240-500-000-068
A:04733	10/13/22	Worrall Communications Newspapers, Inc. Newspaper ads 2022-23	40.16	P202300027	11-000-230-530-000-057
A:04734	10/13/22	Verizon Phone serv 2022-23	450.20	P202300017	11-000-230-530-000-057
		Phone serv 2022-23	396.88	P202300017	11-000-230-530-000-057
		Total Check Amount:	847.08		
A:04735	10/13/22	School Health Corp Nurse's supplies	55.95	P202300079	11-190-100-610-000-047
		Nurse's supplies	25.95	P202300079	11-190-100-610-000-047
		Total Check Amount:	81.90		
A:04736	10/13/22	LINK EDUCATION PARTNERS, INC Rent 23 Pennsylvania	54,666.66	P202300002	11-000-262-441-000-069
		Additional space Lower Level 23 Pennsylvania	4,000.00	P202300002	11-000-262-441-000-069
		Space & Parking 972 Broad	20,000.00	P202300002	11-000-262-441-000-069
		Total Check Amount:	78,666.66		
A:04737	10/16/22	Gordon & Rees 4/25-5/27 Legal Matter Id 32303	568.50	10 - 421	ACCTS PAYABLE
		8/18-11/24 Legal Matter Id 32303	1,903.50	10 - 421	ACCTS PAYABLE
		Total Check Amount:	2,472.00		
A:04738	10/16/22	Optimum Internet service	144.94	P202300007	11-000-230-530-000-057
A:04739	10/16/22	Verizon Fios Internet Service 2022-23	22.15	P202300018	11-000-230-530-000-057
A:04740	10/16/22	Avaya Inc. Voice Message sys	128.49	P202300028	11-000-230-530-000-057
A:04741	10/16/22	AT & T Phone serv	774.84	P202300036	11-000-230-530-000-057



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A:04742	10/16/22	Waste Management of New Jersey, Inc. Trash collection 2022-23	1,013.46	P202300029	11-000-240-500-000-068
A:04743	10/16/22	Link High Technologies Inc. Info Tech Serv 2022-23 SSL Renewal 2yr Info Tech Serv 2022-23 Oct DNS filtering Info Tech Serv 2022-23 Oct Web Filtering Info Tech Serv 2022-23 Oct GSuite backup Info Tech Serv 2022-23 Oct antivirus & Services Info Tech Serv 2022-23 Add'l Onsite serv day	125.00 937.50 561.25 137.50 4,700.00 1,000.00	P202300008 P202300008 P202300008 P202300008 P202300008 P202300008	11-000-230-300-000-055 11-000-230-300-000-055 11-000-230-300-000-055 11-000-230-300-000-055 11-000-230-300-000-055 11-000-230-300-000-055
Total Check Amount:			7,461.25		
A:04744	10/16/22	Motivated Security Services, Inc. Security Services 2022-23 9/13-9/26 Security Services 2022-23 9/27-10/10 Security Services 2022-23 8/2-8/15 Security Services 2022-23 8/16-8/29 Security Services 2022-23 8/30-9/12	5,880.88 5,442.88 1,399.04 1,956.47 3,976.72	P202300023 P202300023 P202300023 P202300023 P202300023	11-000-240-500-000-068 11-000-240-500-000-068 11-000-240-500-000-068 11-000-240-500-000-068 11-000-240-500-000-068
Total Check Amount:			18,655.99		
A:04745	10/16/22	Staples Advantage Classroom supplies Classroom supplies Office supplies	359.95 167.28 217.95	P202300001 P202300001 P202300030	11-190-100-610-000-047 11-190-100-610-000-047 11-000-262-610-000-071
Total Check Amount:			745.18		
A:04746	10/16/22	The Goodkind Group, LLC Paras & Subs 9/26-10/02 Paras & Subs 10/3-10/9	14,754.64 15,456.13	P202300034 P202300034	11-190-100-320-000-045 11-190-100-320-000-045
Total Check Amount:			30,210.77		
A:04747	10/16/22	INVO HEALTHCARE ASSOCIATES MAY 1-28 OT/SLP SERVICES OT-SLP SERVICES 6/1-6/11 SLP & OT STUDENT SERVICES 2022-23 9/1-9	4,789.32 1,149.54 4,668.54	10 - 421 10 - 421 P202300096	ACCTS PAYABLE ACCTS PAYABLE 20-250-200-300-000-097
Total Check Amount:			10,607.40		
A:04748	10/16/22	Protective Measures New Installation of Radio Communicator Replace smoke detector L16	695.00 283.00	P202300095 P202300095	11-000-240-500-000-068 11-000-240-500-000-068
Total Check Amount:			978.00		
A:04749	10/16/22	Delta-T Group North Jersey, Inc. Substitutes & Paras 2022-23 9/5-9/9 Substitutes & Paras 2022-23 9/19-9/23 Substitutes & Paras 2022-23 Substitutes & Paras 2022-23 9/26-9/30	2,823.20 3,270.00 3,343.20 3,350.00	P202300074 P202300074 P202300074 P202300074	11-190-100-320-000-045 11-190-100-320-000-045 11-190-100-320-000-045 11-190-100-320-000-045
Total Check Amount:			12,786.40		

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A:04750	10/16/22	LESLIE BAYNES Supplies Asset Tags CSG purchases	240.00	P202300037	11-190-100-610-000-047
A:04751	10/16/22	Duplitrone Staples	205.09	P202300090	11-190-100-610-000-047
A:04752	10/16/22	Net2Phone Global Services Phone serv Dist Office	255.70	P202300025	11-000-230-530-000-057
A:04753	10/16/22	Nine 11 Communications Group Security Camera System Install Final	2,510.00	10 - 421	ACCTS PAYABLE
A:04754	10/16/22	Horizon BCBS 2022-23 Health Ins Premiums	39,905.00	P202300075	11-000-291-270-000-054
D:01221	10/16/22	AXA Equitable Equi-Vest 403b Contributions September 2022	3,340.00	91 - 472	AXA
A:04755	10/17/22	LISA WEBER 2021-22 POWERSCHOOL MAINTENANCE	1,360.00	10 - 421	ACCTS PAYABLE
		POWERSCHOOL MAINTENANCE	2,498.00	P202300091	11-000-230-500-000-056
		Total Check Amount:	3,858.00		
A:04756	10/17/22	Maria Paradiso Parent welcome meeting	558.02	P202300058	11-190-100-610-000-047
The Grand Total of all Checks from Fund 10 is:			12,280.86		
The Grand Total of all Checks from Fund 11 is:			202,297.75		
The Grand Total of all Checks from Fund 20 is:			4,668.54		
The Grand Total of all Checks from Fund 91 is:			3,340.00		
<b>The Grand total of all checks for this period is:</b>			222,587.15		

Link Community Charter School Budget Transfers printed on 10/16/2022  
Report Includes Effective Dates from Sep 01, 2022 to Sep 30, 2022

<u>Date</u>	<u>Source Account/Title</u>	<u>Target Account/Title</u>	<u>Comments</u>	<u>Amount</u>
09/30/22	11-110-100-101-000-000 Kindergarten - Sal of Teachers	11-000-291-290-000-000 Other Employee Benefits-Bonus	to cover bonuses	72,500.00
The total of all transfers within fund 10 is:				<b>72,500.00</b>