



2019-20 School Year Board Meeting #11 Minutes

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2019-20 School Year Board Meeting #11 at 6:30 PM on May 20, 2020.

Frederica Jefferies, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the members of the board via email. Each member noted the proper notification was received.

Pursuant to the NY State Public Meetings Law the public notice of meeting was provided in the following manner thus meeting the law’s requirement of media and public notice:

- The Wave via email
- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

Karon McFarlane, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane and Gertrudis Hernandez

Members absent: Andrew Barnes

Also present: Michael R. Estep. He was given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called upon the CEO Dr. Les Mullings to acknowledge the passing of our Board Treasurer - Dr. Jeremiah Gaffney. Dr. Gaffney served the CPCS Board with distinction since becoming a member of the Board in August 2014. Dr. Gaffney was a strong community member supporting a wide variety of not for profit organizations. He was especially committed to the success of Challenge and supported the establishment of the school long before it’s approval in February 2010. The Board took a moment to reflect on the life and service of Dr. Gaffney.
3. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #10 [Attachment #1]. The minutes were approved by common consent.



4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the school and the continuation of the virtual learning model for K-9. as a result of the novel coronavirus (COVID-19). Challenge is continuing to update the COVID-19 Educational Continuity Plans. The Senior Leadership Team is continuing to work on the plans for the 2020-21 school year opening. Dr. Mullings noted that HSBC had approved the CARES Loan for Challenge. Following discussion, the report was received with appreciation.
5. The Chair called for the April 2020 Financial Report [Attachment #2]. Following review, the report was received.
6. The Chair called for an updated Personnel Report for the 2019-20 School year. It was noted that there were no resignations or hiring of new employees.
7. The Chair called on Dr. Mullings for a special presentation concerning new members of Board of Trustees to replace Dr. Jeremiah Gaffney and Ben Waxman.
8. Dr. Mullings presented Linda S. Plummer as a potential member of the Board [See Attachment #3]. On motion by Karon McFarlane and second by Gertrudis Hernandez nominated Linda S. Plummer to complete the term of Dr. Jeremiah Gaffney as a member of the Board pending NYC DOE approval. Motion carried.
9. Dr. Mullings presented Dr. Michelle Daniel-Robertson as a potential member of the Board [See Attachment #4]. On motion by Karon McFarlane and second by Gertrudis Hernandez nominated Dr. Michelle Daniel-Robertson to complete the term of Ben Waxman as a member of the Board pending NYC DOE approval. Motion carried.

The meeting adjourned by common consent at 7:35 PM.

Respectfully submitted:

A handwritten signature in blue ink that reads "Karon K. McFarlane". The signature is written in a cursive style.

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2019-20 School Year Board Meeting #10 Minutes

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2019-20 School Year Board Meeting #10 at 6:30 PM on April 22, 2020.

Frederica Jefferies, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the members of the board via email. Each member noted the proper notification was received.

Pursuant to the NY State Public Meetings Law the public notice of meeting was provided in the following manner thus meeting the law’s requirement of media and public notice:

- The Wave via email
- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

Karon McFarlane, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Jeremiah C. Gaffney, Karon McFarlane and Gertrudis Hernandez

Members absent: Andrew Barnes

Also present: Michael R. Estep. He was given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #9 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the school closing as a result of the novel coronavirus (COVID-19). Challenge is working through the “new normal” and the move to virtual learning for scholars and the academic staff. Challenge is assisting scholars and families with food pick up using the “grab and go” meals program and other services being provided by various agencies. Challenge is continuing to update the COVID-19 Educational Continuity Plans. Due to the crisis construction had been delayed on the CTE high school but a waiver has been secured allowing the construction to



continue. After careful consideration it has been decided that the CTE High School will begin with Grade 9 only. The Senior Leadership Team have been working on the plans for the 2020-21 school year opening taking into account the possibility of the requirements of dealing with the regulations concerning Covid - 19, continuation of virtual learning, space issues as it relates to social distancing, etc. Following discussion, the report was received with appreciation.

4. The Chair called for the March 2020 Financial Report [Attachment #2]. Following review, the report was received.
5. The Chair called for an updated Personnel Report for the 2019-20 School year. It was noted that there were no resignations or hiring of new employees.
6. The Chair called on Dr. Mullings for a special presentation concerning the CARES Loan.

Following discussion Karon McFarlane moved and Gertrudis Hernandez seconded that the following resolution be approved:

**“CHALLENGE PREPARATORY CHARTER SCHOOL
RESOLUTIONS OF THE BOARD OF TRUSTEES
PAYCHECK PROTECTION PROGRAM LOAN**

April 22, 2020

The Board of Trustees (the “Board”) of Challenge Preparatory Charter School (the “School”) does hereby adopt the following resolutions at a duly held and noticed meeting on the date set forth above.

WHEREAS, in response to the Coronavirus (COVID-19) pandemic (the “Pandemic”), businesses and certain not-for-profit organizations are eligible to apply for a loan through the U.S. Small Business Administration’s (the “SBA”) Paycheck Protection Program (the “PPP”), which was created by the Coronavirus Aid, Relief, and Economic Security (CARES) Act;

WHEREAS, as a result of the Pandemic and the ensuing economic uncertainty including without limitation uncertainty related to a recently-adopted New York State budget that has yield a flat to slightly-reduced Per Pupil Funding amount for FY 21, with the potential for the Governor to further reduce if State revenues fluctuate as a result of the Pandemic, the School may experience financial losses, which may include the need to reduce certain staff and otherwise cut back on programming or expenses; and



WHEREAS, given the potential for losses that the School may experience as a result of the COVID-19 pandemic and consistent with the PPP's terms, the School desires to apply for a loan in the principal amount of up to \$1,792,512.50, at an interest rate of one percent (1%) with a repayment term of two (2) years if not forgiven as set forth below (the "Loan"), through any existing SBA 7(a) lender or through any federally insured depository institution that is participating in the PPP, using an application substantially similar to the borrower application published by the SBA (the "Borrower Application") attached hereto as Exhibit A; and

WHEREAS, under certain circumstances as set forth in the PPP program, the Loan may be fully forgiven if the funds are used for payroll costs, interest on mortgages, rent, and utilities and the School will seek such forgiveness but nevertheless, desires the Loan even in absence of such forgiveness;

NOW, THEREFORE, BE IT RESOLVED, that after due deliberation and consideration, the Board hereby authorizes and approves the School's application for the Loan and for Proper Representatives (as defined herein) to execute, deliver and provide on behalf of the School such documents and information (including without limitation the Borrower Application) as may be required to apply for and receive proceeds of the Loan (the "Loan Documents") as well as pursue consent(s) required, if any, in connection with the School's existing lease and loan obligations that the School may be required to obtain in connection with the Loan; and

BE IT FURTHER RESOLVED, that the School is hereby authorized and directed to execute and deliver the Loan Documents and such further agreements, assignments, pledges, instruments, consents and any other documents ancillary to the Loan as necessary, proper and/or advisable in the determination of any Proper Representative; and

BE IT FURTHER RESOLVED, that any officers of the Board and Eunice Armstrong, Director of Finance (each, a "Proper Representative"), be and hereby is authorized and directed, jointly and severally, to apply for the Loan and execute and deliver the Loan Documents and any other documents consistent with the Loan described above and such further agreements, assignments, pledges, instruments, consents and documents ancillary to the Loan necessary in the determination of any Proper Representative in the name and on behalf of the School, and to pay all such expenses and taxes as in their judgment shall be necessary, proper and advisable in order to fully carry out the intent and accomplish the purposes of the foregoing resolutions; and



BE IT FURTHER RESOLVED, that all actions heretofore taken by any Proper Representative, for and on behalf of the School in connection with the Loan, shall be and hereby are ratified and approved, and that the authority given hereunder shall be retroactive and any and all acts hereunder performed prior to the passage of these resolutions are hereby approved.

SECRETARY'S CERTIFICATE

The undersigned does hereby certify that the foregoing resolutions of Challenge Preparatory Charter School were duly adopted by the Board of Trustees of Challenge Preparatory Charter School on April 22, 2020.”

The motion carried unanimously.

The meeting adjourned by common consent at 7:55 PM.

Respectfully submitted:

A handwritten signature in blue ink that reads "Karon K. McFarlane". The signature is written in a cursive style.

Karon McFarlane
Secretary



Attachment #2



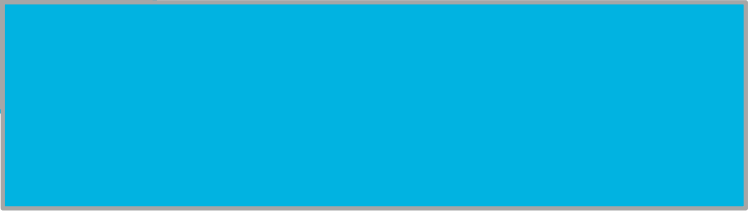
Helping you to focus on what's important:
STUDENT ACHIEVEMENT



experience. expertise. execution.

Challenge Prep Charter School

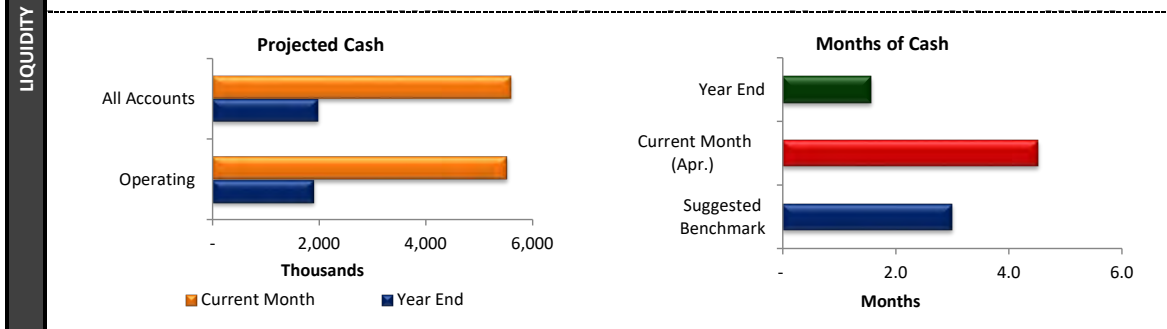
Monthly Financial Report
April 2020



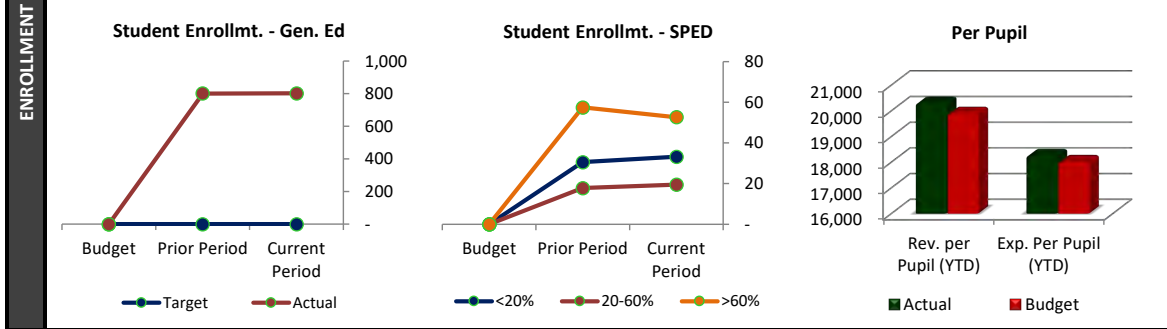
Challenge Prep Charter School

Financial Summary For Period Ended April 30, 2020

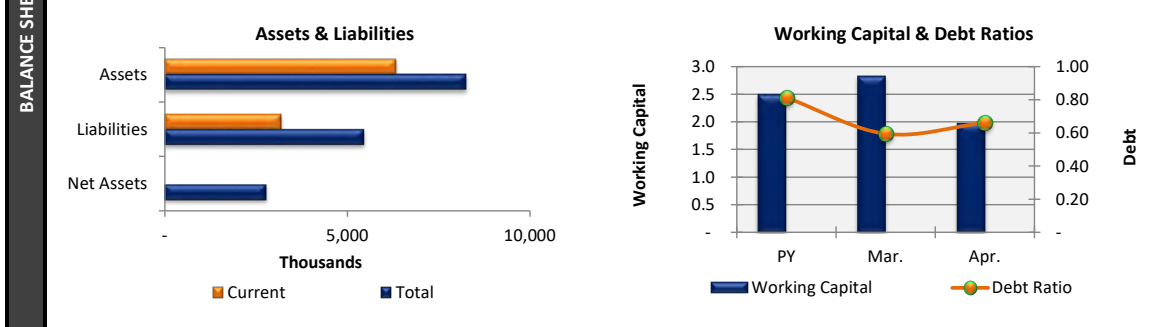
LIQUIDITY	Cash in Bank <i>(Operating Account(s) Only: as of April 30, 2020)</i>	\$ 5,507,913
	Projected months of cash on hand	4.5
	Cash in Bank <i>(Total - All Accounts as of April 30, 2020)</i>	\$ 5,585,884
	FY Ending Cash Available to Carryover to FY19-20 <i>(Operating Account(s) Only)</i>	\$ 1,900,103
	<i>*Cash balance available once all FY19-20 obligations & receivables have been settled</i>	
	Projected months of cash on hand	1.6
FY Ending Cash Available to Carryover to FY19-20 <i>(Total - All Accounts)</i>	\$ 1,978,074	



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	802.51	811.00	(8.49)	\$ 12,960,553	\$ 12,414,788	\$ 545,765
SPED						
0 - 20%	35.59	49.00	(13.41)	-	-	-
20 - 59%	17.68	9.00	8.68	183,726	93,510	\$ 90,216
60% - Over	52.24	54.00	(1.76)	995,196	1,028,646	\$ (33,450)
Total SPED	105.51	112.00	(6.49)	1,178,922	1,122,156	\$ 56,766



Total Current Assets:	\$ 6,334,897
Total Current Liabilities:	\$ 3,205,152
Working Capital (Current) Ratio	1.98
Total Assets:	\$ 8,241,962
Total Liabilities:	\$ 5,453,870
Debt Ratio	0.66
Total Net Assets:	\$ 2,788,092



	Actual	Budget	Variance
Total Revenue YTD:	\$ 13,474,347	\$ 13,344,298	\$ 130,049
Total Expenses YTD:	(11,491,961)	(11,548,627)	56,666
Net Operating Surplus(Deficit):	\$ 1,982,386	\$ 1,795,672	\$ 186,715

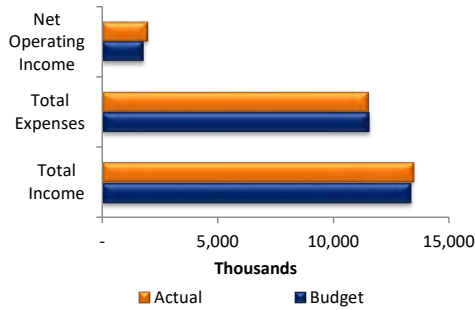
Challenge Prep Charter School

Financial Summary For Period Ended April 30, 2020

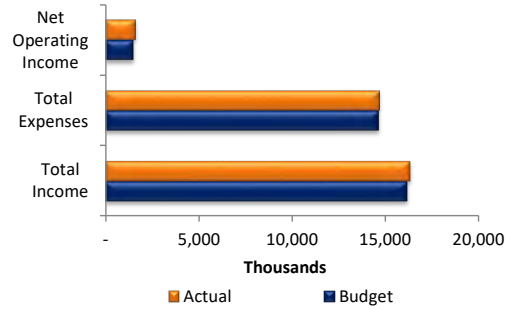
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 16,296,016	\$ 16,139,600	\$ 156,416
Annual Projected Expenses (before depreciation):	(14,656,391)	(14,619,846)	(36,545)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 1,639,625	\$ 1,519,754	\$ 119,871
Annual Projected Depreciation:	-	-	-
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 1,639,625	\$ 1,519,754	\$ 119,871
Capital Expenditure Requirements	\$ (701,929)	\$ -	\$ (701,929)
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (13,954,463)	\$ (14,619,846)	\$ 665,383
Revenue per Pupil (YTD)	\$ 20,306	\$ 19,901	\$ 405
Expenditure per Pupil (YTD)	\$ 18,263	\$ 18,027	\$ 236

BUDGETING / REVENUE & EXPENSES

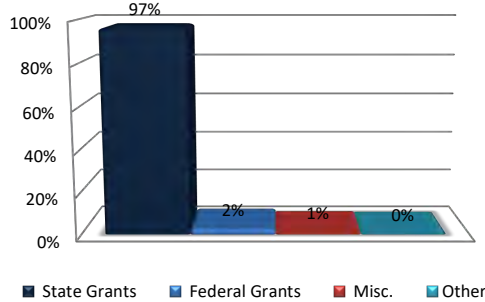
Year-To-Date (YTD)



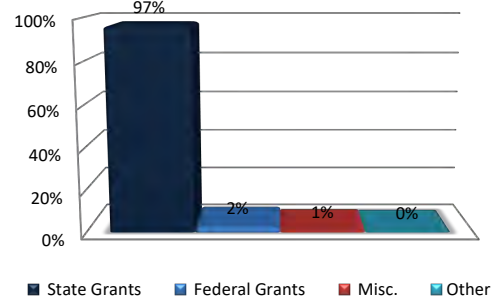
Year End (YE) Projection



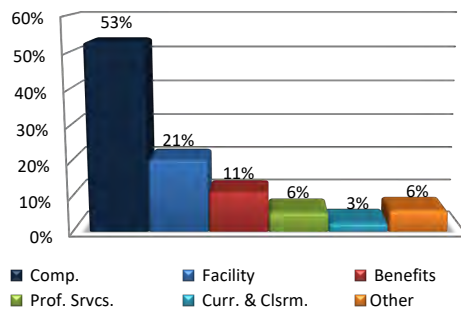
Revenue Breakdown YTD



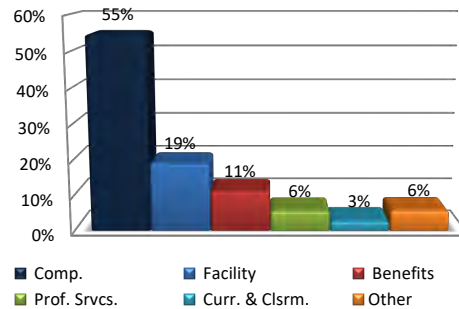
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2020		Comments
Net Budget Surplus after Depreciation	\$ 1,519,754	
Increase in State Grants	189,197	Budget done based on 54 over 60%; 9 20-59% FTE per invoice, Projection done based on 52.244 over 60%; 17.683 20-59% FTE per May invoice
Increase in Federal Grants	13,285	
Decrease in Contributions	(46,078)	
Increase in Miscellaneous Income	12	
Increase in Projected Annual Revenue	156,416	
Decrease in Compensation	(128,365)	Salary projections based on budget
Increase in Benefits	103,205	
Decrease in Administrative Expenses	(42,548)	
Increase in Professional Services	126,962	Projection based on current trends and reallocation of expenses
Increase in Professional Development	54,036	
Increase in Marketing and Staff/Student Rec	23,535	
Decrease in Fundraising Expenses	(22,960)	
Decrease in Curriculum & Classroom Expenses	(46,138)	
Decrease in Facility	(63,464)	Adjusted based on remote learning and school being closed
Increase in Technology/Communication Expens	32,193	
Increase in Miscellaneous Expenses	88	
Decrease in Depreciation Expense	-	
Increase in Projected Annual Expenses	36,545	
Net Projected Deficit Variance after Depreciation	<u><u>\$ 1,639,625</u></u>	

Challenge Prep Charter School Budget vs. Actuals Fiscal Year Ending June 30, 2020

	April 30, 2020			YTD Through April 30, 2020			Projected FYE June 30, 2020			Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - June 30, 2020	Projections thru June 30, 2020	Annual Budget	
							Current Month			
Income										
4100 State Grants	1,266,363	1,341,999	(75,637)	13,041,654	12,865,024	176,630	2,729,762	15,771,416	15,582,219	189,197
4200 Federal Grants	22,436	24,794	(2,358)	326,469	336,682	(10,212)	73,086	399,555	386,270	13,285
4300 Contributions	-	4,851	(4,851)	12,137	48,513	(36,375)	(0)	12,137	58,215	(46,078)
4400 Miscellaneous Income	9,409	9,408	1	94,087	94,080	7	18,821	112,908	112,896	12
Total Income	1,298,207	1,381,052	(82,845)	13,474,347	13,344,298	130,049	2,821,669	16,296,016	16,139,600	156,416
Expenses										
Compensation										
5100 Instructional Staff	469,182	485,075	(15,893)	4,110,304	4,253,966	(143,661)	1,472,271	5,582,575	5,820,901	(238,326)
5200 Non-Instructional Staff	131,334	122,936	8,398	1,302,810	1,229,358	73,452	262,667	1,565,478	1,475,230	90,248
5300 Pupil Support	78,272	79,499	(1,227)	704,308	730,930	(26,622)	205,334	909,642	889,929	19,713
5000 Compensation	678,788	687,510	(8,722)	6,117,423	6,214,254	(96,831)	1,940,272	8,057,695	8,186,060	(128,365)
5400 Benefits	179,146	128,288	50,858	1,313,257	1,282,878	30,379	351,402	1,664,659	1,561,454	103,205
6100 Administrative Expenses	13,186	31,946	(18,760)	269,177	319,463	(50,287)	71,631	340,807	383,355	(42,548)
6200 Professional Services	44,859	59,106	(14,247)	655,844	562,630	93,214	182,259	838,103	711,141	126,962
6300 Professional Development	1,030	13,545	(12,515)	177,573	121,909	55,664	26,063	203,636	149,600	54,036
6400 Marketing and Staff/Student Rec	4,720	7,520	(2,799)	103,329	75,195	28,134	10,439	113,768	90,233	23,535
6500 Fundraising Expenses	-	-	-	2,040	25,000	(22,960)	-	2,040	25,000	(22,960)
7100 Curriculum & Classroom Expenses	3,799	89,830	(86,031)	294,640	393,967	(99,327)	107,629	402,268	448,406	(46,138)
8100 Facility	225,973	241,655	(15,682)	2,395,901	2,418,551	(22,649)	443,496	2,839,397	2,902,861	(63,464)
8200 Technology/Communication Expenses	6,235	13,470	(7,235)	162,619	134,699	27,920	31,213	193,832	161,639	32,193
8800 Miscellaneous Expenses	-	8	(8)	158	81	77	28	185	97	88
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-
Total Expenses	1,157,737	1,272,879	(115,141)	11,491,961	11,548,627	(56,666)	3,164,430	14,656,391	14,619,846	36,545
Net Income	140,470	108,174	32,296	1,982,386	1,795,672	186,715	(342,761)	1,639,625	1,519,754	119,871
Capital Expenditures										
Furniture, Fixtures & Equipment	-	-	-	136,484	-	136,484	15,445	151,929	-	151,929
Facility and Construction	-	-	-	622,708	-	622,708	227,292	550,000	-	550,000
Website	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditures	-	-	-	759,192	-	759,192	242,737	701,929	-	701,929

Budget done based on 54 over 60%; 9 20-59% FTE per invoice, Projection done based on 52,244 over 60%; 17,683 20-59% FTE per May invoice

Budget done based on 54 over 60%; 9 20-59% FTE per invoice, Projection done based on 52,244 over 60%; 17,683 20-59% FTE per May invoice

Salary projections based on budget

Projection based on current trends and reallocation of expenses

Adjusted based on remote learning and school being closed

Challenge Prep Charter School

Cash Flow Projection as of April 30, 2020

	Annual Budget FY19-20	Projected April 20 - June 20	May	June	July + Subsequent FY19-20 Items
Beginning Cash Balance (Operating)	-	5,507,913	5,507,913	3,527,446	2,398,671
Projected Cash Receipts from Operations (below)	16,139,600	395,481	20,300	176,823	198,358
Projected Cash Disbursements from Operations (below)	(14,619,846)	(3,065,385)	(1,184,229)	(1,184,229)	(696,926)
Net Cash from Operations	1,519,754	(2,669,904)	(1,163,929)	(1,007,406)	(498,568)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(695,169)	-	-
Capital Expenditures (below)	-	(242,737)	(121,368)	(121,368)	-
Accounts Receivable	-	-	-	-	-
Other	-	-	-	-	-
Ending Cash Balance (Operating Account)	1,519,754	3,080,746	3,527,446	2,398,671	1,900,103
Other Cash Accounts (Net of Transfers)	-	-	77,971	77,971	77,971
Total Cash (All Accounts)	1,519,754	3,080,746	3,605,417	2,476,643	1,978,074

Challenge Prep Charter School
Balance Sheet
YTD as of April 30, 2020

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	5,165,875	
1002 HSBC Checking - 0852	3,594	
1003 HSBC Checking - 0879	342,038	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,500	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
Total 1000 Cash	\$ 5,585,884	
Total Bank Accounts	\$ 5,585,884	
Accounts Receivable		
1100 Accounts Receivable	205,487	
1200 Other Receivables - Salary Advance	1,518	
Total Accounts Receivable	\$ 207,005	
Other current assets		
1300 Prepaid Expenses	300,327	
1301 Prepaid Insurance	15,972	
1310 Prepaid Rent	225,709	
Total Other current assets	\$ 542,008	
Total Current Assets	\$ 6,334,897	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	243,066	
1511 Classroom Computers & Equipment	306,040	
1512 Classroom Furniture	354,541	
1513 Office Furniture	56,983	
Total 1513 Office Furniture	\$ 56,983	
1514 Musical Instruments	16,390	
1515 Computer Software	49,217	
Total 1516 Curriculum	\$ -	
Total 1500 Furniture, Fixtures & Equipment	1,026,237	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	829,574	
Total 1519 Facility and Construction	1,542,361	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		

Challenge Prep Charter School
Balance Sheet
YTD as of April 30, 2020

	Total	Comments
1710 Accumulated Depreciation	(974,365)	
1750 Accumulated Amortization	(5,744)	
Total 1700 Accumulated Depreciation & Amortization	\$ (980,109)	
Total Fixed Assets	\$ 1,599,489	
Other Assets		
1800 Security Deposits	307,576	
2500 Sales Tax Receivable	-	
Total Other Assets	\$ 307,576	
TOTAL ASSETS	\$ 8,241,962	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	613,296	
Total Accounts Payable	\$ 613,296	
Credit Cards		
2200 HSBC Credit Card	-	
Total Credit Cards	\$ -	
Other Current Liabilities		
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	81,874	
2400 Unearned/Deferred Revenue	2,509,983	
Total Other Current Liabilities	\$ 2,591,856	
Total Current Liabilities	\$ 3,205,152	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,248,718	
Total Long-Term Liabilities	\$ 2,248,718	
Total Liabilities	\$ 5,453,870	
Equity		
3000 Opening Balance Equity	-	
3100 Retained Earnings	805,706	
Net Income	1,982,386	
Total Equity	\$ 2,788,092	
TOTAL LIABILITIES AND EQUITY	\$ 8,241,962	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of April 30, 2020

	Total	Comments
OPERATING ACTIVITIES		
Net Income	1,982,386	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	343,189	
1200 Accounts Receivable:Other Receivables - Salary Advance	(143)	
1300 Prepaid Expenses	(288,197)	
1301 Prepaid Insurance	(15,972)	
1310 Prepaid Rent	(43,454)	
1700 Accumulated Depreciation & Amortization	-	
2000 Accounts Payable	520,407	
2300 Accrued Salaries/Taxes	(986,464)	
2301 Accrued Expenses	(98,177)	
2400 Unearned/Deferred Revenue	2,508,934	
Net cash provided by operating activities	\$ 3,922,510	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(101,002)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(3,553)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(5,698)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	-	
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	26,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	\$ (738,889)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
3000 Opening Balance Equity	-	
3100 Retained Earnings	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	\$ 3,183,621	
Cash at beginning of period	\$ 2,402,263	
Total Cash at beginning of period	\$ 2,402,263	
Cash at end of period	\$ 5,585,884	



Attachment #3

LINDA S. PLUMMER
529 BEACH 25TH STREET
FAR ROCKAWAY, NEW YORK 11691
718-974-7628
lremaxlady@aol.com

EXPERIENCE

2006 – Present

PENINSULA PROPERTIES REALTY

Far Rockaway, New York

Broker/Owner re-organized the company and RE/MAX Peninsula Properties became Peninsula Properties Realty. Developed and maintained the company's expertise to include residential sales, residential rentals, commercial sales and rentals, land and new construction sales. Expanded the company's sales and marketing territory to include Queens, Brooklyn, Nassau County and Suffolk County.

1993 – 2006

RE/MAX PENINSULA PROPERTIES

Rockaway Park, New York

Broker/Owner of a national real estate franchise where each office is independently owned and operated. Expertise includes residential sales, residential rentals, commercial sales and rentals, land and new construction sales. Franchise grid included, Far Rockaway, Edgemere, Arverne, Rockaway Beach, Rockaway Park, Belle Harbor, Neponsit, Breezy Point and Broad Channel.

1991 - 1993

RE/MAX SOUTHSORE

Rosedale, New York

License Associate Broker affiliated with a national real estate franchise. Specializing in residential, new construction and land sales.

1990 - 1991

SUNRISE REALTY

Rosedale, New York

License Sales Associate specializing in residential and new construction sales.

1987-1990

ERA HOME KING REALTY

Springfield Gardens, New York

License Sales Associate affiliated with a national real estate franchise. Specializing in residential and new construction sales.

1986-1987

GENERAL DEVELOPMENT CORP.

Freeport, New York

License Sale Associate affiliated with a New York realty firm license to sale Florida home sites/vacant land.

1985-1993

BEAR STEARNS & CO.

New York, New York

Executive Assistant to Managing Director, Mortgage Servicing Department. Provided executive and administrative support to a department responsible for the company's brokerage of mortgage servicing. Duties included communicating with clients, produce and maintain sales files and records. Prepared sales packages for distribution to potential buyers.

1978-1985

NATIONAL MINORITY SUPPLIER DEVELOPMENT COUNCIL/NMSDC

New York, New York

Director of Communications for a national non-profit organization.. Responsible for planning and coordinating NMSDC's annual and semi-annual conventions. Attendees comprise of 1000 – 1200 registrants from Fortune 500 companies and minority and women-owned small businesses. Conventions were held in major cities across the United States. Coordinated and maintain organization's corporate membership of Fortune 500 companies.

COMMUNITY SERVICE

Chairwoman, Board of Directors, Rockaway Revitalization Development Corporation/RDRC
Board Member Community Board 14

Past Co-Chairperson, New York Rise Rockaway East Panning Committee
Past Chairwoman, Board of Trustees, Challenge Preparatory Charter School
Past Secretary of the Board, Chamber of Commerce of the Rockaway's
Past Board Member, Community Advisory Board Peninsula Hospital of Far Rockaway
Past Member 116th Street BID Steering Committee
Past Member Far Rockaway Kiwanis Club
Past Advisor Rockaway Sports Association.

SALES RECOGNITION AWARDS

RE/MAX Executive Club, 1993, 1994, 1998, 2002
RE/MAX 100% Club 1995, 1996, 1997

BUSINESS AWARDS

Queens Borough President/Helen Marshall Small Business Award
Rockaway Revitalization Development Corporation Rockaway Means Business Award
Queens Chamber of Commerce 2009 Business Person Of The Year Award

COMMUNITY AWARDS AND RECOGNITION

Everyday Hero/Newsday Publications,
Rockaway Revitalization Development Corporation Leadership Award
Deerfield Civic Association Community Service Award

MEMBERSHIPS

National Association of Realtors
Long Island Board of Realtors.
REMA/Rockaway East Merchants Association

EDUCATION

Seward Park High School
1969 – 1971City University of New York, Liberal Arts Major



Attachment #4

DR. MICHELLE DANIEL-ROBERTSON, Ed.D

575 Haig Street, Baldwin, New York 11510

Cell: (516) 557-5708 / Work: (718) 381-9600 Ext.3171

Personal Email: MRobertson51@gmail.com Work Email: Mrobert@schools.nyc.gov

"A leader takes people where they want to go; a great leader takes people where they ought to be." Abraham Lincoln

HIGHLIGHTS:

Passionate, reflective administrator who has expertise in bolstering school-wide academic achievement by planning, facilitating and monitoring professional learning for teacher teams. Took on the role of principal for six months during an emergency. With strategic collaboration with the late principal, cabinet and staff, triangulated data to inform decision making that led to achieving safety benchmarks in key subgroups.

Continue to practice transformation leadership through consistently engaging in collaboration with the current principal, teachers, assistant principals, parents and the school community at large, which has led to a school community where students and staff feel supported as documented in the 2018-2019 School Survey. Since 2002, has consistently served as the school-wide staff developer and liaison to literacy initiatives, which has yielded continued increases in overall school-wide scholarship. Bolstered the passing percentage on the English Regents by twelve percent by utilizing research based data-driven professional development, as well as creating student-centered instruction that is culturally responsive to students' needs. Proposed, designed, developed and executed the facilitation of the school's first Student Center which has resulted in fostering student leadership and a sense of belonging which has shown a decrease in occurrences in the student cafeteria by five percent from September 2019 to January 2020.

PROFESSIONAL EXPERIENCE: 2002-Present: NYCDOE-Grover Cleveland High School

Instructional Core

01/2018-06/2018

Grover Cleveland High School

Principal's Assistant (Assume principal duties during former Principal's sick-leave)

- Met safety target by assisting in developing school-wide protocol to develop students' literacy skills
- Collaborated with Assistant Principals and teacher team coordinators to organize and plan school-wide professional development to address instruction measured by the Danielson Framework rubric for the purpose of improving problems of practice
- Organized and implement professional development with partner, High Schools That Work, to develop rigorous tasks in the disciplines of English, Science, Art, and Social Studies which resulted in a school-wide scholarship increase of 12%
- Hosted and organized a District Principal's Critical Friends Group (CFG) Learning Walks for the purpose of sharing how we used data mining to maximize teacher practice
- Presented at District Principal's meeting on problems of practice and steps taken to address the dilemma

06/2002-Present

Grover Cleveland High School

Assistant Principal [English, Music and Art Departments] & Liaison for Literacy

- Spearhead, collaborate, organize and execute school-wide professional development to leverage the Instructional Leadership Framework (ILF) and Balanced Literacy
- Train members of the Advanced Literacy Team to turnkey professional learning to their colleagues regarding protocols that address the Hallmarks of Advanced Literacy
- Conducted a multi-discipline case study entitled *Disciplinary Literacy: A Case Study of Urban Teachers' Implementation Experiences* to inform instruction in core subjects
- Monitor scholarship data for the purpose of informing instruction as a whole, as well as for coaching and supervising individual teachers according to need
- Design and monitor instructional practices that promote vertical teaming and offer all students equal access to appropriate Advance Placement courses

Community and Family Engagement

01/2018-6/2018 Principal's Assistant (Assumed principal's duties during for Principal's sick leave)

- Co-facilitated Parent Association meetings with Parent Coordinator
- Hosted collective luncheon with community leader, Holden
- Supported and implemented PBIS incentive for students
- Supervised the planning and implementation of SLC Fairs for students and parents
- Participated in the Student Mentoring Program Parent Night

2002-Present Grover Cleveland High School
Assistant Principal of English, Music, Art and the Director of the Arts SLC

- Increased parental support for attending Musical concerts by collaborating, planning and supervising Musical concerts with Music teachers to garnish parent and community support to attend and assist
- Co-plan and supervise the Theater Director with selecting and monitoring of productions
- Co-founder of the Future Teachers Club
- Serve as the school supervisor on the annual senior trip
- Plan weekly guidance intervention meetings with the Smaller Learning Community [SLC] Coordinator of the Arts regarding students' needs
- Devise attendance and scholarship incentives with SLC coordinator to assist in improving the school's attendance goal

10/1997-06/2002 Samuel J. Tilden High School
Peer Mediation/Conflict Resolution Specialist

- Managed the Peer Mediation Center, trained students and interfaced with Deans to reduce violence
- Served as a member of the school's Safety Team to assist in developing school's safety plan
- Planned and facilitated workshops to promote diversity, tolerance, and the reduction of violence

EDUCATION:

Concordia University Chicago
Doctor of Education. Ed. D., Education Leadership
August 2018. GPA- 3.8

Long Island University Graduate School of Education (Brooklyn campus)
Professional Diploma: Education Administration
May 1998. GPA – 3.8

Long Island University Graduate School of Education (Brooklyn campus)
Master of Science: ESL
May 1996. GPA – 3.9

State University of New York, the College at New Paltz
Bachelor of Science: Secondary Education: English
May 1992

CERTIFICATION: New York State Public High School Teacher's License in English
New York State School District Administrator License

HONORS: Long Island University of Education Award of Excellence, 1996

Professional Preparation/Development:

11/2019- Present Assistant Principal to Principal Leadership Institute, District 24Q485

10/19-Present-Particiapte in professional learning pertaining to developing the ILT capacity

9/2018-6/2019 PARTICIPATED IN PROFESSIONAL LEARNING FOR ADVACE IMPLEMENTATION (JESA)

EXTRA ACTIVITIES:

- Executive board member of the New York City Association of Assistant Principals of Supervision, English 2005-2015
- Founding member of the Young Barbadian Professional Society
- Founder of Tilden's Cultural Club 1992-2002
- Education consultant to the Community Church of the Nazarene/Far Rockaway

REFERENCES:

- Mr. Marc Pascente, Principal of Grover Cleveland High School
mpascente@schools.nyc.gov, (718) 381-9600 or 1917 903-2680
- Ms. Vivian Silenikas, Principal of Long Island City High School
vsilenikas@schools.nyc.gov, (718) 545-7095
- Ms. Regina Dominguez, Assistant Principal ENL and World Languages, Grover Cleveland High School
rdominguez@schools.nyc.gov, (718) 381-9600 Ext. 2283 (917) 579-1501