

# Application: New Heights Academy Charter School

Jen Pasek - jen@pasekconsulting.com  
2021-2022 Annual Report

## Entry 1 School Info and Cover Page

Completed - Aug 1 2022

### Instructions

#### Required of ALL Charter Schools

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within Annual Report portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

## Entry 1 School Information and Cover Page

(New schools that were not open for instruction for the 2021-2022 school year are not required to complete or submit an annual report this year).

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer (**as of June 30, 2022**) or you may not be assigned the correct tasks.

## BASIC INFORMATION

### a. SCHOOL NAME

(Select name from the drop down menu)

NEW HEIGHTS ACADEMY CHARTER SCHOOL 800000059088

### a1. Popular School Name

New Heights

**b. CHARTER AUTHORIZER (As of June 30th, 2021)**

Please select the correct authorizer as of June 30, 2022 or you may not be assigned the correct tasks.

NEW YORK CITY CHANCELLOR OF EDUCATION

**d. DISTRICT / CSD OF LOCATION**

CSD # 6 - MANHATTAN

**e. DATE OF INITIAL CHARTER**

4/2005

**f. DATE FIRST OPENED FOR INSTRUCTION**

6/2006

**c. School Unionized**

Is your charter school unionized?

No



**f. APPROVED SCHOOL MISSION (Regents, NYCDOE, and Buffalo BOE authorized schools only)**

**MISSION STATEMENT**

The Mission of New Heights Academy Charter School is to graduate students who are prepared to succeed in college and life.

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**g. KEY DESIGN ELEMENTS (Regents, NYCDOE, and Buffalo BOE authorized schools only)**

KEY DESIGN ELEMENTS Briefly describe each Key Design Elements (KDE) as presented in the schools approved charter. KDEs are those general aspects of the school that are innovative or unique to the school's mission and goals, are core to the school's overall design, and are critical to its success.

KDE 1	<p>P.R.I.D.E. Pillars:            New Heights Academy Charter School has five P.R.I.D.E pillars that guide the decisions and actions of all community members for the purpose of creating a dynamic school culture that supports the individual needs of all students.</p>
KDE 2	<p>Learning Culture Based on Efficacy:            The unifying goal of the Efficacy-guided use of data is to set high yet achievable standards for student academic achievement.</p>
KDE 3	<p>Professional Learning Community:            The PLC fosters collaboration between teachers as well as the individual growth of each teacher. Under the PLC structure grade level teams conduct PLC meetings 2-3 times per week. During these meetings teacher teams analyze student data and strategies for improving student outcomes.</p>
KDE 4	<p>Literacy Everywhere:            The entire school community is united in a common pursuit of literacy development. This is continuously reinforced by schoolwide expectations for student reading outside of the classroom and encouraging students to strive for meeting and exceeding reading level targets. Teachers foster students' intrinsic motivation to read write present and think.</p>
KDE 5	(No response)
KDE 6	(No response)
KDE 7	(No response)
KDE 8	(No response)
KDE 9	(No response)

KDE 10

(No response)

**Need additional space for variables**

No

**h. SCHOOL WEB ADDRESS (URL)**

<https://www.newheightsacademy.org/>

**i. Total Approved Charter Enrollment for 2021-2022 School Year (exclude Pre-K program enrollment)**

765

**j. Total Enrollment on June 30, 2022 (exclude Pre-K program enrollment)**

681

**k. Grades Served during the 2021-2022 School Year (exclude Pre-K program students)**

Check all that apply

Grades Served

5, 6, 7, 8, 9, 10, 11, 12

**l1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?**

No

# FACILITIES INFORMATION

## m. FACILITIES

Will the school maintain or operate multiple sites in 2022-2023?

No, just one site.

**NEW HEIGHTS ACADEMY CHARTER SCHOOL 800000059088**

### School Site 1 (Primary)

## m1. SCHOOL SITES

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	1818 Amsterdam Ave New York, NY 10031	212-283-5400	NYC CSD 6	5-12	No

**m1a. Please provide the contact information for Site 1.**

	Name	Title	Work Phone	Alternate Phone	Email Address
School Leader	Christina Brown	Executive Director	212-283-5400		<a href="mailto:cbrown@newheightsacademy.org">cbrown@newheightsacademy.org</a>
Operational Leader	Joselyn Rosa	Interim Director of Operations	212-283-5400		<a href="mailto:jrosa@newheightsacademy.org">jrosa@newheightsacademy.org</a>
Compliance Contact	Wendy Ramos	Chief of Staff	212-283-5400		<a href="mailto:wramos@newheightsacademy.org">wramos@newheightsacademy.org</a>
Complaint Contact	Christina Brown	Executive Director	212-283-5400		<a href="mailto:cbrown@newheightsacademy.org">cbrown@newheightsacademy.org</a>
DASA Coordinator	Judith Stoddart	HS Assistant Principal	212-283-5400		<a href="mailto:jstoddart@newheightsacademy.org">jstoddart@newheightsacademy.org</a>
Phone Contact for After Hours Emergencies	Joselyn Rosa	Interim Director of Operations	347-602-1638		<a href="mailto:jrosa@newheightsacademy.org">jrosa@newheightsacademy.org</a>

**m1b. Is site 1 in public (co-located) space or in private space?**

Private Space

**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 1 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2021.**

- **Fire inspection certificates must be updated annually. For the upcoming school year 2022-2023, the fire inspection certificate must be dated after July 1, 2021.**
- **If the fire inspection certificate is dated after the August 1, 2022 submission of the Annual Report, please submit the new certificate with the Annual Report entries due on November 1, 2022.**

**Site 1 Certificate of Occupancy (COO)**

[2122 Certificate of Occupancy.pdf](#)

**Filename:** 2122 Certificate of Occupancy.pdf **Size:** 225.6 kB

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**Site 1 Fire Inspection Report**

[Copy of NEW HEIGHTS ACADEMY FIRE INSPECTION REPORT.pdf](#)

**Filename:** Copy of NEW HEIGHTS ACADEMY FIRE INSPECTION REPORT.pdf **Size:** 13.8 kB

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**CHARTER REVISIONS DURING THE 2021-2022 SCHOOL YEAR**

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**n1. Were there any revisions to the school's charter during the 2021-2022 school year? (Please include approved or pending material and non-material charter revisions).**

No

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**o. Has your school's Board of Trustee's approved a budget for the 2021-2022 FY?**

Yes

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## ATTESTATIONS

p. Individual Primarily Responsible for Submitting the Annual Report. (To write type in a phone number with an extension, please use this format: 123-456-7890-3. The dash and number 3 at the end of the phone number refers to the individual's phone extension. Do not type in the work extension or the abbreviation for it - just the dash and the extension number after the phone number).

Name	Jen Pasek
Position	Consultant
Phone/Extension	518-542-9810
Email	<a href="mailto:jen@pasekconsulting.com">jen@pasekconsulting.com</a>

p. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 10 and found in the [NYSED CSO Fingerprint Clearance Oct 2019 Memo](#). Click **YES** to agree.

### Responses Selected:

Yes

q. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Click **YES** to agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).

### Responses Selected:

Yes

Signature, Head of Charter School



Signature, President of the Board of Trustees

Date

Aug 1 2022



Thank you.

## Entry 3 Progress Toward Goals

Completed - Nov 1 2022

### Instructions

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2022**.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**



# Entry 3 Progress Toward Goals

## PROGRESS TOWARD CHARTER GOALS

### Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

Complete the tables provided. List each goal and measure as contained in the school's currently approved charter, and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 2, 2022.

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NEW HEIGHTS ACADEMY CHARTER SCHOOL 800000059088

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### 1. ACADEMIC STUDENT PERFORMANCE GOALS

### Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2022**.

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2021-2022 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 1	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination meets or exceeds such percentage for the Community School District(s) (CSD) in which the school is located.	NYS ELA Exam and CSD 6  Grade New Hts CSD 6 5 16% 29% 6 31% 47% 7 49% 42% 8 42% 41% 5-8 38% 39%	Not Met	NHA introduced a new ELA curriculum in the 21-22 school year: Springboard for grades 6-8 and My View from Savvas for grade 5. We will continue to use iReady as a reading diagnostic for students 3 times a year. In 2022-23, professional development in ELA will focus on practices of the Jim Knight model of coaching, annotations of text connected to the writing response, and test taking strategies (PLORES and RACIE).
Academic Goal 2	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination meets or exceeds	NYS ELA Exam and NYC  Gr New Hts NYC 5 16% 39% 6 31% 56% 7 49% 53% 8 42% 53% 5-8 38% 54%	Not Met	See above.

	such percentage for New York City.			
Academic Goal 3	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State Mathematics examination meets or exceeds such percentage for the Community School District(s) (CSD).	<p>NYS Math Exam and CSD 6</p> <p>Gr New Hts CSD 6</p> <p>5 2% 25%</p> <p>6 7% 23%</p> <p>7 13% 24%</p> <p>8 15% 26%</p> <p>5-8 11% 24%</p>	Not Met	NHA introduced a new math curriculum in the 21-22 school year: Envision from Savvas for grades 5-8. We will continue to use iReady as a reading diagnostic for students 3 times a year. In 2022-23, professional development in math will focus on practices of the Jim Knight model of coaching, annotations of word problems, and the test taking strategy KEYSAE.
Academic Goal 4	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State Mathematics examination meets or exceeds such percentage for New York City.	<p>NYS Math Exam</p> <p>Gr New Hts NYC</p> <p>5 2% 38%</p> <p>6 7% 34%</p> <p>7 13% 36%</p> <p>8 15% 25%</p> <p>5-8 11% 34%</p>	Not Met	See above.
Academic Goal 5	For each year of the school's renewal charter term, at least 75% of students in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on an	<p>Percent of 4 Yr Graduates Passing ELA Regents</p> <p>The 2018 Grad Cohort was exempt from taking the ELA Regents, however we had all 19 pass</p>	Unable to Assess	N/A

	<p>English Regents Exam (Comprehensive English or Common Core English Language Arts) by the end of June of their fourth year in the cohort. A student will be counted toward this goal if they have taken at least one English Regents Exam during the time they were actively enrolled at the school, and only English Regents Exams taken during the time they were actively enrolled at the school will be counted.</p>	<p>with a 3+ who sat for the AP Literature and Comp exam.</p>		
Academic Goal 6	<p>For each year of the school's renewal charter term, at least 75% of students in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on an on a math Regents Exam (Common Core Algebra I, Common Core Geometry, Common Core Algebra II, Integrated Algebra, Geometry, Algebra 2/Trigonometry) by the end of June of their fourth year in the cohort. A</p>	<p>Percent of 4 Yr Graduates Passing Math Regents</p> <p>73 percent of the 2018 cohort graduates scored at least a 75 percent on a math Regents exam, but many only took one because of pandemic cancellations.</p>	Not Met	<p>Our strategies for improving high school outcomes include: implementing GRR targeting Focused instruction through use of "Think Alouds;" Guided Practice through use of data driven small group instruction; Collaborative Practice through use of "Kagan Structures;" and Independent Practice through use of "WAC -Writing Across the Curriculum." We will</p>

	<p>student will be counted toward this goal if they have taken at least one math Regents Exam during the time they were actively enrolled at the school, and only math Regents Exams taken during the time they were actively enrolled at the school will be counted.</p>			<p>be focused on coaching Co-Teaching Teams on the implementation Small Group Instruction. Teachers will be expected to implement regular use of data protocols for analysis and reporting (D/F/S, consultancy protocols, SDIS) in staff/ILT data days, department meetings, intersession, academic/cultural interventions. Specifically for math, we will use the Scholastic Math Inventory to measure student progress.</p>
Academic Goal 7	<p>For each year of the school's renewal charter term, at least 75% of students with disabilities in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on an English Regents Exam (Comprehensive English or Common Core English Language Arts) by the end of June of their fourth year in the cohort. A student will be</p>	<p>Percent of SWD 4 Yr Graduates Passing ELA Regents</p> <p>The 2018 Grad Cohort was exempt from taking the ELA Regents</p>	Unable to Assess	<p>In addition the strategies listed above, for ELA specifically, we will use the Scholastic Reading Inventory to measure student progress.</p>

	<p>counted toward this goal if they have taken at least one English Regents Exam during the time they were actively enrolled at the school, and only English Regents Exams taken during the time they were actively enrolled at the school will be counted. Students will be considered students with disabilities for the purposes of this goal if they were classified as a student with a disability in ATS on 10/31 of any of the four cohort high school years.</p>			
Academic Goal 8	<p>For each year of the school's renewal charter term, at least 75% of students with disabilities in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on a math Regents Exam (Common Core Algebra I, Common Core Geometry, Common Core Algebra II, Integrated Algebra, Geometry, Algebra 2/Trigonometry) by the end of June of</p>	<p>Percent of SWD 4 Yr Graduates Passing Math Regents</p> <p>50% of students with disabilities who graduated in 2022 earned a score of 75+ on a Math Regents.</p>	Not Met	See above.

	<p>their fourth year in the cohort. A student will be counted toward this goal if they have taken at least one math Regents Exam during the time they were actively enrolled at the school, and only math Regents Exams taken during the time they were actively enrolled at the school will be counted. Students will be considered students with disabilities for the purposes of this goal if they were classified as a student with a disability in ATS on 10/31 of any of the four cohort high school years.</p>			
<p>Academic Goal 9</p>	<p>For each year of the school's renewal charter term, at least 75% of English language learners in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on an English Regents Exam (Comprehensive English or Common Core English Language Arts) by the end of June of</p>	<p>Percent of ELL 4 Yr Graduates Passing ELA Regents</p> <p>The 2018 Grad Cohort was exempt from taking the ELA Regents</p>	<p>Unable to Assess</p>	<p>N/A</p>

their fourth year in the cohort. A student will be counted toward this goal if they have taken at least one English Regents Exam during the time they were actively enrolled at the school, and only English Regents Exams taken during the time they were actively enrolled at the school will be counted. Students will be considered English language learners for the purposes of this goal if they were classified as an English language learner in ATS on 10/31 of any of the four cohort high school years.

<p>Academic Goal 10</p>	<p>For each year of the school's renewal charter term, at least 75% of English language learners in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on a math Regents Exam (Common Core Algebra I, Common Core Geometry, Common Core Algebra II, Integrated Algebra,</p>	<p>Percent of ELL 4 Yr Graduates Passing Math Regents</p> <p>50% of English Language Learners who graduated in 2022 earned a score of 75+ on a Math Regents.</p>	<p>Not Met</p>	<p>See above.</p>
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Geometry, Algebra 2/Trigonometry) by the end of June of their fourth year in the cohort. A student will be counted toward this goal if they have taken at least one math Regents Exam during the time they were actively enrolled at the school, and only math Regents Exams taken during the time they were actively enrolled at the school will be counted. Students will be considered English language learners for the purposes of this goal if they were classified as an English language learner in ATS on 10/31 of any of the four cohort high school years.

**2. Do have more academic goals to add?**

Yes

2021-2022 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	2019-2020 progress toward attainment of goal Met/Not Met/Unable to Assess During Due to Closure
Academic Goal 11	<p>For each year of the school's renewal charter term, at least 75% of students qualified for the Free or Reduced Price Lunch program in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on an English Regents Exam (Comprehensive English or Common Core English Language Arts) by the end of June of their fourth year in the cohort. A student will be counted toward this goal if they have taken at least one English Regents Exam during the time they were actively enrolled at the school, and only English Regents Exams taken during the time they were actively enrolled at the school will be</p>	<p>Percent of ED 4 Yr Graduates Passing ELA Regents</p> <p>The 2018 Grad Cohort was exempt from taking the ELA Regents</p>	Unable to Assess	N/A

	<p>counted. Students will be considered qualified for the Free or Reduced Price Lunch program for the purposes of this goal if they were classified as such in ATS on 10/31 of any of the four cohort high school years.</p>			
Academic Goal 12	<p>For each year of the school's renewal charter term, at least 75% of students qualified for the Free or Reduced Price Lunch program in the relevant NYSED four-year graduation accountability cohort will earn at least a mark of 75 on a math Regents Exam (Common Core Algebra I, Common Core Geometry, Common Core Algebra II, Integrated Algebra, Geometry, Algebra 2/Trigonometry) by the end of June of their fourth year in the cohort. A student will be counted toward this goal if they have taken at least one math Regents Exam during the time they were actively enrolled at the school, and only math Regents</p>	<p>Percent of ED 4 Yr Graduates Passing Math Regents</p> <p>75% of the 67 graduates who took a math Regents scored at least a 75 on the exam.</p>	Met	

	Exams taken during the time they were actively enrolled at the school will be counted. Students will be considered qualified for the Free or Reduced Price Lunch program for the purposes of this goal if they were classified as such in ATS on 10/31 of any of the four cohort high school years.			
Academic Goal 13	In each year of the charter term, the school will demonstrate increased proficiency rates on the New York State ELA examination.	NYS ELA Exam  2022 Is New Baseline for Requiring ELA Regents since pandemic	Unable to Assess	N/A
Academic Goal 14	In each year of the charter term, the school will demonstrate increased proficiency rates on the New York State Math examination.	NYS Math Exam  2022 Is New Baseline for Requiring Math Regents since pandemic	Unable to Assess	N/A
Academic Goal 15	In each year of the charter term, the school will demonstrate increased pass rates on either the Comprehensive or Common Core English Regents Exam. This goal will be applicable if, for at least two consecutive years,	ELA Regents Pass Rates  2022 Is New Baseline for Requiring ELA Regents since pandemic	Unable to Assess	N/A

	<p>six or more students take either exam.</p>			
Academic Goal 16	<p>In each year of the charter term, the school will demonstrate increased pass rates on either the Integrated Algebra or Common Core Algebra I Regents Exam. Goal will be applicable if six or more students take either exam, and the same exam meet that threshold for at least two consecutive years.</p>	<p>Algebra Regents Pass Rates</p> <p>2022 Is New Baseline for Requiring Math Regents since pandemic</p>	Unable to Assess	N/A
Academic Goal 17	<p>In each year of the charter term, the school will demonstrate increased pass rates on either the Geometry or Common Core Geometry Regents Exam. Goal will be applicable if six or more students take either exam, and the same exam meets that threshold for at least two consecutive years.</p>	<p>Geometry Regents Pass Rates</p> <p>2022 Is New Baseline for Requiring Math Regents since pandemic</p>	Unable to Assess	N/A
Academic Goal 18	<p>In each year of the charter term, the school will demonstrate increased pass rates on either the Algebra II/Trigonometry or</p>	<p>Algebra 2 Regents Pass Rates</p> <p>2022 Is New Baseline for Requiring Math Regents since pandemic</p>	Unable to Assess	N/A

	Common Core Algebra II Regents Exam. Goal will be applicable if six or more students take either exam, and the same exam meets that threshold for at least two consecutive years.			
Academic Goal 19	In each year of the charter term, the school will demonstrate increased pass rates on at least one history Regents Exam. Goal will be applicable if six or more students take either exam, and the same exam meets that threshold for at least two consecutive years.	US History or World History Regents Pass Rates  2022 Is New Baseline for Requiring History Regents since pandemic	Unable to Assess	N/A
Academic Goal 20	In each year of the charter term, the school will demonstrate increased pass rates on at least one science Regents Exam. Goal will be applicable if six or more students take the same science Regents Exam in each year of the charter term, and the same exam meets that threshold for at least two consecutive years.	Science Regents Pass Rates  2022 Is New Baseline for Requiring Science Regents since pandemic	Unable to Assess	N/A

**3. Do have more academic goals to add?**

Yes

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2021-2022 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Meet	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 21	Where the school has an eligible subgroup population (deemed as six or more students) of English language learners, the school will demonstrate positive academic growth on New York State ELA examination proficiency rates for that applicable population in each year of the charter term.	ELL on NYS ELA Exam  2022 is the new baseline. Gr. ELL & Fmr ELL 5 0% 6 22% 7 27% 8 8% 5-8 17%	Unable to Assess	N/A
Academic Goal 22	Where the school has an eligible subgroup population (deemed as six or more students) of students with disabilities, the school will demonstrate positive academic growth on New York State ELA examination proficiency rates for that applicable population in each year of the charter term.	SWD on NYS ELA Exam  2022 is the new baseline. Gr. SWD 5 14% 6 13% 7 20% 8 24% 5-8 19%	Unable to Assess	N/A



Academic Goal 23	Where the school has an eligible subgroup population (deemed as six or more students) of students eligible for the Free or Reduced Price Lunch program, the school will demonstrate positive academic growth on New York State ELA examination proficiency rates for that applicable population in each year of the charter term.	FRPL on NYS ELA Exam  2022 is the new baseline. Gr. ED 5 15% 6 29% 7 49% 8 43% 5-8 37%	Unable to Assess	N/A
Academic Goal 24	Where the school has an eligible subgroup population (deemed as six or more students) of English language learners, the school will demonstrate positive academic growth on New York State Math examination proficiency rates for that applicable population in each year of the charter term.	ELL on NYS Math Exam  2022 is the new baseline. Gr. ELL & Fmr ELL 5 0% 6 5% 7 5% 8 0% 5-8 3%	Unable to Assess	N/A
Academic Goal 25	Where the school has an eligible subgroup population (deemed as six or more students) of students with disabilities, the school will	SWD NYS Math Exam  2022 is the new baseline. Gr. SWD 5 0% 6 20%	Unable to Assess	N/A

	demonstrate positive academic growth on New York State Math examination proficiency rates for that applicable population in each year of the charter term.	7 0% 8 0% 5-8 6%		
Academic Goal 26	Where the school has an eligible subgroup population (deemed as six or more students) of students eligible for the Free or Reduced Price Lunch program, the school will demonstrate positive academic growth on New York State Math examination proficiency rates for that applicable population in each year of the charter term.	FRPL NYS Math Exam  2022 is the new baseline. Gr. Econ. Disadvantaged 5 2% 6 7% 7 14% 8 16% 5-8 11%	Unable to Assess	N/A
Academic Goal 27	For each year of the school's renewal charter term, the school's 4-year graduation rate in June of each year as reported by NYSED will be at or above the citywide averages.	Graduation Rate and NYC  As of June, the 4 Yr Graduation Rate of the entire 2018 Cohort is 87%. Comparable NYC Grad Rates have not been posted at the time of this report.	Unable to Assess	N/A
Academic Goal 28	For each year of the school's renewal charter term, the school's 4-year graduation rate as of	ELL Graduation Rate and NYC  As of June, the 4 Yr Graduation Rate of	Unable to Assess	N/A

	June each year for English language learners as reported by NYSED will be at or above the citywide averages.	the ELL 2018 Cohort is 82%.		
Academic Goal 29	For each year of the school's renewal charter term, the school's 4-year graduation rate as of June each year for students with disabilities as reported by NYSED will be at or above the citywide averages.	SWD Graduation Rate and NYC  As of June, the 4 Yr Graduation Rate of the SWD 2018 Cohort is 100%.	Unable to Assess	N/A
Academic Goal 30	For each year of the school's renewal charter term, the school's 4-year graduation rate as of June each year for students eligible for Free or Reduced Price Lunch as reported by NYSED will be at or above the citywide averages.  (Applicable if the city begins reporting on this; relevant for schools serving grades 9-12)	FRPL Graduation Rate and NYC  As of June, the 4 Yr Graduation Rate of the ED 2018 Cohort is 88%.	Unable to Assess	N/A
Academic Goal 31	For each year of the school's renewal charter term, the school will show progress towards having 75% of students enrolled in their first year at the	1-yr Credit Accumulation	Unable to Assess	To target credit accumulation, we will implement regular use of data protocols for analysis and reporting D/F/S, consultancy protocols, SDIS) in

	school accumulate 10 or more credits towards graduation as reported in the NYC DOE School Quality Report.			staff/ILT data days, department meetings, intersession, and academic/cultural interventions.
Academic Goal 32	For each year of the school's renewal charter term, the school will show progress towards having 75% of students enrolled in their second year at the school accumulate 10 or more credits towards graduation as reported in the NYC DOE School Quality Report.	2-yr Credit Accumulation	Unable to Assess	N/A
Academic Goal 33	For each year of the school's renewal charter term, the school will show progress towards having 75% of students enrolled in their third year at the school accumulate 10 or more credits towards graduation as reported in the NYC DOE School Quality Report.	3-yr Credit Accumulation	Unable to Assess	N/A
Academic Goal 34				
Academic Goal 35				
Academic Goal 36				
Academic Goal 37				
Academic Goal 38				

Academic Goal 39				
Academic Goal 40				
Academic Goal 41				
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Academic Goal 64				
Academic Goal 65				

Academic Goal 66				
Academic Goal 67				
Academic Goal 59				
Academic Goal 60				
Academic Goal 61				
Academic Goal 62				

#### 4. ORGANIZATION GOALS

**For the 2021-2022 school year, any organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.**

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2021-2022 Progress Toward Attainment of Organization Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Org Goal 1	Each year, the school self-reported average daily student attendance rate shall meet or exceed the average daily attendance for the Community School District (CSD) of location for elementary and middle schools and the citywide average for high schools.	Attendance Rate  NHA 92.9%	Not Met	There is a team of school staff who meet regularly to address student attendance. Interventions range from, calls home, letters, school meetings, etc.
Org Goal 2	Each year, the retention rate will exceed the rate of the Community School District (CSD) of location. The retention rate for a given year is defined as the percentage of students enrolled in ATS on 10/31 of that year who are still enrolled in at the school in ATS on 10/31 the following school year, excluding terminating grades.	NHA and CSD Retention Rate  93% of eligible students returned to New Heights Academy in 2021-22.	Unable to Assess	Please refer to Entry 9 for our student retention strategies.
Org Goal 3	Each year, the school will meet or	ELL BEDS Day Enrollment and CSD	Not Met	Please refer to Entry 9 for our student

	exceed any applicable student enrollment targets, as prescribed by the Board of Regents, for English language learners.	6 NHA CSD 6 28% 29%		enrollment strategies.
Org Goal 4	Each year, the school will meet or exceed any applicable student enrollment targets, as prescribed by the Board of Regents, for students with disabilities.	SWD BEDS Day Enrollment and CSD 6 NHA CSD 6 16% 22%	Not Met	Please refer to Entry 9 for our student enrollment strategies.
Org Goal 5	Each year, the school will meet or exceed any applicable student enrollment targets, as prescribed by the Board of Regents, for students eligible for the Free or Reduced Price Lunch program.	ED BEDS Day Enrollment and CSD 6 NHA CSD 6 89% 88%	Met	
Org Goal 6	Each year, the school will meet or exceed any applicable student retention targets, as prescribed by the Board of Regents, for English language learners.	ELL Yr to Yr BEDS Day Enrollment 94% of eligible English Language Learners returned to New Heights Academy in 2021-22. We do not have access to district retention counts.	Unable to Assess	N/A
Org Goal 7	Each year, the school will meet or exceed any applicable student retention targets, as	SWD Yr to Yr BEDS Day Enrollment 94% of eligible students with	Unable to Assess	N/A



	prescribed by the Board of Regents, for students with disabilities.	disabilities returned to New Heights Academy in 2021-22.		
Org Goal 8	Each year, the school will meet or exceed any applicable student retention targets, as prescribed by the Board of Regents, for students eligible for the Free or Reduced Price Lunch program.	ED Yr to Yr BEDS Day Enrollment  93% of eligible economically disadvantaged students returned to New Heights Academy in 2021-22.	Unable to Assess	N/A
Org Goal 9	In each year of the charter term, parents will express satisfaction with the school's program, based on the NYC DOE School Survey. The school will have a percentage of parents that meets or exceeds citywide averages in positive responses (i.e., agree/strongly agree, likely/very likely). The school will only have met this goal if at least 50% of parents participate in the survey.	NYC DOE Survey - Parents	Not Met	79% of parents participated on the NYC DOE survey in 2021-22. NHACS met or exceeded the city in 4 out of 5 domains for parents. We will continue to offer families with opportunities to provide feedback as well as engage with our program.
Org Goal 10	In each year of the charter term, staff will express satisfaction with the school's program, based on the NYC DOE School	NYC DOE Survey - Staff	Not Met	We came very close to meeting this metric, as NHACS met or exceeded the city in 18 out of 19 domains for staff and 58% of teachers

	<p>Survey. The school will have a percentage of staff that meets or exceeds citywide averages in positive responses (i.e., agree/strongly agree, likely/very likely). The school will only have met this goal if at least 50% of staff participate in the survey.</p>			<p>participated in the survey. We will continue to focus on maintaining strong staff satisfaction and a robust professional development program.</p>
Org Goal 11	<p>In each year of the charter term, students will express satisfaction with the school's program, based on the NYC DOE School Survey. The school will have a percentage of students that meets or exceeds citywide averages in positive box responses (i.e., agree/strongly agree, likely/very likely). The school will only have met this goal if at least 50% of students participate in the survey. (Relevant for schools serving grades 6-12 only)</p>	NYC DOE Survey - Students	Not Met	<p>We came very close to meeting this metric, as NHACS met or exceeded the city in 11 out of 12 domains for students. 86% of students participated on the survey. We will continue to focus on supporting students' through our efficacy-based model, which helps drive student satisfaction with our program.</p>
Org Goal 12				
Org Goal 13				
Org Goal 14				

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Org Goal 15				
Org Goal 16				
Org Goal 17				
Org Goal 18				
Org Goal 19				
Org Goal 20				

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**5. Do have more organizational goals to add?**

No

**6. FINANCIAL GOALS**

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**2021-2022 Progress Toward Attainment of Financial Goals**

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 1	Each year, the school will maintain a stable cash flow as evidenced by having 60 days of unrestricted cash on hand reported in their yearly independent fiscal audit.	Official Audit Completed by Nov 1	Met	
Financial Goal 2	Each year, the school will operate on a balanced budget. A budget will be considered "balanced" if revenues equal or exceed expenditures.	School Financial Records	Not Met	The school is researching additional revenue sources to diversify our income. We are also employing new recruitment strategies to get our enrollment back up post pandemic.
Financial Goal 3	Each year, the school will meet or exceed 85% of their authorized enrollment on 10/31 as recorded in ATS.	BEDS Day Enrollment Records  94% of authorized enrollment of 765 as of BEDS Day 2021	Met	
Financial Goal 4				
Financial Goal 5				

**7. Do have more financial goals to add?**

No

Thank you.

## Entry 4 - Audited Financial Statements

Completed - Nov 1 2022

### Required of ALL Charter Schools

**ALL SUNY-authorized charter schools** must upload the financial statements and related documents in PDF format into the SUNY Epicenter system no later than **November 1, 2022**. SUNY CSI will forward to NYSED CSO. **SUNY-authorized charter schools** are asked to ensure that security features such as password protection are turned off.

**ALL Regents, NYCDOE, and Buffalo BOE-authorized charter schools** must upload final, audited financial statements to the [Annual Report Portal](#) no later than **November 1, 2022**. Upload the independent auditor's report, any advisory and/or management letter, and the internal controls report as one submission, combined into a PDF file, ensuring that security features such as password protections are removed from all school uploaded documents.

**PLEASE NOTE: This task appears as visible and optional task in the online portal until August 1 2022 but will be identified as a required task thereafter and due on November 1, 2022. This is a required task, and it is marked optional for administrative purposes only.**

### [New Height Academy Charter FST with Mgmt Ltr](#)

Filename: New\_Height\_Academy\_Charter\_\_FST\_wi\_y5nrxG4.pdf Size: 532.7 kB

## Entry 4b – Audited Financial Report Template (BOR/NYC/BOE)

Completed - Nov 1 2022

### [Instructions - Regents-Authorized Charter Schools ONLY](#)

Regents-authorized schools must download and complete the Excel spreadsheet entitled “Audited Financial Report Template” from the online portal or the [2021-2022 Annual Reports](#) webpage. Upload the completed file in Excel format and submit by **November 1, 2022**.

**EDUCATION CORPORATIONS WITH MORE THAN ONE SCHOOL SHOULD COMPLETE THE EXCEL SPREADSHEET FOR THE EDUCATION CORPORATION AS A WHOLE, NOT FOR THE INDIVIDUAL SCHOOLS. PLEASE SUBMIT THE SAME EXCEL SPREADSHEET FOR EACH OF THE SCHOOLS.**

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

### [DOE Audited Annual Financial Report - NHACS FY22](#)

Filename: DOE\_Audited\_Annual\_Financial\_Repo\_ivvnDat.xlsx Size: 79.6 kB

## Entry 4c – Additional Financial Documents

Completed - Nov 1 2022

**Instructions - Regents, NYCDOE and Buffalo BOE authorized schools** must upload financial documents and submit by **November 1, 2022**. The items listed below should be uploaded, with an explanation if not applicable or available. For example, a “federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold.”

1. Advisory and/or Management letter
2. Federal Single Audit
3. CSP Agreed-Upon Procedure Report
4. Evidence of Required Escrow Account for each school<sup>[1]</sup>
5. Corrective Action Plan for Audit Findings and Management Letter Recommendations

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<sup>[1]</sup> Note: For BOR schools chartered or renewed after the 2017-2018 school year, the escrow account per school is \$100,000.

PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.

## [EscrowNHACS Redacted](#)

Filename: EscrowNHACS\_Redacted.pdf Size: 313.7 kB

### Entry 4d - Financial Services Contact Information

Completed - Aug 1 2022

Regents, NYCDOE, and Buffalo BOE authorized schools should enter financial contact information directly into the form within the portal by November 1, 2022.

## Form for "Financial Services Contact Information"

#### 1. School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone
	Li'Esha Garcia	<a href="mailto:lgarcia@newheightsacade.my.org">lgarcia@newheightsacade.my.org</a>	212-283-5400

#### 2. Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm
	John Bianca			6

#### 3. If applicable, please provide contact information for the school's outsourced financial services firm.

	Firm Name	Contact Person	Mailing Address	Email	Phone	Years With Firm
	PKF O'Connor Davies, LLP	Gus Saliba	500 Mamaroneck Avenue, Suite 301 Harrison, NY 10528			6

## Entry 5 – Fiscal Year 2022-2023 Budget

Completed - Nov 1 2022

**SUNY-authorized charter schools** should download the [2022-23 Budget and Quarterly Report Template and the 2022-23 Budget Narrative Questionnaire](#) from the SUNY website and upload the completed template into Epicenter. SUNY CSI will forward to NYSED CSO. **Due November 1, 2022.**

**Regents, NYCDOE, and Buffalo BOE authorized charter schools** should upload a copy of the school's FY22 Budget using the [2022-2023 Budget Template](#) in the portal or from the Annual Report website. **Due November 1, 2022.**

The assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, reference the page number or section in the application narrative that indicates the assumption being made. For instance, student enrollment would reference the applicable page number in Section I, C of the application narrative.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

### [NHACS 2022-2023-AR-Budget NYSED](#)

Filename: NHACS\_2022-2023-AR-Budget\_NYSED\_.xlsx Size: 38.1 kB

## Entry 6 – Board of Trustees Disclosure of Financial Interest Form

Completed - Aug 1 2022

Due on August 1, 2022, each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2021-2022 school year must complete and sign a [Trustee Disclosure of Financial Interest Form](#). Acceptable signature formats include:

- Digitally certified PDF signature (i.e., DocuSign)
- Manual signature (1. download to print, 2. manually sign, 3. scan signed document to PDF, and 4. upload into portal)

All completed forms must be collected and uploaded in .PDF format for each individual member. **The education corporation is responsible for completing the form for trustees who left the board during the reporting year.**

Forms completed from past years will not be accepted. **Only the latest version of the form** (updated in April, 2022) is acceptable.).

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the education corporation. In the Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation.

### [NHACS Megan Vargas](#)

Filename: NHACS\_Megan\_Vargas.pdf Size: 526.2 kB

### [NHACS Quincy McLain](#)

Filename: NHACS\_Quincy\_McLain.pdf Size: 525.8 kB

### [NHACS Brandt Smallwood](#)

Filename: NHACS\_Brandt\_Smallwood.pdf Size: 524.6 kB

### [NHACS Sarah Kretz](#)

Filename: NHACS\_Sarah\_Kretz.pdf Size: 524.1 kB

### [Benjamin Talton NHACS](#)



Filename: Benjamin\_Talton\_NHACS.pdf Size: 526.5 kB

### [NHACS Sherrika Fuller](#)

Filename: NHACS\_Sherrika\_Fuller.pdf Size: 525.0 kB

### [NHACS Gail Tomalonis Grossmann](#)

Filename: NHACS\_Gail\_Tomalonis\_Grossmann.pdf Size: 524.6 kB

### [NHACS Jamie Gartland](#)

Filename: NHACS\_Jamie\_Gartland.pdf Size: 525.6 kB

### [NHACS Marc Silberman](#)

Filename: NHACS\_Marc\_Silberman\_.pdf Size: 525.5 kB

### [NHACS Daniel Ortiz](#)

Filename: NHACS\_Daniel\_Ortiz.pdf Size: 435.0 kB

### [NHACS Angel Vasquez](#)

Filename: NHACS\_Angel\_Vasquez.pdf Size: 525.1 kB

## Entry 7 BOT Membership Table

Completed - Aug 1 2022

## Instructions

### Required of ALL charter schools

ALL charter schools or education corporations governing multiple schools must complete the Board of Trustees Membership Table within the online portal. Please be sure to include and identify parents who are members of the Board of Trustees and indicate whether parents are voting or non-voting members.

## Entry 7 BOT Table

1. SUNY-AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools are required to provide information for all --VOTING and NON-VOTING-- trustees.

NEW HEIGHTS ACADEMY CHARTER SCHOOL 800000059088

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**Authorizer:**

Who is the authorizer of your charter school?

NYCDOE

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1. 2021-2022 Board Member Information (Enter info for each BOT member)

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2021-2022
1	Sherrika Fuller		Chair	Audit, Executive, Finance, Governance	Yes	1	11/01/2020	11/01/2023	12
2	Brandt Smallwood		Vice Chair	Education Accountability, Executive	Yes	1	08/01/2020	08/01/2023	11
3	Angel Vasquez		Trustee/Member	Education Accountability	Yes	2	11/19/2020	11/19/2023	5 or less
4	Quincy McLain		Trustee/Member	Audit, Executive, Finance	Yes	3	6/18/2020	6/19/2022	6
5	Jamie Gartland		Secretary	Education Accountability	No	2	6/18/2020	6/18/2023	12
6	Daniel Ortiz		Trustee/Member	Fundraising	Yes	3	6/20/2021	6/20/2024	6
7	Megan Vargas		Trustee/Member	Governance	Yes	2	11/19/2020	11/19/2023	11

8	Benjamin Talton		Trustee/Member	Education Accountability	Yes	1	11/01/2020	11/01/2023	5 or less
9	Marc Silberman		Treasurer	Audit, Finance, Executive	Yes	1	07/01/2020	07/01/2023	12

**1a. Are there more than 9 members of the Board of Trustees?**

Yes

**1b. Board Member Information**

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2021-2022
10	Sarah Kretz		Trustee/Member	Education Accountability	Yes	1	10/01/2020	10/01/2023	8
11	Gail Tomalonis Grossmann		Trustee/Member	Governance, Executive	Yes	1	11/01/2021	10/31/2024	6
12									
13									
14									
15									

**1c. Are there more than 15 members of the Board of Trustees?**

No

**2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES**

1. SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

a. Total Number of BOT Members on June 30, 2022	11
b. Total Number of Members Added During 2021-2022	1
c. Total Number of Members who Departed during 2021-2022	0
d. Total Number of members, as set in Bylaws, Resolution or Minutes	11

**3. Number of Board meetings held during 2021-2022**

13

**4. Number of Board meetings scheduled for 2022-2023**

12

**Total number of Voting Members on June 30, 2022:**

10

**Total number of Voting Members added during the 2021-2022 school year:**

1

**Total number of Voting Members who departed during the 2021-2022 school year:**

0

**Total Maximum Number of Voting members in 2021-2022, as set by the board in bylaws, resolution, or minutes:**

15

**Total number of Non-Voting Members on June 30, 2022:**

1

**Total number of Non-Voting Members added during the 2021-2022 school year:**

0

**Total number of Non-Voting Members who departed during the 2021-2022 school year:**

0

**Total Maximum Number of Non-Voting members in 2021-2022, as set by the board in bylaws, resolution or minutes:**

N/A

Thank you.

## Entry 8 Board Meeting Minutes

Completed - Aug 1 2022

**Instructions - Required of Regents, NYCDOE, and Buffalo BOE Authorized Schools ONLY**

Schools must upload a complete set of monthly board meeting minutes (July 2021-June 2022), which should match the number of meetings held during the 2021-2022 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted by **August 1, 2022**.

**[NHACS 2021-22 meeting minutes](#)**

Filename: NHACS\_2021-22\_meeting\_minutes.pdf Size: 1.3 MB

## Entry 9 Enrollment & Retention

Completed - Aug 1 2022

**Instructions for submitting Enrollment and Retention Efforts**

**Required of ALL Charter Schools**

Describe the good faith efforts the charter school has made in 2021-2022 toward meeting targets to attract and retain the enrollment of Students with Disabilities (SWDs), English Language Learners (ELLs), and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2022-2023.

## Entry 9 Enrollment and Retention of Special Populations



**Recruitment/Attraction Efforts Toward Meeting Targets**

	Describe Recruitment Efforts in 2021-2022	Describe Recruitment Plans in 2022-2023
Economically Disadvantaged	Our recruitment and outreach efforts target CSD 6 and surrounding neighborhoods as well as the south Bronx. We do multiple canvases in the neighborhood and a focused mailing to the following zip codes: 10023, 10025, 10026, 10027, 10029, 10030, 10031, 10032, 10033, 10035, 10037, 10037, 10040, 10452, 100453, 10456, 10458, 10467, and 10451. We also invest in placing ads on MTA bus shelters in the neighborhood.	In 2021-2022, our percentage of ED students was 89% and our district was 87%. We will continue to implement the specific recruitment strategies listed to the left in an effort to keep attracting and enrolling ED students.
English Language Learners	To recruit ELLs, we have an ELL preference in our lottery. In addition, our community demographic is largely Latino, and in response we have intentionally reached out to organizations that cater to Spanish speakers and English Language Learners, such as Esperanza Center, ACDP, Alianza Dominicana, Sinergia, the Association of Progressive Dominicans as well as our local CSE.	In 2021-2022, our percentage of ELLs was 28% and our district was 28%. We are currently matching the district in ELL enrollment numbers. We are continuing to recruit this population using the strategies described to the left.
Students with Disabilities	NHACS reaches out to the CSE offices in Manhattan and the South Bronx. Packets advertising our services are also sent to The Children's Aid Society, YAI, Seen Beyond Disabilities, Harlem Dowling Westside Center, Center for Children Initiatives and Resources for Children with Special Needs.	In 2021-2022, our percentage of SWD was 16% and our district was 22%. We will continue to use materials that advertise our special needs services to attract and enroll SWDs with the goal of meeting the district.

## Retention Efforts Toward Meeting Targets

	Describe Retention Efforts in 2021-2022	Describe Retention Plans in 2022-2023
Economically Disadvantaged	We implement strong communication with families and emphasize support for all learners. NHACS holds a re-enrollment process with all families to ensure that we are retaining most of our students and meeting the needs of our subgroups.	Our program for retaining ED students is well-developed and we will continue to implement it in the 2022-23 school year. We are confident that these strategies will continue to support ED retention.
English Language Learners	We prioritize offering communication in Spanish and all communication that comes from NHACS is translated into Spanish to meet our community needs. In addition, we provide family outreach and resources in various areas such during parent meetings, and "café y conversaciones" to engage families. All meetings are translated as needed. NHACS has a full-time ESL teacher that holds small group interventions throughout the school year and pushes into classroom to provide additional supports for those students. Many of our staff is bilingual and translation services are available as needed.	Similar to our ED program, we offer robust supports to encourage retention of ELLs. We will continue with these strategies going forward.
Students with Disabilities	NHACS has a Director of Student Support (DSS) who is committed the success of students with disabilities. The DSS and Learning Strategist meet with families regularly to discuss student progress toward goals. During remote learning we contacted SWD weekly to ensure engagement and participation.	Going forward, we will use the strategies listed on the left to support SWD retention. We are additionally focused on providing adequate support to SWD to address learning loss from the COVID-19 pandemic.

## Entry 10 – Teacher and Administrator Attrition

Completed - Aug 1 2022



# Form for "Entry 10 – Teacher and Administrator Attrition" Revised to Employee Fingerprint Requirements Attestation

## A. TEACH System – Employee Clearance

Charter schools must ensure that all prospective employees<sup>[1]</sup> receive clearance through [the NYSED Office of School Personnel Review and Accountability](#) (OSPRA) prior to employment. **This includes paraprofessionals and other school personnel who are provided or assigned by the district of location, or related/contracted service providers.** After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee. For the safety of all students, charter schools must take immediate steps to terminate the employment of individuals who have been denied clearance. Once the employees have been terminated, the school must terminate the request for clearance in the TEACH system.

In the Annual Report, charter schools are asked to confirm that all employees have been cleared through the NYSED TEACH system; and, if denied clearance, confirm that the individual or employee has been removed from the TEACH system, and is not employed by the school.

<sup>[1]</sup> Employees who must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at <http://www.nysed.gov/common/nysed/files/programs/charter-schools/employee-fingerprint-oct19.pdf> or visit the NYSED website at: <http://www.highered.nysed.gov/tsei/ospa/fingerprintingcharts.html> for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

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## B. Emergency Conditional Clearances

### Emergency Conditional Clearances

Charter schools are **strongly discouraged** from using the emergency conditional clearance provisions for prospective employees. This is because the school must request clearance through NYSED TEACH, and the school's emergency conditional clearance of the employee terminates automatically once the school receives notification from NYSED regarding the clearance request. Status notification is provided for all prospective employees through the NYSED TEACH portal within 48 hours after the clearance request is submitted. Therefore, at most, a school's emergency conditional clearance will be valid for only 48 hours after approval by the board.

Schools are not permitted to renew or in any way re-establish a prospective employee's emergency conditional clearance after status notification is sent by NYSED through the TEACH portal.

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at [NYSED CSO Employee Clearance and Fingerprint Memo 10-2019](#).

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### Attestation

#### Responses Selected:

I hereby attest that the school has reviewed, understands, and will comply with these requirements.

## Entry 11 Percent of Uncertified Teachers

Completed - Aug 1 2022

### Instructions

#### Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education.

Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

## Entry 11 Uncertified Teachers

School Name:

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# Instructions for Reporting Percent of Uncertified Teachers

## Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education. Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

If more than one line applies to a teacher, please include in only one FTE uncertified category. Please do not include paraprofessionals, such as teacher aides.

### CATEGORY A. 30% OR 5 UNCERTIFIED TEACHERS WHICHEVER IS LESS

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2022)	13
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2022)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2022)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2022)	2
Total Category A: 5 or 30% whichever is less	15.0



**CATEGORY B. PLUS FIVE UNCERTIFIED TEACHERS IN MATHEMATICS, SCIENCE, COMPUTER SCIENCE, TECHNOLOGY OR CAREER AND TECHNICAL EDUCATION.**

	FTE Count
i. Mathematics	4
ii. Science	3
iii. Computer Science	0
iv. Technology	0
v. Career and Technical Education	0
<b>Total Category B: not to exceed 5</b>	<b>7.0</b>

**CATEGORY C: PLUS 5 ADDITIONAL UNCERTIFIED TEACHERS**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2022)	0
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2022)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2022)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2022)	0
<b>Total Category C: not to exceed 5</b>	<b>0.0</b>

**TOTAL FTE COUNT OF UNCERTIFIED TEACHERS (Sum of Categories A, B AND C)**

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

	FTE Count
Total	22

**CATEGORY D: TOTAL FTE COUNT OF UNCATEGORIZED, UNCERTIFIED TEACHERS**

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

	FTE Count
Total Category D	0

**CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS**

	FTE Count
Total Category E	31

**CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS**

Please do not include paraprofessionals, such as teacher aides.

	FTE Count
Total Category F	53

Thank you.



**Entry 12 Organization Chart**

Completed - Aug 1 2022

[Instructions](#)

## Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

Upload the 2021-2022 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should **not** appear on the chart.

### 2122 NHACS ORG Chart

Filename: 2122\_NHACS\_ORG\_Chart.pptx.pdf Size: 207.8 kB

## Entry 13 School Calendar

Completed - Aug 1 2022

[Instructions for submitting School Calendar](#)

### Required of ALL Charter Schools

If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 1, 2022 submission. Charter schools must upload a final school calendar into the portal and may do so at any time but no later than **September 15, 2022**.

School calendars must meet the [minimum instructional requirements](#) as required of other public schools "... *unless the school's charter requires more instructional time than is required under the regulations.*"

Board of Regents-authorized charter schools also are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month. See an example of a calendar showing the requested information. Schools are encouraged to use a calendar template and ensure there is a monthly tally of instructional days.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

### 22-23 SY Month to Month Final Calendar NHACS

Filename: 22-23\_SY\_Month\_to\_Month\_Final\_Cale\_g9WyPyo.pdf Size: 223.5 kB

## Entry 14 Links to Critical Documents on School Website

Completed - Aug 1 2022

[Instructions](#)

**Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 5: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy**

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the [link](#) from the school's website for each of the items:

1. Current Annual Report (i.e., 2021-2022 Annual Report);<sup>[1]</sup>
2. Board meeting notices, agendas and documents;
3. New York State School Report Card;
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy **(For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)**;
5. District-wide safety plan, not a building level safety plan (as per the September 2021 [Emergency Response Plan Memo](#));
6. Authorizer-approved FOIL Policy; and
7. Subject matter list of FOIL records. (Example: See [NYSED Subject Matter List](#))

<sup>[1]</sup> Each charter school is required to make the Annual Report publicly available by August 1 and to post on their respective charter school website. Each school should post an updated and complete version to include accountability data and financial statements that are not or may not be available until after the August deadline (i.e., Report when financials have been submitted in November.)

# Form for Entry 14 Links to Critical Documents on School Website

School Name: New Heights Academy Charter School

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**Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 4: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy**

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

	Link to Documents
1. Current Annual Report (i.e., 2021-2022 Annual Report)	<a href="https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0005New%20Heights%20Annual%20Report&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4">https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0005New%20Heights%20Annual%20Report&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4</a>
2. Board meeting notices, agendas and documents	<a href="https://www.newheightsacademy.org/apps/events/">https://www.newheightsacademy.org/apps/events/</a>
3. New York State School Report Card	<a href="https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4">https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4</a>
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)	<a href="https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4">https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4</a>
5. District-wide safety plan, not a building level safety plan (as per the September 2021 Emergency Response Plan Memo	<a href="https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4">https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4</a>
6. Authorizer-approved FOIL Policy	<a href="https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4">https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4</a>
7. Subject matter list of FOIL records. (Example: See NYSED Subject Matter List)	<a href="https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4">https://www.newheightsacademy.org/apps/pages/index.jsp?dir=0001Board%20Meeting%20Minutes&amp;uREC_ID=312022&amp;type=d&amp;termREC_ID=&amp;pREC_ID=594967&amp;pageIdx=1&amp;leftDir=4</a>



Thank you.



# **New Heights Academy Charter School**

Financial Statements and  
Uniform Guidance Schedules  
Together With Independent Auditors' Reports

June 30, 2022 and 2021

**New Heights Academy Charter School**  
Financial Statements  
and Uniform Guidance Schedules  
Together With Independent Auditors' Reports  
  
June 30, 2022 and 2021

<b>TABLE OF CONTENTS</b>	<b>Page</b>
Independent Auditors' Report	
 <b>FINANCIAL STATEMENTS</b>	
Statements of Financial Position	4
Statements of Activities	5
Statements of Functional Expenses	6
Statements of Cash Flows	8
Notes to Financial Statements	9
 <b>UNIFORM GUIDANCE SCHEDULES AND REPORTS</b>	
Schedule of Expenditures of Federal Awards	16
Notes to Schedule of Expenditures of Federal Awards	17
Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With <i>Government Auditing Standards</i>	
Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance	
Schedule of Findings and Questioned Costs	23

## **Independent Auditors' Report**

**Board of Trustees**  
**New Heights Academy Charter School**

### **Report on the Audit of the Financial Statements**

#### ***Opinion***

We have audited the accompanying financial statements of New Heights Academy Charter School (a nonprofit organization), which comprise the statements of financial position as of June 30, 2022 and 2021, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New Heights Academy Charter School as of June 30, 2022 and 2021, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinion***

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of New Heights Academy Charter School and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about New Heights Academy Charter School's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of New Heights Academy Charter School's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about New Heights Academy Charter School's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

***Report on Supplementary Information***

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated October 26, 2022, on our consideration of New Heights Academy Charter School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of New Heights Academy Charter School's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering New Heights Academy Charter School's internal control over financial reporting and compliance.

*PKF O'Connor Davies, LLP*

Harrison, New York  
October 26, 2022

## New Heights Academy Charter School

### Statements of Financial Position

	June 30,	
	2022	2021
<b>ASSETS</b>		
Current Assets		
Cash	\$ 367,367	\$ 3,207,152
Grants and contracts receivable	3,139,631	1,692,041
Prepaid expenses and other receivables	595,724	117,989
Total Current Assets	4,102,722	5,017,182
Property and equipment, net	4,927,771	4,225,267
Restricted cash	75,740	75,740
Security deposits	693,732	693,732
	\$ 9,799,965	\$ 10,011,921
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities		
Accounts payable and accrued expenses	\$ 256,789	\$ 260,092
Accrued payroll and payroll taxes	805,514	1,041,747
Deferred rent, current portion	190,969	190,969
Refundable advances	25,610	8,710
Total Current Liabilities	1,278,882	1,501,518
Deferred rent	587,077	400,178
Total Liabilities	1,865,959	1,901,696
Net assets, without donor restrictions	7,934,006	8,110,225
	\$ 9,799,965	\$ 10,011,921

See notes to financial statements



## New Heights Academy Charter School

### Statements of Activities

	Year Ended June 30,	
	2022	2021
<b>REVENUE AND SUPPORT</b>		
State and local per pupil operating revenue	\$ 12,871,004	\$ 13,709,515
Federal grants	2,753,389	1,757,814
Federal IDEA and E-Rate	203,652	123,567
State and city grants	52,828	63,272
Insurance proceeds	165,811	-
Contributions and grants	8,391	11,112
Interest and other income	36,337	14,606
Total Revenue and Support	16,091,412	15,679,886
<b>EXPENSES</b>		
Program Services		
Regular education	10,816,318	10,364,632
Special education	3,406,619	3,100,152
Supplemental education	306,527	510,993
Total Program Services	14,529,464	13,975,777
Supporting Services		
Management and general	1,677,099	1,623,906
Fundraising	61,068	58,712
Total Expenses	16,267,631	15,658,395
Gain on forgiveness of Paycheck Protection Program Loan	-	1,785,326
Change in Net Assets	(176,219)	1,806,817
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>		
Beginning of year	8,110,225	6,303,408
End of year	\$ 7,934,006	\$ 8,110,225



**New Heights Academy Charter School**

Statement of Functional Expenses  
Year Ended June 30, 2022

	Program Services			Supporting Services		
	Regular Education	Special Education	Supplemental Education	Management and General	Fundraising	Total
Salaries	\$ 5,567,605	\$ 2,046,936	\$ 230,187	\$ 7,844,728	\$ 798,979	\$ 8,664,194
Employee benefits and payroll taxes	1,207,255	443,849	49,913	1,701,017	173,247	1,878,706
Auditing/accounting fees	-	-	-	-	45,750	45,750
Professional fees	142,695	-	-	142,695	15,855	158,550
Legal fees	-	-	-	-	2,078	2,078
Consultants - temps	183,088	34,529	-	217,617	-	217,617
Staff development	183,708	75,136	-	258,844	-	258,883
Teacher recruitment	41,647	17,033	-	58,680	-	64,810
Student recruiting and marketing	88,537	16,697	-	105,234	-	105,234
Student management	4,091	771	-	4,862	-	4,862
Students/staff events	145,066	59,331	-	204,397	-	225,748
Food service	115,073	22,410	3,752	141,235	-	141,235
Field trips	522	98	-	620	-	620
Supplies and materials	159,680	58,707	6,602	224,989	-	248,491
Textbooks	4,160	785	-	4,945	-	4,945
Rent and utilities	1,883,980	355,306	-	2,239,286	368,823	2,634,454
Maintenance and repairs	171,110	32,270	-	203,380	33,498	239,271
Janitorial	186,459	68,552	7,709	262,720	27,444	290,164
Security	78,787	28,966	3,257	111,010	11,596	122,606
Lease - equipment	11,464	4,215	474	16,153	1,687	17,840
Insurance	78,840	14,869	-	93,709	15,434	110,245
Dues and fees	45,574	16,755	1,884	64,213	6,708	70,921
Postage/Printing/Copying	5,321	1,956	220	7,497	783	8,280
Telephone and internet	58,814	21,623	2,432	82,869	8,657	91,526
Depreciation and amortization	450,486	84,959	-	535,445	88,191	629,935
Miscellaneous	2,356	866	97	3,319	347	3,666
<b>Total Expenses</b>	<b>\$ 10,816,318</b>	<b>\$ 3,406,619</b>	<b>\$ 306,527</b>	<b>\$ 14,529,464</b>	<b>\$ 1,677,099</b>	<b>\$ 16,267,631</b>

See notes to financial statements

**New Heights Academy Charter School**

Statement of Functional Expenses  
Year Ended June 30, 2021

	Program Services			Supporting Services		
	Regular Education	Special Education	Supplemental Education	Management and General	Fundraising	Total
Salaries	\$ 5,492,411	\$ 1,863,085	\$ 381,849	\$ 780,962	\$ 20,025	\$ 8,538,332
Employee benefits and payroll taxes	1,192,651	404,561	82,916	169,582	4,348	1,854,058
Auditing/accounting fees	-	-	-	38,054	-	38,054
Professional fees	113,165	-	-	12,574	-	125,739
Legal fees	-	-	-	979	-	979
Consultants - temps	21,072	3,895	-	-	-	24,967
Staff development	154,938	63,328	-	22,595	-	240,861
Teacher recruitment	25,974	10,616	-	3,788	-	40,378
Student recruiting and marketing	47,461	8,772	-	-	-	56,233
Student management	4,811	889	-	-	-	5,700
Students/staff events	158,345	64,721	-	23,092	-	246,158
Food service	46,333	9,043	2,592	-	-	57,968
Field trips	190	35	-	-	-	225
Supplies and materials	151,972	51,550	10,566	22,163	-	236,251
Textbooks	16,146	2,984	-	-	-	19,130
Rent and utilities	1,900,432	351,253	-	370,866	26,491	2,649,042
Maintenance and repairs	167,681	30,992	-	32,723	2,337	233,733
Janitorial	183,521	62,252	12,759	26,764	-	285,296
Security	76,206	25,850	5,298	11,114	-	118,468
Lease - equipment	10,598	3,595	737	1,546	-	16,476
Insurance	62,558	11,563	-	12,208	872	87,201
Dues and fees	46,957	15,928	3,265	6,848	-	72,998
Postage/Printing/Copying	10,912	3,701	759	1,591	-	16,963
Telephone and internet	135,024	45,801	9,387	19,691	-	209,903
Depreciation and amortization	332,828	61,516	-	64,951	4,639	463,934
Miscellaneous	12,446	4,222	865	1,815	-	19,348
<b>Total Expenses</b>	<b>\$ 10,364,632</b>	<b>\$ 3,100,152</b>	<b>\$ 510,993</b>	<b>\$ 1,623,906</b>	<b>\$ 58,712</b>	<b>\$ 15,658,395</b>

**New Heights Academy Charter School**

Statements of Cash Flows

	Year Ended June 30,	
	2022	2021
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ (176,219)	\$1,806,817
Adjustments to reconcile change in net assets to net cash from operating activities		
Amortization of deferred rent	186,899	240,716
Depreciation and amortization	629,935	463,934
Gain on forgiveness of Paycheck Protection Program Loan	-	(1,785,326)
Changes in operating assets and liabilities		
Grants and contracts receivable	(1,447,590)	(1,088,453)
Prepaid expenses and other receivables	(477,735)	44,332
Accounts payable and accrued expenses	(3,303)	64,378
Accrued payroll and payroll taxes	(236,233)	271,528
Refundable advances	16,900	8,710
Net Cash from Operating Activities	(1,507,346)	26,636
 <b>CASH FLOWS FROM INVESTING ACTIVITY</b>		
Purchases of property and equipment	(1,332,439)	(1,970,732)
 Net Change in Cash and Restricted Cash	(2,839,785)	(1,944,096)
 <b>CASH AND RESTRICTED CASH</b>		
Beginning of year	3,282,892	5,226,988
End of year	\$ 443,107	\$ 3,282,892

# New Heights Academy Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

## 1. Organization and Tax Status

New Heights Academy Charter School (the "School") is a New York State, not-for-profit educational corporation that was incorporated on April 15, 2005 to operate a charter school pursuant to Article 56 of the Education Law of the State of New York. The School was granted a provisional charter (the "Charter") on April 15, 2005 valid for a term of five years and renewable upon expiration by the Board of Regents of the University of the State of New York. The Board of Regents approved and issued several renewals to the School's charter expiring June 30, 2025. The School's mission is to provide a college preparatory education for students in Washington Heights and Inwood neighborhoods of upper Manhattan. The School's academically rigorous curriculum will ensure that all students set and meet postsecondary education and career goals. Simultaneously, the School's nurturing environment of small class sizes and a focus on character education will ensure that students develop a strong self-identity conducive to leading responsible lives as citizens in our global society. The School provided education to approximately 690 students in grades five through twelve during the 2021-2022 academic year.

The School retains an outside vendor to provide meals for students in which the School receives reimbursement from the New York State Education Department. The Office of Pupil Transportation provides free transportation to the majority of the students. Such costs are not included in these financial statements.

Except for taxes that may be due for unrelated business income, the School is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and from state and local income taxes under comparable laws.

## 2. Summary of Significant Accounting Policies

### ***Basis of Presentation and Use of Estimates***

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"), which requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

### ***Net Assets Presentation***

Resources for various purposes are classified for accounting and reporting purposes into net asset categories established according to nature and purpose as follows:

*Net assets without donor restrictions* - consist of resources available for the general support of the School's operations. Net assets without donor restrictions may be used at the discretion of the School's management and/or the Board of Trustees.

## New Heights Academy Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 2. Summary of Significant Accounting Policies *(continued)*

#### ***Net Assets Presentation (continued)***

*Net assets with donor restrictions* – represents amounts restricted by donors for specific activities of the School or to be used at a future date. The School records contributions as net assets with donor restrictions if they are received with donor stipulations that limit their use either through purpose or time restrictions. When a donor restriction expires, that is, when a time restriction ends or a purpose restriction is fulfilled, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions. The School had no net assets with donor restrictions at June 30, 2022 and 2021.

#### ***Restricted Cash***

Under the provisions of its Charter, the School established an escrow account to pay for legal and audit expenses that would be associated with a dissolution, should it occur.

The following table provides a reconciliation of cash and restricted cash reported within the statements of financial position to the amounts presented in the statements of cash flows as of June 30:

	<u>2022</u>	<u>2021</u>
Cash	\$ 367,367	\$ 3,207,152
Restricted cash	<u>75,740</u>	<u>75,740</u>
	<u>\$ 443,107</u>	<u>\$ 3,282,892</u>

#### ***Property and Equipment***

The School follows the practice of capitalizing all expenditures for property and equipment with costs in excess of \$1,000. Leasehold improvements are amortized over the shorter of the term of the lease, inclusive of all renewal periods, which are reasonably assured, or the estimated useful life of the asset. Purchased property and equipment are recorded at cost at the date of acquisition. Minor costs of maintenance and repairs are expensed as incurred. All property and equipment purchased with government funding is capitalized, unless the government agency retains legal title to such assets, in which case such assets are expensed as incurred.

Depreciation and amortization is recognized on the straight-line method over the estimated useful lives of such assets as follows:

Computers and equipment	3 to 5 years
Furniture and fixtures	7 years
Software	3 years
Website development	3 years

## **New Heights Academy Charter School**

Notes to Financial Statements  
June 30, 2022 and 2021

### **2. Summary of Significant Accounting Policies (continued)**

#### ***Property and Equipment (continued)***

Property and equipment are reviewed for impairment if the use of the asset significantly changes or another indicator of possible impairment is identified. If the carrying amount for the asset is not recoverable, the asset is written down to its fair value. No impairment losses were recognized for the years ended June 30, 2022 and 2021.

#### ***Refundable Advances***

The School records certain government operating revenue as refundable advances until related services are performed, at which time they are recognized as revenue.

#### ***Revenue and Support***

Revenue from the state and local governments resulting from the School's charter status and based on the number of students enrolled is recorded when services are performed in accordance with the charter agreement. Federal and other state and local funds are recorded when expenditures are incurred and billable to the government agency.

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Grants and other contributions of cash are reported as net assets with donor restrictions if they are received with donor stipulations. Restricted contributions and grants that are made to support the School's current year activities are recorded as net assets without donor restrictions. Contributions of assets other than cash are recorded at their estimated fair value at the date of donation.

#### ***Marketing and Recruitment***

Marketing and recruitment costs are expensed as incurred for staff and student recruitment. Marketing and recruitment expense for the years ended June 30, 2022 and 2021 amounted to \$170,044 and \$96,611.

#### ***Functional Expense Allocation***

The majority of expenses can generally be directly identified with the program or supporting service to which they relate and are charged accordingly. Other expenses by function have been allocated among program and supporting services classifications on the basis of periodic time and expense studies and other basis as determined by management of the School to be appropriate.

#### ***Accounting for Uncertainty in Income Taxes***

The School recognizes the effect of income tax positions only if those positions are more likely than not to be sustained. Management has determined that the School had no uncertain tax positions that would require financial statement recognition or disclosure. The School is no longer subject to examinations by the applicable taxing jurisdictions for years prior to June 30, 2019.

## New Heights Academy Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 2. Summary of Significant Accounting Policies *(continued)*

#### *Subsequent Events Evaluation by Management*

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is October 26, 2022.

### 3. Grants and Contracts Receivable

Grants and contracts receivable consist of federal, state, and city entitlements and grants. The School expects to collect these receivables in full within one year. Management has assessed the need for an allowance and has determined that such an allowance is not necessary.

### 4. Property and Equipment

Property and equipment, net consists of the following at June 30:

	2022	2021
Computers and equipment	\$ 3,021,745	\$2,633,618
Furniture and fixtures	1,183,916	679,189
Software	211,076	211,076
Website development	17,000	17,000
Leasehold improvements	<u>5,160,622</u>	<u>4,721,037</u>
	9,594,359	\$8,261,920
Accumulated depreciation and amortization	<u>(4,666,588)</u>	<u>(4,036,653)</u>
	<u>\$ 4,927,771</u>	<u>\$ 4,225,267</u>

### 5. Liquidity and Availability of Financial Assets

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use within one year of the statement of financial position dates, are comprised of the following at June 30:

	2022	2021
Cash	\$ 367,367	\$ 3,207,152
Grants and contracts receivable	<u>3,139,631</u>	<u>1,692,041</u>
	<u>\$ 3,506,998</u>	<u>\$ 4,899,193</u>

As part of the School's liquidity management plan, the status of grants and contracts receivable is monitored regularly and any excess cash is held in money market accounts and other liquid instruments until it is required for operational use. The School will continue to rely on funding received from the New York City Department of Education to cover its future operating costs (see Note 8).



## New Heights Academy Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 6. Employee Benefit Plan

The School maintains a pension plan qualified under Internal Revenue Code 401(k), for the benefit of its eligible employees. Under the plan, the School matched employee contributions up to 5% of annual compensation. Employee match for the years ended June 30, 2022 and 2021 amounted to \$229,151 and \$226,765.

### 7. Concentration of Credit Risk

Financial instruments that potentially subject the School to concentrations of credit and market risk consist principally of cash and restricted cash on deposit with financial institutions, which from time to time may exceed the Federal Deposit Insurance Corporation ("FDIC") limit. The School does not believe that a significant risk of loss due to the failure of a financial institution presently exists. At June 30, 2022 and 2021, approximately \$4,000 and \$2,670,000 of cash was maintained with three institutions in excess of FDIC limits.

### 8. Concentration of Revenue and Support

The School receives a substantial portion of its revenue and support from the New York City Department of Education. For the years ended June 30, 2022 and 2021, the School received approximately 80% and 87% of total revenue and support from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

### 9. Commitments

#### *Operating Lease - Civic Builders, Inc.*

During the year ended June 30, 2010, the School finalized a non-cancellable sublease agreement with Civic Builders, Inc. ("Civic") on the expansion of their facility expiring on May 30, 2039. As a result of this agreement, Civic took over the School's prior lease obligation and secured options for an additional two floors. The agreement enabled the School to expand its infrastructure to service approximately 750 students. Under this agreement, the School paid a security deposit in the amount of \$500,000.

The future minimum lease payments under this operating lease are as follows for the years ending June 30:

2023	\$ 1,964,898
2024	2,013,476
2025	2,063,520
2026	2,115,057
2027	2,168,145
Thereafter	<u>27,399,841</u>
	<u>\$ 37,724,937</u>

## New Heights Academy Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 9. Commitments (*continued*)

#### ***Operating Lease - 1818-1838 Amsterdam Avenue, LLC***

On April 1, 2012, the School entered into a non-cancellable lease agreement with 1818-1838 Amsterdam Avenue, LLC (“Amsterdam”) on the expansion of their facility expiring on May 31, 2039. Under this agreement and prior agreements, the School paid security deposits in the amount of \$176,078.

The future minimum lease payments under this operating lease are as follows for the years ending June 30:

2023	\$ 139,732
2024	143,924
2025	148,242
2026	152,689
2027	157,270
Thereafter	<u>2,279,837</u>
	<u>\$ 3,021,694</u>

The School recognizes rent expense on a straight-line basis over the term of the lease. Rent expense in excess of payments is recorded as deferred rent in the accompanying statements of financial position. Rent expense under all operating leases amounted to \$2,240,287 and \$2,244,354 for the years ended June 30, 2022 and 2021.

### 10. Insurance Proceeds

In September 2021, the School suffered sprinkler burst damages in one of the classrooms. During the year ended June 30, 2022, the School incurred expenses of \$165,875 relating to these damages, and recognized insurance proceeds revenue in the amount of \$165,811 for claims resulting from the sprinkler burst damages. The School is expected to receive the insurance proceeds in fiscal year ending June 30, 2023.

### 11. Contingency

Certain grants and contracts may be subject to audit by the funding sources. Such audits might result in disallowances of costs submitted for reimbursement. Management is of the opinion that such cost disallowances, if any, will not have a material effect on the accompanying financial statements. Accordingly, no amounts have been provided in the accompanying financial statements for such potential claims.

## **New Heights Academy Charter School**

Notes to Financial Statements  
June 30, 2022 and 2021

### **12. Paycheck Protection Program Loan Payable**

On April 27, 2020, the School qualified for and received a loan pursuant to the Paycheck Protection Program ("PPP"), a program implemented by the U.S. Small Business Administration ("SBA") under the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act"), from a qualified PPP lender, for an aggregate principal and interest amount of amount of \$1,767,115. (the "PPP Loan"). The PPP Loan bore interest at a fixed rate of 1.0% per annum, with the first six months of interest deferred, had a term of five years, and was unsecured and guaranteed by the SBA. The principal amount of the PPP Loan and related interest of \$18,211 was subject to forgiveness under the PPP upon the School's request to the extent that the PPP Loan proceeds were used to pay expenses permitted by the PPP, including payroll costs, covered rent and mortgage obligations, and covered utility payments incurred by the School. The School applied for full forgiveness of the PPP Loan with respect to these covered expenses.

On May 12, 2021, the PPP Loan was forgiven in full by the SBA. The loan forgiveness of \$1,785,326 is included on the accompanying statements of activities as gain on forgiveness of Paycheck Protection Program Loan.

### **13. Risks and Uncertainties**

The School's operations and financial performance may be affected by the recent COVID-19 outbreak which has spread globally and is expected to adversely affect economic conditions throughout the world. If the outbreak continues and conditions worsen, the School may experience a disruption in operations as well as a decline in revenue activities. Economic uncertainty is related to the potential reduction and/or delays in state and local per pupil operating revenue, shortfalls and variations in enrollment, and operational and other changes that could increase expenses. The outbreak may adversely affect the School's activities, financial condition, results of operations, and cash flows. Management is closely monitoring the impact of COVID-19 and believes the School is taking appropriate actions to mitigate the negative impact. However, management is unable to estimate the financial impact, if any, related to this matter.

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# **New Heights Academy Charter School**

Uniform Guidance  
Schedules and Reports

June 30, 2022

**New Heights Academy Charter School**

Schedule of Expenditures of Federal Awards  
Year Ended June 30, 2022

Federal Grantor/Pass-Through Grantor/ Program or Cluster Title	Federal Assistance Listing Number	Pass-Through Entity Identifying Number	Provided to Subrecipients	Total Federal Expenditures
<u>U.S. Department of Agriculture</u>				
Pass-through New York State Education Department:				
Child Nutrition Cluster				
School Breakfast Program	10.553	310600860887	\$ -	\$ 22,938
National School Lunch Program	10.555	310600860887	-	113,350
Total U.S. Department of Agriculture			-	<u>136,288</u>
<u>U.S. Department of Education</u>				
Pass-Through New York State Education Department:				
Title I Grants to Local Educational Agencies	84.010	0021224359	-	294,773
Supporting Effective Instruction State Grants (Formerly Improving Teacher Quality State Grants)	84.367	0147224359	-	36,882
English Language Acquisition State Grants	84.365	0293224359	-	20,368
Student Support and Academic Enrichment Program Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund ARP	84.424	0204224359	-	22,442
	84.425U	5880214359	-	<u>2,242,636</u>
Total U.S. Department of Education			-	<u>2,617,101</u>
Total Expenditures of Federal Awards			\$ -	<u>\$ 2,753,389</u>

See independent auditors' report and notes to schedule of expenditures of federal awards

## **New Heights Academy Charter School**

Notes to Schedule of Expenditures of Federal Awards  
Year Ended June 30, 2022

### **1. Basis of Presentation**

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal award activity of New Heights Academy Charter School (the "School"), under programs of the federal government for the year ended June 30, 2022. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"). Because the Schedule presents only a selected portion of the operations of the School, it is not intended to and does not present the financial position, changes in net assets or cash flows of the School.

### **2. Summary of Significant Accounting Policies**

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

### **3. Indirect Cost Rate**

The School has elected not to use the 10-percent de minimis indirect cost rate allowed under the Uniform Guidance.

**Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards**

**Independent Auditors' Report**

**Board of Trustees  
New Heights Academy Charter School**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of New Heights Academy Charter School (the "School") (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 26, 2022.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.



**Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the School's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*PKF O'Connor Davies, LLP*

Harrison, New York  
October 26, 2022

**Report on Compliance for Each Major Federal Program and Report on Internal Control  
Over Compliance Required by the Uniform Guidance**

**Independent Auditors' Report**

**Board of Trustees  
New Heights Academy Charter School**

**Report on Compliance for Each Major Federal Program**

***Opinion on Each Major Federal Program***

We have audited New Heights Academy Charter School (the "School") compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the School's major federal programs for the year ended June 30, 2022. The School's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, the School complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2022.

***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the School and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the School's compliance with the compliance requirements referred to above.

***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the School's federal programs.

***Auditors' Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the School's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the School's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the School's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the School's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*PKF O'Connor Davies, LLP*

Harrison, New York  
October 26, 2022

**New Heights Academy Charter School**

Schedule of Findings and Questioned Costs  
Year Ended June 30, 2022

**Section I - Summary of Auditors' Results**

**Financial Statements**

Type of report the auditor issued on whether the financial statements audited were prepared in accordance with U.S. GAAP:

Unmodified

Internal control over financial reporting:

Material weakness(es) identified?

\_\_\_\_\_ yes  X  no

Significant deficiency(ies) identified?

\_\_\_\_\_ yes  X  none reported

Noncompliance material to the financial statements noted?

\_\_\_\_\_ yes  X  no

**Federal Awards**

Internal control over major federal programs:

Material weakness(es) identified?

\_\_\_\_\_ yes  X  no

Significant deficiency(ies) identified?

\_\_\_\_\_ yes  X  none reported

Type of auditors' report issued on compliance for major federal programs:

Unmodified

Any audit findings disclosed that are required

to be reported in accordance with 2 CFR 200.516(a)?

\_\_\_\_\_ yes  X  no

Identification of major federal programs:

Federal Assistance Listing Number(s)

Name of Federal Program or Cluster

84.425U

Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund ARP

Dollar threshold used to distinguish between Type A and Type B programs:

\$750,000

Auditee qualified as low-risk auditee?

\_\_\_\_\_ yes  X  no

**Section II – Financial Statement Findings**

During our audit, we noted no material findings for the year ended June 30, 2022.

**Section III – Federal Award Findings and Questioned Costs**

During our audit, we noted no material instance of noncompliance and none of the costs tested which were reported in the federal financially assisted programs are questioned or recommended to be disallowed.

**Section IV – Prior Year Findings**

There were no findings in the prior year.

**Board of Trustees**  
**New Heights Academy Charter School**

Auditors' Communication on Internal Control

In planning and performing our audit of the financial statements of New Heights Academy Charter School (the "School") as of and for the year ended June 30, 2022, in accordance with auditing standards generally accepted in the United States of America, we considered the School's internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses and, therefore, there can be no assurance that all such deficiencies have been identified.

We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above.

This communication is intended solely for the information and use of management, the audit committee, the Board of Trustees, the New York City Department of Education, and the State Education Department of the State University of New York, and others within the School, and is not intended to be and should not be used by anyone other than these specified parties.

*PKF O'Connor Davies, LLP*

Harrison, New York  
October 26, 2022



America's Most Convenient Bank®

NEW HEIGHTS ACADEMY CHARTER SCHOOL  
1818 AMSTERDAM AVE  
NEW YORK NY 10031

Page: 1 of 2  
Statement Period: Sep 01 2022-Sep 30 2022  
Cust Ref #: [REDACTED]  
Primary Account #: [REDACTED]

**NP Interest Now**

NEW HEIGHTS ACADEMY CHARTER SCHOOL

Account # [REDACTED]

**ACCOUNT SUMMARY**

Statement Balance as of 09/01		75,972.85
Plus	0 Deposits and Other Credits	0.00
Plus	Interest Paid	0.62
Less	0 Checks and Other Debits	0.00
Statement Balance as of 09/30		75,973.47

**ACCOUNT ACTIVITY**

**Transactions by Date**

DATE	DESCRIPTION	DEBIT	CREDIT	BALANCE
09/30	INTEREST PAID		0.62	75,973.47

**INTEREST SUMMARY**

Beginning Interest Rate	0.01%
Number of days in this Statement Period	30
Interest Earned this Statement Period	0.62
Annual Percentage Yield Earned	0.01%
Interest Paid Year to date	5.69



# How to Balance your Account

**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.

<b>1</b>	<b>Ending Balance</b>		<b>75,973.47</b>
<b>2</b>	<b>Total Deposits</b>	<b>+</b>	
<b>3</b>	<b>Sub Total</b>		
<b>4</b>	<b>Total Withdrawals</b>	<b>-</b>	
<b>5</b>	<b>Adjusted Balance</b>		

**2**

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

**4**

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

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.

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Megan Vargas

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**Name of Charter School Education Corporation:**

New Heights Academy Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.



6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

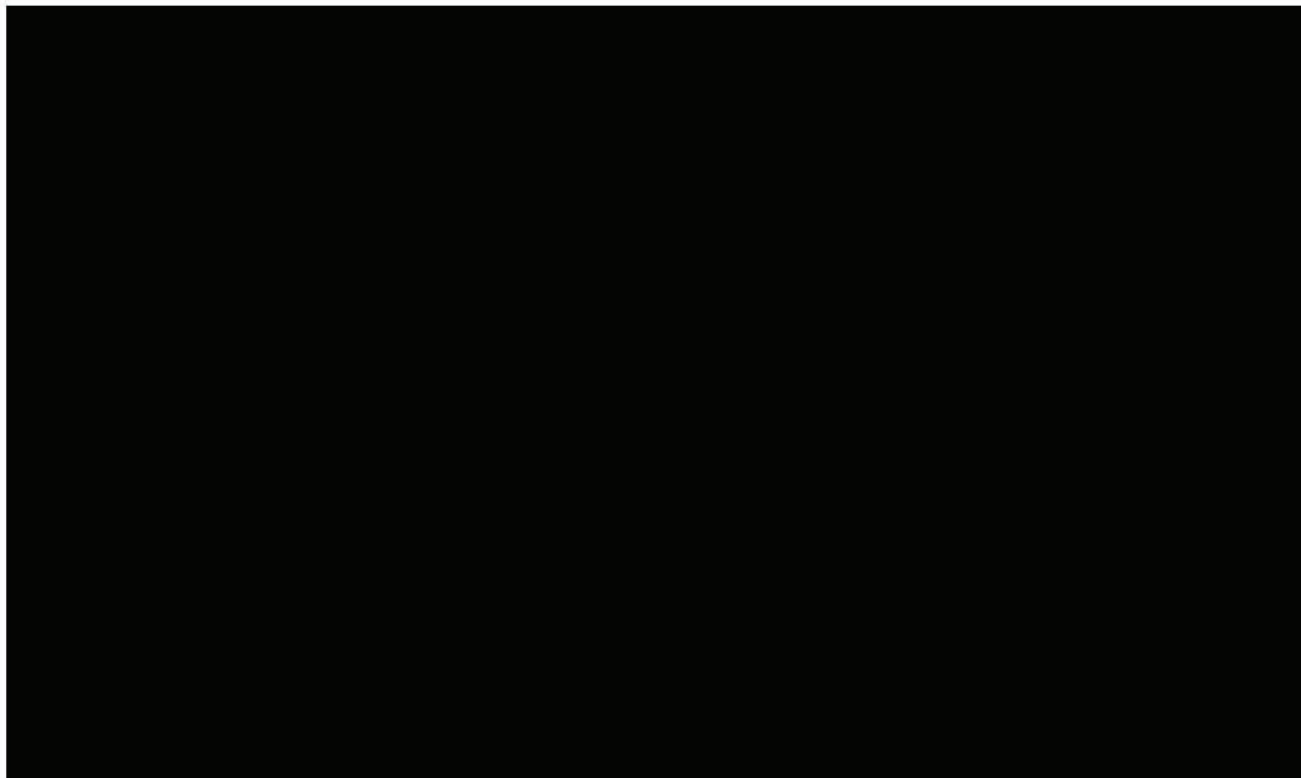
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

*This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.*



DocuSigned by:  
*Megan Vargas*  
6504FE8BBBA44F7...

7/25/2022

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**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Quincy McLain

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Treasurer

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.



4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

New Heights Academy Charter School

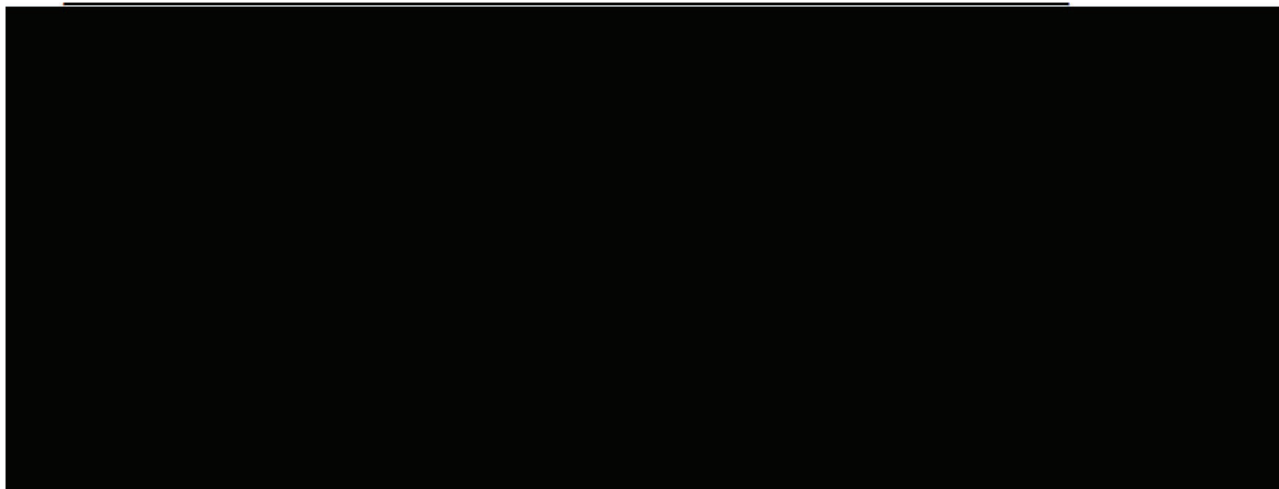
- Quincy McLain

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**Business Telephone:**

\_\_\_\_\_

**Business Address:**



DocuSigned by:  
*Quincy McLain*  
A1A7989F15CB497...

7/26/2022

**Signature**

**Date**

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*last revised 04/2022*



**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Brandt Smallwood

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Vice President

Chair of EAC

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you



7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

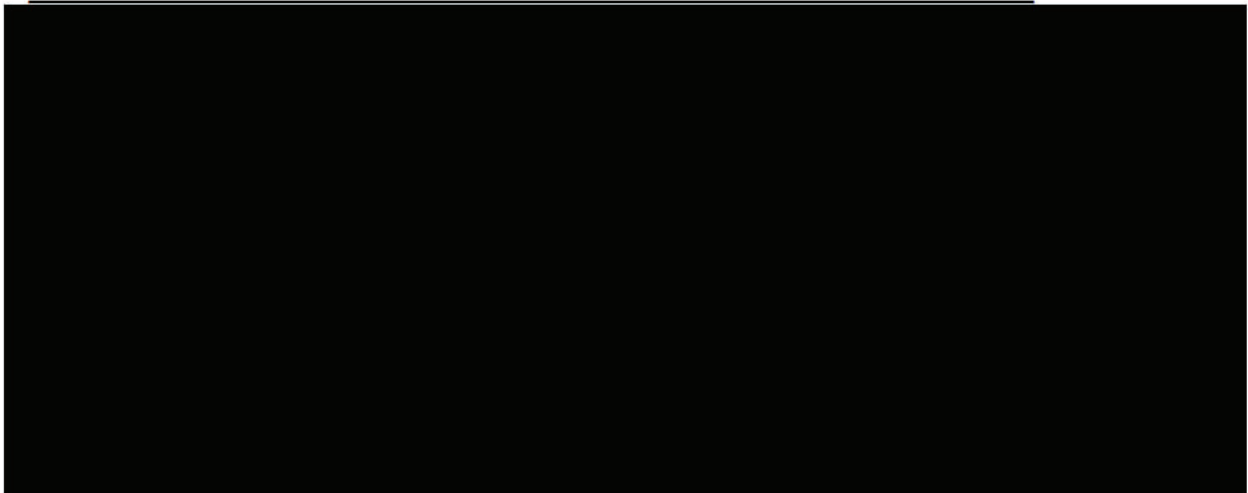
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

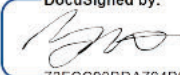
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**Business Telephone:**

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**Business Address:**



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6/30/2022

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**Signature**

**Date**

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*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Sarah Kretz

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.



6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

<b>Date(s)</b>	<b>Nature of financial interest / transaction</b>	<b>Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)</b>	<b>Name of person holding interest or engaging in transaction and relationship to you</b>

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

New Heights Academy Charter School

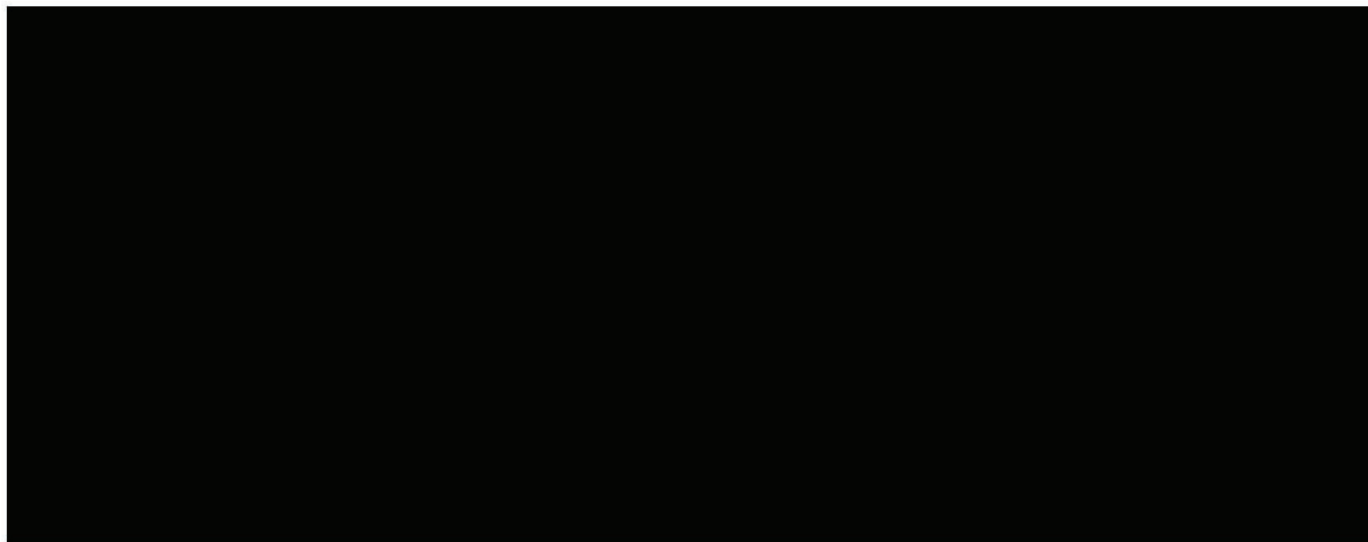
- Sarah Kretz

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**Business Telephone:**

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**Business Address:**



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*Sarah Kretz*  
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7/4/2022

**Signature**

**Date**

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*last revised 04/2022*



**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Benjamin Talton

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

<b>Date(s)</b>	<b>Nature of financial interest / transaction</b>	<b>Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)</b>	<b>Name of person holding interest or engaging in transaction and relationship to you</b>

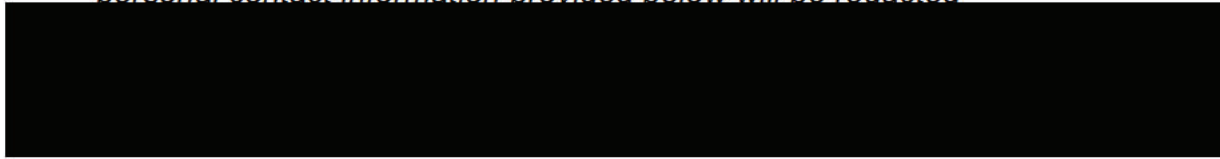
7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

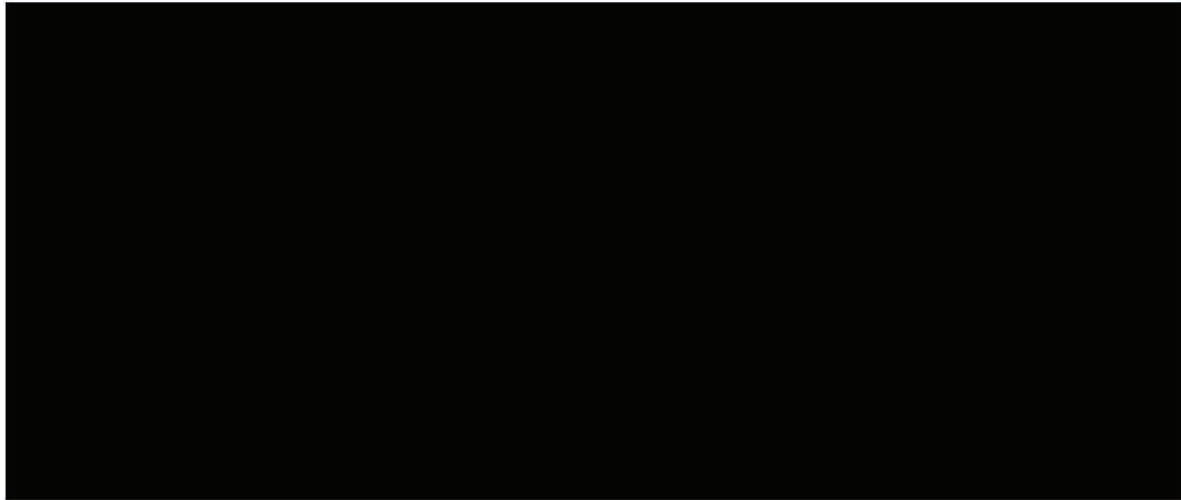
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest



*This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted*



**Business Address:**



DocuSigned by:  
*Benjamin Talton* 7/29/2022  
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**Signature**

**Date**

Acceptable signature formats include:

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*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Sherrika Fuller

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Chair/President

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.



6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

New Heights Academy Charter School

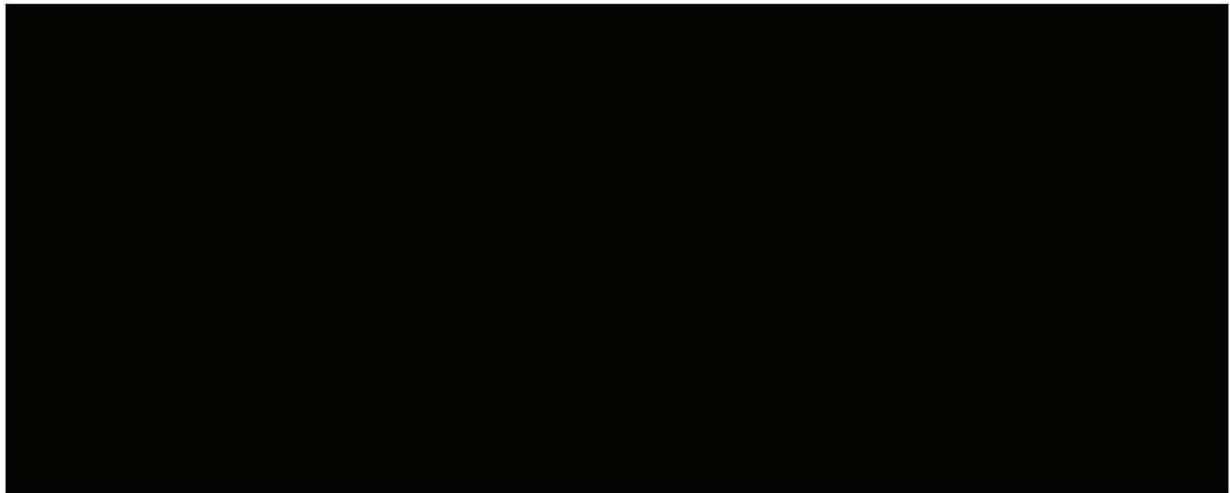
- Sherrika Fuller

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**Business Telephone:**

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**Business Address:**



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6/29/2022

**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Gail Tomalonis Grossmann

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.



4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

<b>Date(s)</b>	<b>Nature of financial interest / transaction</b>	<b>Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)</b>	<b>Name of person holding interest or engaging in transaction and relationship to you</b>



7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

*This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.*

**Business Telephone:**

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**Business Address:**

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*Gail Tomalonis Grossmann*  
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7/3/2022

**Signature**

**Date**

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*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Jamie Gartland

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Secretary

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

I was the staff representative to the board. I have been teaching in the school for 14 years. I was not a voting board member.



6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest



*This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.*

**Business Telephone:**

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**Business Address:**

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7/5/2022

**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Marc Silberman

---

**Name of Charter School Education Corporation:**

New Heights Academy Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee, Treasurer

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you



7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

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**Business Telephone:**

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**Business Address:**

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*Marc Silberman*  
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7/13/2022

**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

*last revised 04/2022*



**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Daniel Ortiz

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**Name of Charter School Education Corporation:**

NHACS

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).  
BOARD MEMBER

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

<b>Date(s)</b>	<b>Nature of financial interest / transaction</b>	<b>Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)</b>	<b>Name of person holding interest or engaging in transaction and relationship to you</b>

7. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, check **None**.

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

*This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.*

**Business Telephone:**

347-996-0085

**Business Address:**

3568 BRONXWOOD AVE, BRONX NY 10469

**E-mail Address:**

JERUSALEMDANNY@GMAIL.COM

**Home Telephone:**

N/A

**Home Address:**

N/A



7/29/22

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**Signature**

**Date**

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**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Angel Vasquez

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**Name of Charter School Education Corporation:**

New Heights Academy Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.



4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if this person could benefit from your participation.

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

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**None**

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**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

New Heights Academy Charter School

- Angel Vasquez

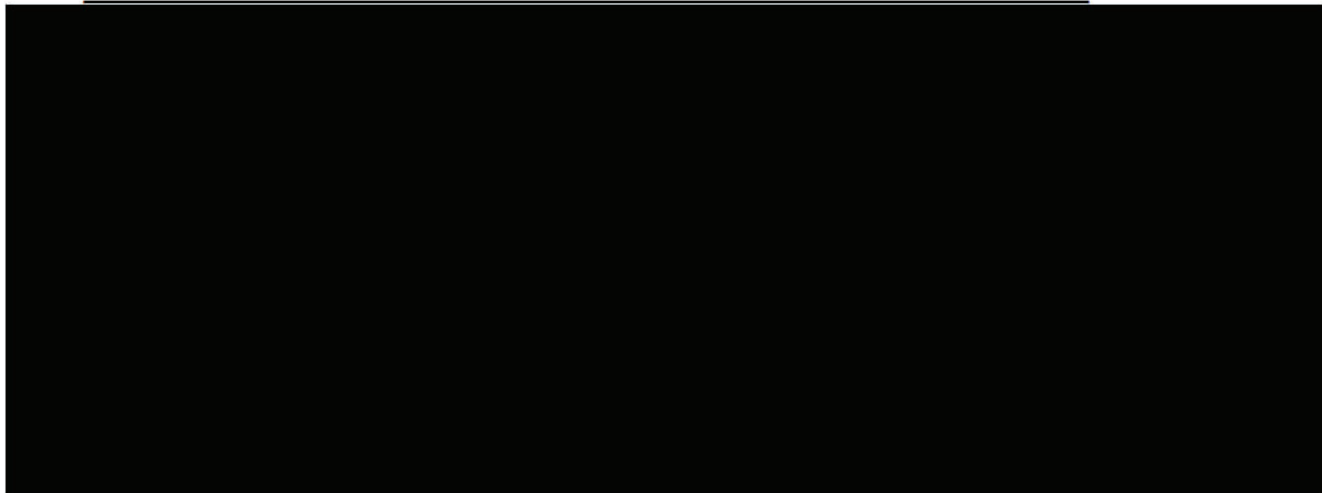
*This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.*

**Business Telephone:**

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**Business Address:**

\_\_\_\_\_



DocuSigned by:  
*Angel Vasquez*  
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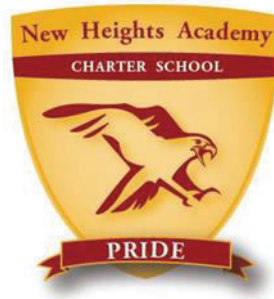
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**Date**

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*last revised 04/2022*



**Board of Trustees  
July 22, 2021  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Jamie Gartland (Via Audio), Benjamin Talton (Via Video), Angel Vasquez (Via Video), Sherrika Fuller (Via Video, Brandt Smallwood (Via Video) Daniel Ortiz (Via Video), Marc Silberman (Via Video), ), Megan Vargas (Via Video) joined at 6:50 pm

**Absent:** Sarah Kretz,

Guests: Wendy Ramos, Li'Esha Garcia, Christina Brown,

**I. Call to Order**

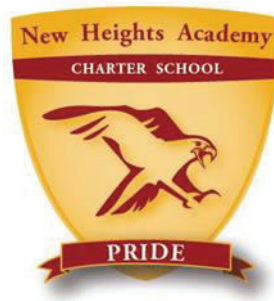
Sherrika Fuller called the meeting to order @ 6:34 pm

**II. Approve Minutes from 7/22/2021 Board Meeting**

- Sherrika asked if there were any questions from the July Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika Fuller moved to approve the minutes from the July 22, 2021 meeting; Marc Silberman seconded.**

➤ **Approved: 4 in Favor; 0 Opposed; 2 Abstentions**





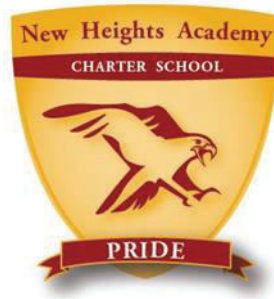
### **III. Audit Update**

- Wendy Ramos shared that the interim audit went smoothly.
- The finance committee will have a planning meeting with the auditing firm on August 2, 2021 to discuss the interim audit as well as inform the committee of the year-end audit time line.
- The year-end audit is scheduled to take place remotely the week of August 23, 2021 so that is completed and ready to be presented to the Board at the September board meeting.

### **IV. August Retreat Planning**

- Dan Pasek of Pasek Consultant shared his background, starting that he knows Christina and Wendy for some time.
- Dan shared about the renewals since 2016.
- The retreat will talk about and prepare the board to understand the renewal metrics with the condition placed on the school.
- Sherrika shared some context. Would like to consider board dynamics, understanding what the board needs to do, and laying out a roadmap, understand as governance What are we responsible for and how do we assess our gaps? Think about onboarding, committees, etc. Would like to have the board level set.
- Dan will be sharing a survey for the board. The board retreat will last about 2.5 hours.
- The retreat will include a talk about the unique metric from the board's lens how to evaluate a school serving grades 5-12,
- Will discuss committee work, typically excuses school members. Really discusses the governance and education accounting committee.
- Angel shared that this is helpful, even having served on the board for some time.





- Brandt would like to understand some of the legal, do's and don'ts.

#### **V. Options for the August Retreat**

- Wendy shared some options for how the August Retreat could be structured.
  - Saturday morning, or
  - Weekday evening.
- Sherrika led the discussion on choosing a date. The date of the August Retreat will be August 18, 2021 at the school.

#### **VI. Closing Remarks**

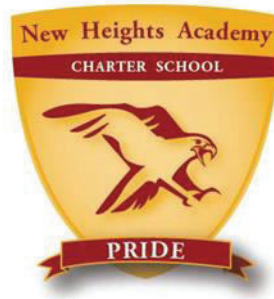
- Gail Grossman former President reached out and is interested in rejoining the board. She naturally has served in an advisory capacity. She would be voided in during the August meeting. Sherrika asked if anyone had any comments; no comments from the board.
- Sherrika connected with BoardAssist, they source members for the board. As we think about our structure, let's think about our gaps to see how we fill the gap.
- There is a vice president position to fill. Sherrika will be reaching out the board members.

#### **VII. Adjournment**

- **Sherrika moved to adjourn the meeting; Angel seconded**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 7:10 pm

*Minutes Recorded By: Wendy H. Ramos*



**Board of Trustees  
August 18, 2021  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Jamie Gartland (Via Video), Angel Vasquez (Via Video), Sherrika Fuller (Via Video), Marc Silberman (Via Video), Brandt Smallwood (Via Video), Sarah Kretz (Via Video), Benjamin Talton (Via Video), Megan Vargas (Via Video)

**Absent:** Daniel Ortiz, Quincy McLain

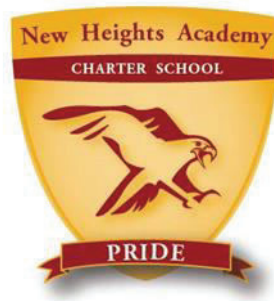
**Guests:** Wendy Ramos, Li'Esha Garcia, Christina Brown, Gail Grossman, Fred Givens, Dan Pasek, Rebeca Gonzalez

**I. Call to Order**

Sherrika Fuller called the meeting to order @ 6:06pm

**II. Approve Minutes from 7/22/2021 Board Meeting**

- Sherrika provided time to review the July Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the July 21st 2021 meeting; seconded.**
  - **Approved: 5 in Favor; 0 Opposed; 2 Abstentions**

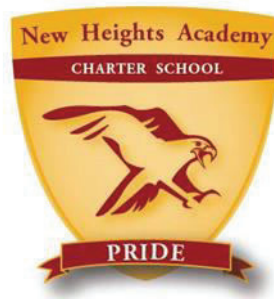


### III. Board Elections

- Sherrika nominated Brandt Smallwood to serve as vice president of the board of trustees. She described the work he has done in committees and his desire to be more involved.
- Sherrika also introduced Gail Grossman. Gail was previously the board president and would like to participate in the board once again.
- **Sherrika moved to elect Brandt Smallwood as vice president of the board of trustees. Angel Vasquez seconded**
  - **Approved: 6 in Favor; 0 Opposed; 1 Abstentions**
- **Sherrika moved to elect Gail Grossman to serve on the board of trustees; Angel seconded**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**

### IV. Finance and Budget Update

- Li'Esha Garcia provided an audit update. A form 133, single audit, must be completed when federal expenditures are over 750K. Additional tests are done to make sure spending is in line with grants requirements.
- Audit will be completed well in advance of the November tax deadline.
- Sherrika explained that spoke with auditors as well, and was pleased to hear how highly they speak of Li'Esha and the work that she does.



**V. Pasek Consulting - School Leadership Update and Board Development**

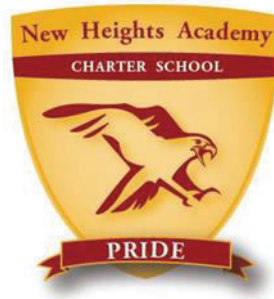
- **Sherrika moved to enter executive session (§ 103.f); Angel seconded**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**
  
- **Sherrika moved to exit executive session: Benjamin Talton seconded**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**

**VI. Adjournment**

- **Sherrika moved to adjourn the meeting; Benjamin seconded**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 9:00 pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
September 23, 2021  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Sherrika Fuller (Via Video), Brandt Smallwood (Via Video), Marc Silberman (Via Video), Jamie Gartland (Via Video), Megan Vargas (Via Video), Sarah Kretz (Via Video), Quincy McLain (Via Video)

**Absent:** Daniel Ortiz, Angel Vasquez, Benjamin Talton

**Guests:** Wendy Ramos, Li'Esha Garcia, Christina Brown, Gail Grossmann, Tiffany Wilson, Gus Saliba, John Bianca, Fred Givens

**I. Call to Order**

Sherrika Fuller called the meeting to order @ 7:07pm

**II. Approve Minutes from 8/18/2021 Board Meeting**

- Sherrika provided time to review the July Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the 8/18/2021 meeting; Brandt Smallwood seconded.**

➤ **Approved: 5 all in Favor; 0 Opposed; 1 Abstentions**

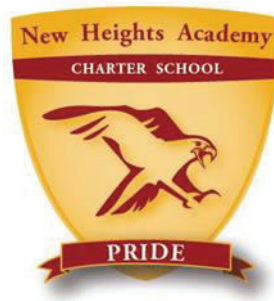


- Gus Saliba shared the wrap up documentation for the independent audit. He described the process from field work to quality control clearance. There are no significant changes expected other than the addition of the signed management representation letter. It will be a clean, unmodified report. The 990's are due November 15th and they are just waiting for the questionnaire. They will upload a single audit up to the federal clearing house, certified by himself and Chrissy within one month after issuing financial statements.
- There was nothing unusual to report, no significant transactions, there were no difficulties encountered. There were no corrected misstatements as Li'Esha has been great and great with communication.
- John Bianca Increases in expenditures were for HVAC, Chrome books, increases in salaries and bonuses. The PPP loan was transferred to revenue after the forgiveness.
- Expenses are 89% to program services, 10.5% management, and 0.5% to fundraising. The statement of functional expenses showed a total increase year to year with salaries increased, hires in Special Education, and bonuses. Food costs went down, but janitorial expenses increased due to COVID. Security costs increased due to fire panel replacement. Telephone costs increased by 70K, as hotspots provided to students and staff.
- Gus described the difference between assets and restricted cash for lease commitments and deferred rent.

The single audit required to maintain compliance with federal grants and programs with expenditures over a threshold of expenditures. The proper controls are in place and in compliance with federal programs. There is a high risk as there was no audit in 3 years. The result is a clean opinion under uniform guidance with no deficiencies in control or compliance.

The board agreed to vote to accept the audit while expecting the auditing company to send a revised cash flow statement and with the understanding that PKF O'Connor Davies' quality control team may make some non-material updates.



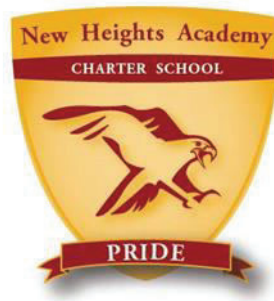


- **Sherrika moved to approve audit report with no material changes; Quincy McClain Seconded.**

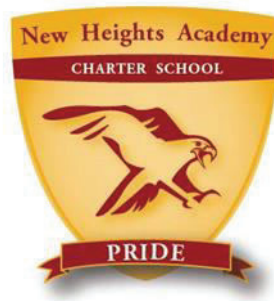
➤ **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

### III. State of the School

- Christina shared that overall, the start of year is better than expected. There was an extra week of closure due to a COVID case, but it allowed for more opportunities to practice hybrid instruction. Teachers are feeling prepared due to leaders, principals and coaches.
- Anxiety is still there, but reduced. The challenges had been around arrival to school; checking all students for PCR results and providing wristbands as identifiers.
- Glows and Grows; there is over 83% participation in school days so far, but leadership wants above 95%. The attendance team is collecting information on the reasons to determine intervention. Combined in person and remote attendance is 93.1% participation.
- Some more fun updates include a newly remodeled dance studio with a sprung floor, and work has begun to transform the music room. Many students have pursued music careers after leaving New Heights, and there are many talented students. There will be a recording space to produce demos for students' college applications. The other arts studios will also be renovated, but the gym is next. Extra money will be used to upgrade spaces. In the midst of COVID, there was a need to get students more active again. The school will not be participating in fall sports, but athletes must remain active. There will be stations in middle and high school gyms for weight and cardio training.
- Typically the school is issued a school nurse by the Department of Health. Due to a shortage, they have not sent one yet. The school is working to contract with another service provider.
- Sherrika asked for more information on how a nurse would be hired.
- Li'Esha explained that they would use a temp agency vendor.



- In the middle school, the 5th graders are focused (and adorable) as they try to figure out the building. There is a lot that has been done, through PRIDE academy on culture building. iReady assessments are completed for reading and math levels. They are at 91% assessed and will finish over the next week. The middle school is short a teacher, and in the process of hiring a 6th grade math teacher who will begin on October 4th. In the meantime, 2 skilled teacher assistants are filling in.
- There was a high amount of anxiety going in, with a few things to alleviate. The full staff meeting was held and school leaders answered questions about how the response to COVID cases would go. The policies were followed when the actual case occurred. Staff has been supporting other staff members and there is a real team atmosphere.
- Gail Grossmann asked about the enrollment in the 5th grade being 20 students shy of the target, and if there are any concerns.
- Christina answered that they are worried that the numbers are not up, but grateful for the 50 students since there are concerns about transportation and nervousness in the community.
- Wendy Ramos added that parents are more nervous to leave their current schools. The team is still recruiting. Every month there is a specific recruitment effort that will include: Facebook push, bus stop ads, newspaper ads and the school is still sending monitors into the community. People who left the area for COVID are coming back into the community and calling about space.
- Christina added that the great thing is that, financially, the school is in a good place, and they don't need to be filled right now. Although, it would give more time to prepare those students.
- Gail asked about how much catch up needs to be done and the ability of the school to get them back where they need to be.
- Christina shared that most of the iReady data is back and it is not where she would like it, but the Wilson contract will help address those losses. Middle Schoolers read constantly when in the building, when not present in the building, they can't do the million page challenge as well. Wilson will help address the loss and the gap. The school is also working with the library on 145th street, and will offer books to supplement the million page challenge.



- Fred Givens shared updates on the high school. He shared that he is also teaching and grading papers. Instructional coaches and principals are teaching for open positions instead of hiring substitute teachers, as they are content specialists.
- There is an 81% attendance rate for in person instruction and over 90% when combined with virtual attendance.
- The school participated in pride week to get reacquainted with NHACS. Some students who are over age and under credited will be meeting with leadership and families about their options for finishing up their diplomas on time after being affected by the pandemic.
- About 10% of high school students were not successful during the pandemic instruction and the school is working on solutions. Enrollment is at 394 students including a larger than normal senior class. There will be about 380 after providing some solutions to the under credited students.
- Taking attendance is difficult in hybrid instruction, but anxiety was reduced once students came back. The SEL activities, procedures, cleaning helps. There were no mask issues. There is a noticeable gap in some skills as students haven't written in a classroom environment in a long time.
- Sherrika asked about the students not coming to school.
- Fred responded and explained that they are students who have not shared their COVID test results. It is easier to track down students than it was last year.
- Brandt Smallwood asked for more details on the COVID testing policy and where the school stands on vaccination rates.
- Christina answered that staff is being tested weekly with no issues. Students have just started PCR testing on Tuesday and Thursday. Every student is tested each week.
- The Department of Health has mandated that NYC employees be vaccinated. This is challenging, but it has to be done. The message went out today to all staff members and tomorrow there will be communication on what reasonable accommodations are available.



- After meeting with the authorizers on what is allowed, the mandate must be respected. Exemptions are based on appropriate documentation. 75% have been vaccinated. 10% are in the process. 15% do not want to be vaccinated. There are 7 who are still in conversations but they are not in a place to take it yet. Forcing them to vaccinate may cause them to resign.
- Operation update: There has been a lot done to upgrade the facility with facilities, there were ventilation upgrades and repairs to the water heater. There is upgraded tech in classrooms. There are Jabra cams, new smart boards, charge tech battery carts, headsets, and portable battery stations with UV Sanitizing cycles in each classroom.
- The students are not eating the food provided, so there is a renewed need to serve normal, hot meals. On October 15th the cafeteria will be back to serving hot breakfast and lunch.
- Sherrika added that even though we are still in the pandemic, the administration's management of this transition is incredible. Policies changing weekly if not daily and this is a critical month. Things could be different very soon.

#### **IV. Review of Board Bylaws**

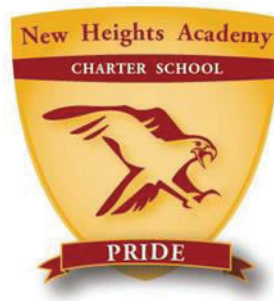
- Sherrika shared that there are key board documents that may need to be updated and asked that the board would read the bylaws as published work toward any revisions and adoption of revised bylaws for the next meeting.

#### **V. Adjournment**

- **Sherrika moved to adjourn the meeting; Brandt seconded**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:25 pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
September 29, 2021  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Brandt Smallwood (Via Video), Benjamin Talton (Via Video), Jamie Gartland (Via Video), Marc Silberman (Via Video), Sherrika Fuller (Via Video), Megan Vargas (Via Video)

**Absent:** Daniel Ortiz, Angel Vasquez, Sarah Kretz, Quincy McLain

**Guests:** Wendy Ramos, Li'Esha Garcia, Josie Rosa, Christina Brown, Fred Givens

**I. Call to Order**

Sherrika Fuller called the meeting to order @ 7:05pm

**II. Facilities Update**

- Wendy Ramos shared that on Sunday, September 26th at 3:30am. The fire alarm company called about active trouble on the fire panel. At 5:30am the maintenance team arrived at the building to find a burst sprinkler pipe on the second floor of the building.
- Water had flooded the 7th grade wing of the 2nd floor, the lobby on the first floor, and the 6th grade wing of the basement. There is damage to drywall, subfloor, ceiling and insulation.
- Josie Rosa shared that water entered the fire panel and destroyed modules and booster supplies, leaving the panel semi operational. The wall behind the panel is still wet and this will continue to affect its operation.
- The insurance company was immediately contacted and a restoration company began the drying and restoration process.



- The landlord (Jose Betancourt) was also contacted, but he was difficult and uncooperative. After reviewing the situation with an attorney, it was noticed that Civic Builders is actually a sub landlord and they have their own insurance coverage on walls, floors, and ceilings that were built out by the company. They will be taking point on the repairs and dealing with the landlord. The sprinkler system is very old, after the fire department pointed that out; Jose's maintenance man was in the building replacing parts.
- Instruction has moved to remote until the issues can be resolved.
- The board members asked clarifying questions and discussed options and next steps and decided on how the board will be notified of updates and progress. The board members asked clarifying questions and discussed options and next steps and decided on how the board will be notified of updates and progress. They also discussed a long term strategy of creating a task force that would find another building/space.
- Christina provided updates on the vaccination rates and mandates. Now at 93% of staff vaccinated, with a few staff members deciding to follow the mandate after some conversations. The remaining staff members will be making their decisions soon.

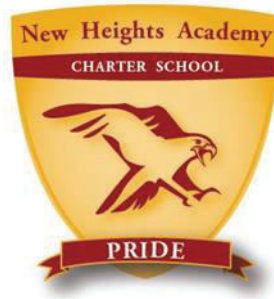
### III. Adjournment

- **Sherrika moved to adjourn the meeting; Marc Silberman seconded**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 7:40 pm

*Minutes Recorded By: Jamie Gartland*





**Board of Trustees  
October 21, 2021  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Sherrika Fuller (Via Video), Brandt Smallwood (Via Video), Megan Vargas (Via Video), Quincy McLain (Via Video), Angel Vasquez (Via Video), Marc Silberman (Via Video) joined at 7:09 pm.

**Absent:** Daniel Ortiz, Jamie Gartland, Gail Grossmann, Sarah Kretz

**Guests:** Wendy Ramos, Li'Esha Garcia, Christina Brown, Tiffany Wilson, Fred Givens

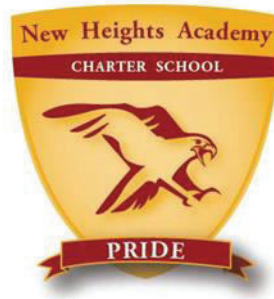
**I. Call to Order**

Sherrika Fuller called the meeting to order @ 7:02pm

**II. Approve Minutes from 9/23/2021 Board Meeting**

- Sherrika provided time to review the September Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the 9/23/2021 meeting; Brandt Smallwood seconded.**

➤ **Approved: 4 in Favor; 0 Opposed; 1 Abstentions**



**III. Approve Minutes from 9/29/2021 Emergency Board Meeting**

- **Sherrika moved to approve the minutes from the 9/29/2021 Emergency Meeting; Brandt Smallwood seconded.**
  - **Approved: in 3 Favor; 0 Opposed; 2 Abstentions**

**IV. Finance Update**

Li'Esha Garcia shared the budget highlights:

- At this time, it is projected that we have \$36,000 less revenue than budgeted; and \$69,000 less in expenses.
- We anticipate that we will end the year with a \$33,000 surplus
- Notables, state aid is down \$259,000 driven by per pupil funding
  
- At this time the meeting agenda was shifted to accommodate Marc Silberman joining the meeting and to go into an Executive Session.

**V. Executive Session**

**Sherrika moved to enter executive session under open meeting law (§105. f); Brandt Smallwood seconded**

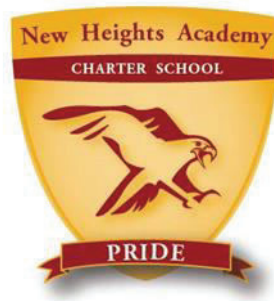
- **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

Sherrika moved to approve ED Compensation; who seconded

- **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

Megan moved to create a new Governance Committee

- **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**



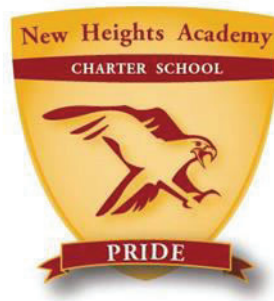
## VI. Finance Update (continued)

Li'Esha continued Finance update and reiterated the highlights. In addition, she added that:

- We have an addition \$250, 000 in federal funds due to the ESSER funding.
- Salaries are under by \$94,000 due to vacancies and replacement staff coming in at lower rates
- There has also been reduction in staff due to the vaccine mandate
- Fringe benefits are down by \$56,000
- Instructional support is over by \$70,000 as we are working with additional consultant to address SEL needs and student learning loss
- Professional services up by \$115,000 which is also covering SEL and student learning loss as well and an IT consultant to support while a member of the IT team was away for military training.
- Food service is under \$218 000 due to no meal service

Still very early in the year, things will look very different in the next couple of months.

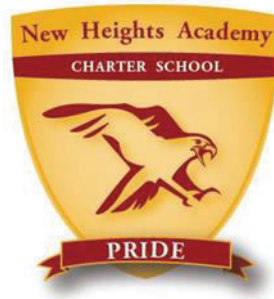
- Brandt had a follow-up question regarding enrollment; how do we feel about the likely hood of closing the gap and what levers are we pulling?
- Christina shared that we are working getting students off of waitlist and turned it over to Wendy.
- Wendy shared that the team is scrubbing the waitlist, meaning her team is calling families that had never responded, creating incentive plans for new and current families, as for staff and student aides who are canvassing. In addition we are working with marketing group who is helping to build a social media presence; there are bus shelter ads, and digital and print ads going until March 20211. Most important, the team is all is.
- The pandemic has caused a big flight out of the city, parents are reluctant to move 5<sup>th</sup> and 6<sup>th</sup> graders; a lot of factors have parents not moving their children - we are also handicapped in that we cannot show them the school and being remote.
- Angel shared that the DOE has been asked many times to release the enrollment number. The UFT believes that there is about 150K – 180K not currently attending classes, or not re-enrolled. The DOE promised to release enrollment information on 10/31.



- Sherrika asked is the drop of enrollment affecting other schools. Also we have to face the fact that we don't have a building at this time.

## VII. Executive director Report

- Christina shared out that a result of the vaccine mandate that we would lose staff and we did. We granted one religious exemption and two medical delays. We are done with the process. Currently trying to figure out how to replace the staff.
- The flood damage has prevented us from opening until February 1st. The team is working hard to make sure we can reopen. We are remote however we have located some alternate site for our neediest learners so students do not fall further behind. I will have an absolute plan by November 8 and by next BOT meeting will share plan
- We the working of becoming a cultural response school environment. We need to spend more time learning about the LGBTQ community. We have partnered with and organization to help us understand those community issues are and how to communicated with staff and students. We still have work to do on race equity, we will continue however we are working in the feedback on how to be more
- We now have a nurse, good news.
- Working on the reforecast with Li'Esha.
- Middle School has finished first progress report and realized that the 6th grade is really struggling. Grade teams have developed various strategies to combat the issues.
- No accountability issues.
- Real anxiety that students are feeling about being remote again. Our students understand they need to be at school for the social interactions.
- High School progress report comparison to last year is that this year grades are better, however incompletes are much higher.
- Attendance rate is at 94% which is really good and there are no accountability issues.
- The shift from hybrid to remote was seamless; the issue is that students need to be in school.
- High School has identified 40 students so far for the alternate site instruction.
- Human Resources update, recruiting and hiring continue.
- OPS update, we are making progress. The demo work has happened in the basement and 2nd floor, they are currently working on the lobby. Mold was found so iFlooded is working to remediate are
- There was a trouble on the fire alarm due to a detector being damaged.



- Li'Esha shared that there was a hack on our telephone system. We are currently using a temporary number and are considering if we have to change companies.
- We are beginning the research of switching our Student Information System.
- Wendy shared out on the COVID rates in the city and neighborhood that most of our students come. And attendance is really good.
- So additional questions on the enrollment table came up.

#### **VIII. Board Update**

- Brandt shared that we have engaged Board Assist to look for a potential board addition with legal experience. Brandt will keep everyone posted.

#### **IX. Introduction of New Committee**

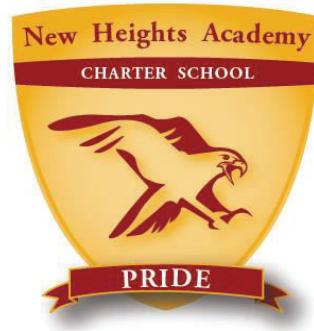
- Megan shared the creation of a governance committee. The purpose of the committee is to ensure the board is effective and responsible for conducting self-assessment, board composition, recruitment and diversity, any changes to the by-laws, create and/or amend the existing board agreement, and seek out opportunities for board development. Finally have a plan for succession for board officers.
- Sherrika shared that the homework of reviewing the by-laws has not shifted to the governance committee.

#### **X. Adjournment**

- **Sherrika moved to adjourn the meeting; Angel seconded**
  - **Approved: 5 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:06 pm

*Minutes Recorded By: Wendy Ramos*



**Board of Trustees  
November 18th 2021  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Sherrika Fuller (Via Video), Gail Grossmann (Via Video), Brandt Smallwood (Via Video), Angel Vasquez (Via Video), Jamie Gartland (Via Video), Daniel Ortiz (Via Video), Sarah Kretz (Via Video), Marc Silberman (Via Video)

**Absent:** Megan Vargas, Quincy McLain, Benjamin Talton

**Guests:** Wendy Ramos, Fred Givens, Rinaldo Murray, Josie Rosa, Michelle Anderson, Kimberly Cordova, Li'Esha Garcia, Christina Brown, Jamal Mantin, Henry Rambalde

**I. Call to Order**

Sherrika Fuller called the meeting to order @ 7:12 pm

**II. Approve Minutes from 10/21/2021 Board Meeting**

- Sherrika provided time to review the October Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the October 21st 2021 meeting; Angel Vasquez seconded.**



➤ **Approved: 4 in Favor; 0 Opposed; 3 Abstentions**

### **III. Angel Vasquez LULF Share Out and College Office Updates**

- Angel Vasquez shared that he is on the board of La Unidad Latina Foundation which is a college access organization. This is an additional opportunity for New Heights' students.
- Students are assigned a mentor that helps them with the college admissions process and scholarship money is awarded.
- Christina Brown introduced Henry Rambalde and Jamal Mantin, the college and career counselors.
- Jamal Mantin shared the challenges of engaging students in the college application process during this period of remote instruction and some reluctance to participate in college trips. Recent colleges trips, and in person intervention have really increased completion of applications and submission of financial documents.
- There is a team effort with administration and teachers. Students will even come on a Saturday because they want to make progress and socialize as well.
- Henry Rambalde shared that they are getting feedback and holding mandated meetings, contacting parents and informing them when students are not moving through the college process.
- Sherrika asked about why students might not want to go on a college trip.
- Jamal explained possible reasons and that it sometimes requires one on one interactions and motivation to engage students.
- Henry also answered that some students are now wage earners in their household, so they are afraid to go away for college trips and for college.
- Sherrika asked if there were alumni available to talk to seniors about this?
- Henry responded that the office has done this in the past and will continue over winter break when most of the students are back from school for winter vacation. Even parents of alumni can help ease concerns of current seniors' parents.
- Jamie Gartland shared that Jamal and Henry have impressive knowledge of each individual student that has helped them to give counseling advice. They files or great memories of everything the students have said or done over the past 4 years concerning goals and college/career related information.

- Christina thanked them for their efforts.

#### **IV. Finance Update**

- Li'Esha shared that enrollment numbers and funding amounts are still not finalized.
- There is an increase in projected revenue as the school has applied for additional E-Rate funding for technology and the grant was approved.
- Nothing major has changed on the expense end since last month.
- A clearer revenue picture will be available next month so they are staying frugal and vigilant on expenses in the meantime.
- The 990 has been submitted and they are finalizing the 401K audit for last year's plan. The audit is officially complete for the previous year.

#### **V. Governance Update**

- Gail Grossmann shared that the governance committee had their first meeting.
- Goals were set for the year: develop a draft Board member commitment statement for presentation at the November 18 Board meeting, conduct a Board self-assessment survey in December and again in June, review Board calendar for this year by December 8 and draft one for next year by May 11, reintroduce Board to the NHACS Board Site on Basecamp by January 20, develop a Board on-boarding program for presentation to the Board by February 17, and lead Board recruitment efforts.
- Each Committee can share goals to submit to the governance committee to add to this year's goals.
- Sherrika added that the committee should talk to newest board members to see how they feel about this and what are the things that new board members would be comfortable agreeing to.
- Angel commented that he appreciates it being in one document to review every year; keeps it front and center as something we should all be committed to doing.
- Gail shared that she will get the draft out to all board members, that she welcomes feedback and comments, and would like to get it firmed up over the next 6 weeks to distribute and execute.

- The Basecamp platform board site is for keeping board members informed and Megan will reintroduce the platform with a video presentation.
- Sherrika concluded that it is good to see an extension of retreat discussion, and basecamp as a resource. This will help leadership know that the board is aware and informed.

## **VI. Academic Update**

- Michelle Anderson shared general trends and highlights of the diagnostic and Interim Assessment data. Each year, iReady is used for diagnostic testing to get a baseline at the beginning of the year. In previous years, this was given as an interim assessment so that there were proctors and modifications as needed, but has been given remotely for the past 2 years. It will transition when in person instruction begins.
- This year the high school resumed the SRI and SMI testing during the IA administration. This test was not given last year. It is currently 60% complete, but the missing students will make up the session, goals cannot be set with incomplete data.
- Michelle shared the overall strengths and challenges in each subject for the middle and high schools. The middle school targeting skills in intervention and the high school spiraling skills into the next units. .
- Kimberly Cordova shared that in her department, the focus is on the process of instruction (parallel or alternative teaching) and looking at lesson plans to see that SDI is provided for students with IEPs and ELLs. In math, vocabulary, examples and non-examples particularly ELL students will be the focus.
- Science and social studies data observations were shared for middle school and high school. Precision, writing rubrics, OPTIC strategies, incorporating more historical thinking skills into each lesson plan will be strategies moving forward.
- Kim shared that there will be a focus on writing short responses with full details and full claims as well as writing across the curriculum for students with IEPs and ELLs. The ELL teacher will be particularly focused on social studies, helping students build context as they may not have the experience needed in this country.

## **VII. Executive Director Report**

- Christina shared that the school has secured 3 alternate sites for instruction and the insurance will reimburse for the rent paid on these spaces. The middle school has space on 145th and St. Nicholas and high school has 2 smaller spaces at 135th and St. Nicholas. Monday was the first day of in person support, and today was day 2 and

more students attended. Parents need support from us to create a more structured environment.

- Rinaldo Murray shared that there was a reduction in the number of F's from 390 to 192 with diligent work from teachers, Saturday academy and after school support. Math scores are trending in the right direction, building capacity with teachers and having TA's continuing upward.
- Fifth through seventh graders were happy to be in the space on Monday. There is capacity for 100 and more students want to come. There is a wait list, but the 100 students that are the most in need have priority. So far, teachers have noticed a difference.
- Fred Givens shared that there has been academic change and some success, managing to cut incompletes down from last year at the same time by over 100. Students are being held accountable for their work when coming in person. The Regents exams are coming back after 2 years without. Having in person support has made a big difference for students who are struggling. Rosters will be looked at after 5 days to see if more students can be invited.
- College trips make a huge difference. In some ways the college trip is brand new, as new students to the high school have not had them yet. Conversations with students on the bus and tours were valuable.
- Sherrika asked for more information about incompletes, and Fred explained how they work in the high school grading system.
- Tiffany shared updates from the Human Resources department. An offer has been made for the high school social studies position. The retention rate is at 93%.
- Sexual harassment training deadline is approaching. So far, 104 out of 108 staff members have been fully vaccinated against COVID with 3 exemption updates, and 1 person finishing up the last dose.
- Josie Rosa updated the board on the sprinkler incident repairs. The demolition has been done. The mold remediation, cleaning, and scraping are ongoing. Once cleaned it will be tested. The turnaround time is just a few days. Once that comes back clear rebuilding can begin. It is estimated that it will be the 1st week of December.
- At the alternative sites: desks, kiosks, chairs, stations, emergency items and plans have been transported. The cleaning crew is there daily sanitizing and providing deep electrostatic cleaning.
- Food services is working on Wednesdays and Thursdays providing families meals for the week. They are serving breakfast and lunch to students at remote sites and food baskets for families in the most need as well as extra thanksgiving baskets.

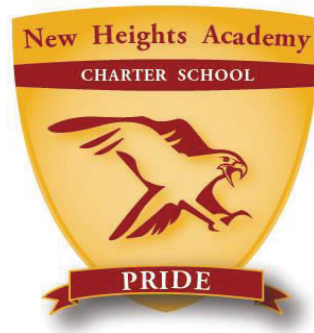
- Angel mentioned reaching out to contacts with law firms concerning the lease.
- Wendy Ramos shared that COVID numbers are ticking up. The school's zip code is a substantial transmission zone; the Bronx is a moderate zone, so the Health Department is encouraging full COVID safety procedures.
- Enrollment is at 680 with 2 more in the enrollment process it will be at 682. Four students are pending enrollment. The pipeline is slow, but they are trickling in.
- Attendance is at 94.1% which is an increase from 93.2% in September. Students are engaged despite challenges they are having.

### **VIII. Adjournment**

- **Sherrika moved to adjourn the meeting; Brandt Smallwood seconded**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:13 pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
December 16th 2021  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Brandt Smallwood (Via Video), Sherrika Fuller (Via Video), Jamie Gartland (Via Video), Benjamin Talton (Via Video), Gail Grossmann (Via Video), Marc Silberman (Via Video), Angel Vasquez (Via Video), Sarah Kretz (Via Video), Quincy McLain (Via Video), Daniel Ortiz (Via Video)

**Absent:** Megan Vargas

**Guests:** Wendy Ramos, Janais Roberts, Li'Esha Garcia, Tiffany Wilson, Andy Laurent

**I. Call to Order**

Sherrika Fuller called the meeting to order @ 7:03 pm

**II. Approve Minutes from 11/18/2021 Board Meeting**

- Sherrika provided time to review the November Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the November 18th 2021 meeting; Marc Silberman seconded.**
  - **Approved: 7 in Favor; 0 Opposed; 2 Abstentions**



### **III. Community Comments**

- Christina Brown explained how the alternate school sites are organized, and introduced Andy Laurent, the Restorative Justice Coordinator and Janais Roberts the Dean of Culture for the middle school.
- They shared the progress made at the alternate site. There is social interaction and accountability. There are students from all middle school grades, 3 administrators, 4 student aids, 2 Wilson reading specialists, and security guards. The site offers some students a place to come every day on the same schedule as being in school with reminders for switching class periods, breaks in a courtyard, and opportunities to make up missing work. Clear PCR results are needed and the same entry protocols as the school building are in place.
- There may be opportunities to target more students; data and attendance are being reviewed to see if more can get in.
- Brandt Smallwood thanked them for their work, and sharing the information. .

### **IV. Finance Update**

- Li'Esha Garcia provided a finance update on changes to the projected revenue, expenses, and surplus due to lower enrollment numbers. They are looking for potential funding to apply for, but anything that has come up is not available until next school year.
- Expenses are also lower from reductions in salaries and fringe benefits as some positions will remain unfilled. If revenue and enrollment change, they will be revisited.
- Angel Vasquez asked if those adjustments were looking like ending the year with a surplus or deficit.
- Li'Esha answered that additional ARP funding makes up for under enrollment, there is still a projected surplus.
- Sherrika asked for more information on the positions not being filled and the impact.
- Christina answered that staff members are taking on extra work for supplemental pay.

- There have been no major issues with IT at either of the alternate sites. The school will be switching to a new student information system for next year, and is in the process of doing demos on 3 different platforms and getting feedback from all parties involved.
- Sets of Chrome books have been returned, so the team is in the process of doing quality insurance to see what is viable for use and what can be donated.
- The school is in the process of implementing a swipe entry process smoother for attendance using ID cards to be marked as present for the day instead of manual process.
- All demolition and mold remediation have been completed in the building. Leveling floors and rebuilding is happening now. Paint specs and finishes, replacement furniture orders with an ETA of 6 weeks, and they are in the process of redoing bird netting which needs to be touched up every year.
- The fire panel is up and working to order and the school is still on track to have students back in the building February 1st.

## **V. Executive Director Report**

- Christina shared that there will be a small staff school session for acclimating to technology and systems used for instruction in the new environment.
- The school is working with a consultant to develop a plan and procedures for working with LGBT students, and ways to protect students. The school's attorneys will review the plan before it goes up for board approval. Administration is building capacity to lead culturally responsive environments concerning, race, equity, and LGBT+ issues.
- Administration is paying attention to COVID numbers; trying not to overreact to the giant leaps around the city and the neighborhood. There are parent meetings twice a month to provide information, administer surveys, and listen to parent concerns. They are expressing concerns after hearing about cases in the news.
- The budget is being reworked based on current enrollment, and some of the things that are typically done in the spring, will not be possible. A different proposed budget will be presented to the finance committee.

## **VI. State of the School**

- Christina shared highlights from Rinaldo Murray's middle school report. There are 112 students on the honor roll; there has been a strong decline in number of students receiving a grade of F in middle school. The attendance rate is currently at about 95%.

- There has been 1 accountability issue. A student knowingly broke 3 chrome books and is on her 4th laptop. Disciplinary restorative action /plan has been enacted and the family will be financially responsible if plan is not followed.
- In the high school, they have reduced the number of incomplete assignments from 245 to 137. They will be doing work after school and on Saturdays to keep numbers on the decline. Attendance is at 92%, and there have been no major accountability issues.
- College applications are in process with 92% seniors having completed CUNY applications and currently working on SUNY. The 5 students that have not completed applications will be called for parent meetings as 98% of students have completed their FAFSA applications.
- Tiffany Wilson shared that there are 4 positions open and that she is working diligently with the principals to fill positions. She is working with Ms. Brown on recruitment strategy for next school year: data analysis, statistics and tactics such as online marketing, pipeline program and job fairs. She is also working on retention strategies.
- Angel asked about the labor market with educators and availability of educators and a shortage.
- There is a shortage, and the DOE emails are reporting that there is a shortage. The school has partnered with colleges and TFA to find candidates. Even the resumes that come in are not the right talent. Even job fair talent is not as great as they used to be. Some because of vaccines, thankfully not on our end.
- Angel Vasquez commended the efforts put in place for retention.
- Gail Grossman asked about the timeline for staff commitment letters.
- Tiffany responded that those letters will be going out, and that data will be available.
- Gail asked about any morale issues.
- Christina answered that the survey results show that over 95% of staff are happy with their service to the school. They are happy with students and the support they are getting to feel more than just a teacher in a school, but as a part of a community.
- Tiffany shared that they are responsive to data and survey results. For example, they noticed social emotional concerns, so they increased options for support with an upgraded EAP plan providing 6 counseling sessions.
- Jamie Gartland shared that some of the newly hired teachers have many years of teaching experience and they are expressing that they are impressed with the growth

mindset of administration, coaches, and colleagues. They think that our students are the nicest they have ever worked with.

- Wendy Ramos shared a compliance update. Some items will be due by the end of January. She is working with the Executive and Governance committees on a succession plan
- There is a high COVID transmission rate in the community; each check in preparation for this meeting has shown higher rates.
- Enrollment is currently at 689, previous report was 680. Working hard to get students enrolled and investing in marketing and recruitment. The school has joined PLC with other schools, meeting every month to discuss strategies to improve the situation. There is a strong partnership with Inwood Academy who is experiencing the same thing.
- There are 2 more students pending admission now and attendance is now 93.4%.
- Brandt asked about considerations about changes to the marketing plan, and if there is room in the 9th grade to accommodate students on the waitlist to make up for the overall enrollment numbers.
- Christina answered that we do not have the capacity to open it up and an increase in 9th grade enrollment would put us out of compliance with charter agreement.
- Gail asked about competition for 5th graders in the neighborhood and its effect on the school.
- Wendy answered that there are more charter network schools approved to go down to 5th grade, so parents can choose 5th grade programs that are closer to their home. The community also seems to be shrinking.
- Christina shared that there was a shooting in front of the school - ended with a young man losing his life. This was not a scholar at New Heights, but he was the brother of a 2019 graduate. Student discussions are being monitored on social media and the school is supporting the police with their investigation. The school is also reaching out to the family of the former student. It is possible that there will be news cameras outside of the building. The staff employed emergency procedures as practiced.
- **Gail moved to enter an Executive Session to discuss the investigation (OML §105.a); Marc seconded.**
  - **Approved: 9 in Favor; 0 Opposed; 0 Abstentions**

- **Sherrika moved to Exit Executive Session (OML §105.a); Angel seconded.**

➤ **Approved: 9 in Favor; 0 Opposed; 0 Abstentions**

## **VII. Governance Update**

- Gail shared that all members should have received the new board commitment statements by email as well as the documents that should be reviewed as a part of that commitment (Statement, bylaws, code of ethics, and the pertinent parts of the charter.) If there are any questions please ask and return to Sherrika by January 7th.
- The committee is working on the self-assessment survey. Gail is working with Wendy to revise and update the board site on Basecamp platform. Megan is leading work on an onboarding program and board recruitment focusing on bringing on another attorney. Work is being done with Board Assist as well.
- A formal document of board goals is being created and looking at the calendar and making sure it is still a good guide for agendas for the rest of the year.
- There is a charter goal of 80% of board members meeting attendance and special events.
- Sherrika shared comments on the year of challenges in the school and personally and in the community; from vaccines, to floods and falcons. The news may leave us feeling deflated and discouraged, but it was also a year of highs like the US News and World Report listing, incredible attendance, graduation, and college acceptance rates with an in person graduation. There is Hope for a better 2022 with a rebuilt school, moving past the virus, and a board that is more invigorated with stronger governance.

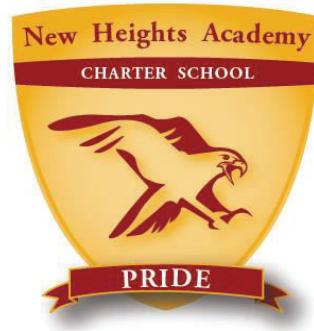
## **VIII. Adjournment**

- **Gail moved to adjourn the meeting; Sherrika seconded**

➤ **Approved: 9 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 7:59 pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
January 20th 2022  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Sherrika Fuller (Via Video), Marc Silberman (Via Video), Gail Grossmann (Via Video), Quincy McLain (Via Video), Sarah Kretz (Via Video), Jamie Gartland (Via Video), Angel Vasquez (Via Video)

**Absent:** Brandt Smallwood, Benjamin Talton, Daniel Ortiz, Megan Vargas

**Guests:** Christina Brown, Wendy Ramos, L'Esha Garcia

**Call to Order**

Sherrika Fuller called the meeting to order @ 7.06 pm

**I. Approve Minutes from 12/16/2021 Board Meeting**

- Sherrika provided time to review the November Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the December 16th 2021 meeting; Marc Silberman seconded.**

➤ **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**



## **II. Community Comments**

- Sherrika has informed the board that Angel Vasquez intends to run for the state senate. He would like to take a pause on board membership until the election in June.
- Angel Vasquez shared that it was a difficult decision, and thanked the board and staff for the work they have done together. Education is his passion, this is his neighborhood and he is prepared to be their champion in the state of New York.
- Sherrika also mentioned that Quincy McLain will be stepping away from his role as treasurer, but will remain on the board. She thanked him for the support and effort, and for teaching her so much.
- Quincy stated that he has had a positive experience, but his work schedule makes it difficult to continue in the role.
- Wendy Ramos shared that Michelle Anderson finished her doctoral work and is now Dr. Michelle Anderson. She also shared that Christina Brown had a birthday.
- **Sherrika moved to approve a leave of absence for Angel Vasquez beginning January 21st - July 1st; Marc seconded.**
  - **Approved: 5 in Favor; 0 Opposed; 1 Abstentions**

## **III. Finance Update**

- Li'Esha Garcia provided a finance update on changes to the projected revenue, expenses, and surplus. The projected surplus has gotten smaller; roughly 127K less than budgeted. Revenue projections and Expenses are both less than previously budgeted.
- The school received more IDEA funding, but paid out in January with 25K more than budgeted. There was less federal funding. Increased costs were from added administration costs with SEL consultation and security staff, which are both our own employees and outsourced members of security for support. Professional development increased for SEL services as well as increased support services for learning gap needs and returning to the building.

#### **IV. Executive Director Report**

- Christina shared that the mini staff school is scheduled for next week. In the morning teachers will be proctoring their exams, and in the afternoon they will be doing workshops preparing for building reentry and technology.
- The first draft of the LGBTQ+ policy is complete. The training will begin, and the goal is to reduce bullying and assumptions. The school's attorney will vet and then it will be brought to the board for vote.
- Work is being done to adjust the budget, and there is a spending freeze in place.
- Middle school is focused on decreasing failing grades and has reduced by 123 F's with a successful winter break challenge; money will be given to students who completed the challenge.
- Attendance coming back from break was not great, but will be closer to 95% this week.
- At this point, half of the staff has had COVID. It happened while remote instruction was in place, teachers worked even with COVID. Board members and leadership are invited to address the staff about this work.
- In the high school, they are working to reduce the number of incomplete assignments. There are no accountability issues with teachers or students although there are some teachers on improvement plans. One new student in the high school has already had a meeting with administrators after the first week of school.
- The college office reports that 33% of seniors have been accepted to at least one college already. College counselors are working hard to find the right school.
- One student has a 4 year Presidential scholarship opportunity so far.
- Gail Grossmann asked about projected enrollment and retention next year.
- Christina reported that 80% have completed intent to return with 1% saying they will not return. Principals are having conversations with them. Programs will have to be cut due to creating the budget based on this year's numbers. Higher retention will save money in that budget.
- Sherrika asked if the board could participate in some of the SEL training to have an idea of how they can support the initiative or get access to the literature before interacting with students in the school.

- Christina shared that the leadership trains 2 times a month on working with the population. Consultant could come to an extended board meeting to share information.
- Some of the Staff members in the LGBTQ community are glad we are doing the work, and some are indifferent. The work focusses on learning to be allies and not discriminatory.
- Marc Silberman asked about recruiting for the dance teacher position.
- Christina answered that the prospective candidate decided not to take the position as she thought it was a remote teaching assignment. The former dance teacher is filling in and the school is working on a way to get her to come back to us. It is difficult to get quality candidates to final interviews. The team is hoping to retain 90% of staff.
- Gail asked if the school is still partnered with Teach for America.
- Christina answered that there have been TFA candidates, but they are alumni, so no fee is required. They have a website for posting jobs.
- Some positions are being paused because of budget shortfalls and will remain paused until enrollment and the budget are in a better position.
- Wendy shared that New York State has canceled the January Regents exams.
- The medical lab that had been contracted for saliva testing on site has ended the partnership because of insurance billing issues. The school is currently working with Advanced Management Services, which was already working with adults; they will now work with the student population as well.
- Because of the shooting event, a security professional is reviewing the school's protocols and providing additional technical support and training. They are reviewing the safety plan that is provided to staff. They will touch base every 6 months to check in on progress.
- COVID numbers still show a high transmission rate in the area, but there is a downward trend.
- Enrollment is at 689 students as of the 18th. Families are moving out of state at a higher level. The team is in high gear working on next year with mailings, social media, and working with an agency. The school is a part of a PLC that meets monthly to discuss strategies.
- Sherrika asked if there was some way that the board could help with this work.
- Wendy responded that they could share information with families.

- Sherrika noted that there had been discussion of location change strategy in the past and asked options are still open.
- Christina answered that she is not sure there is the capacity to do that work now. Making sure staff feels safe is the priority.
- Li'Esha shared facilities updates - all affected rooms have been renovated, waxed, and are ready. Staging with furniture is happening now. Staff is moving out of the temporary/alt space. They want to be as close as possible to being done before staff comes back. Electrostatic cleaning spray will continue during the process. Desks replaced, renovated music room with studio, ready for creative work.
- Food services: the staff is ready to give out meals. They were working on a small scale at alternate sites.
- IT dept. is ready for teachers, switching SIS that meets attendance requirements but easy for teachers, and working on a swipe system with ID cards for daily attendance.
- A wireless assessment was completed and came back good. There were no issues seen, but will complete a stress test in the upcoming week.
- Sherrika asked for pictures of the new building space and the staff and students returning.
- Christina shared that there is a commercial being made, and it will be shared with the board.

## **V. Executive Session**

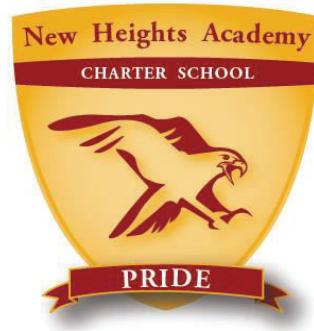
- **Sherrika moved to enter an Executive Session (OML §105.); Sarah Kretz seconded.**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**
- **Sherrika moved to Exit Executive Session (OML §105.); Quincy McLain seconded.**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

**VI. Adjournment**

- **Sherrika moved to adjourn the meeting; Marc Silberman seconded**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:22 pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
February 17th 2022  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Gail Grossmann (Via Video), Jamie Gartland (Via Video), Brandt Smallwood (Via Video), Quincy McLain (Via Video), Sherrika Fuller (Via Video), Benjamin Talton (Via Video), Marc Silberman (Via Video), Megan Vargas (Via Video), Sarah Kretz (Via Video), Quincy McLain (Via Video)

**Absent:** Daniel Ortiz

**Guests:** Christina Brown, Wendy Ramos, Li'Esha Garcia, Michelle Anderson, Tiffany Wilson, Josie Rosa, Kimberly Cordova, Rinaldo Murray, Fred Givens

**Call to Order**

Sherrika Fuller called the meeting to order @ 7:04 pm

**I. Approve Minutes from 1/20/2022 Board Meeting**

- Sherrika provided time to review the January Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the January 20th 2022 meeting; Gail Grossmann seconded.**

➤ **Approved: All 7 in Favor; 0 Opposed; 2 Abstentions**



## **II. Community Comments**

- Wendy shared that 3 full weeks of in person classes have taken place. There were many celebrations at the last staff meeting. Winter break is next week, and followed by state testing.

## **III. Board Elections**

Marc Silberman explained his current professional role and experience in finance and in treasury, specifically in the area of budgeting and projections for startups.

- **Sherrika moved to elect Marc Silberman to the role of Treasurer; Quincy McLain seconded.**

➤ **Approved: 8 in Favor; 0 Opposed; 1 Abstentions**

## **IV. Finance Update**

- Li'Esha Garcia provided a finance update on changes to the projected revenue, expenses, and surplus. There are few changes from last month. Revenue projections are up, as are the expenses, leaving a small increase in expected surplus.
- Brandt Smallwood asked about enrollment numbers and for more explanation of the revenue lines related to grants.
- Li'Esha responded that of the 3 American Rescue Plan grants, 2 have been exhausted. The last and largest grant remains. It is over 2 million that needs to be spent over 3 years. It is being used to cover salaries due to lower enrollment. The school is in a good cash position. In April or May there will be additional per pupil funding announced. The grant money can then be reallocated back to future budgets.
- Gail asked about the remaining balance of the grant.
- Li'Esha confirmed that there is \$883K left of the grant.

## **V. Executive Director Report**

- Christina Brown shared the idea of Data, Feedback, Strategy (DFS) that is a part of the Efficacy program. Every decision that is made for the school is based on data. Decisions are made for staff retention, teams, and structures.

- Sherrika explained that the EAC is working on the formatting of the academic reporting, and this is a part of how those materials are presented.
- Christina shared that the first draft of the new format will be presented by 28th, for the March board meeting.
- The school needs an LGBT+ policy. There are 2 known students in a situation with names that they use at home, and another in school. Training needs to take place to make sure that their needs are met/protected.
- The school is at the halfway point through the charter period. Leadership is taking a hard stop to look at progress toward goals.
- The instructional manual is being updated with new methods from remote/COVID instruction to see what needs to remain in place.
- The budget for 2023 is being developed, along with recruiting for the 2022/23 school year. Tiffany Wilson is figuring out places to target and is attending a career fair next month.
- Leadership knew that there would be emotional needs to deal with when returning to the school building. Kimberly Cordova and the consultant did a great job preparing for those issues with wellness training and discussions.
- Kim Cordova shared that social workers are working on ensuring that students and staff are being served. There are evening meetings for processing trepidations and on teachers managing their own anxiety before going into the classroom. The floodgates have opened, the first week was really quiet, and then there were big changes. There is work being done on setting boundaries. There is a newsletter with strategies for self-care.
- Students were surveyed to see who would be interested in group counseling based on how they were feeling about returning, and the pandemic. There were many responses with topics to tackle. Forty students are receiving this group counseling with 2 social work interns and a total of 5 staff members holding these sessions.
- Christina added that the school is reestablishing who we are as a school to the parents. She performed her first home visit and it was eye opening. The school is trying to show parents that we are partners in the work with families. There are boundaries with the staff, but if there is a place where they need support, the school is there to support as a partner.
- Sherrika asked what the board could do to help with this work.
- Christina replied that they could visit and be a part of the fun stuff, but also the problem solving where it is possible, and that they should feel free to visit.

- Sherrika added that the intention is to hold the next board meeting in person.
- Gail shared that she loved sitting in on classes and that it brought an appreciation of the work being done. It helped support the understanding of the reporting.
- Christina responded that Wendy could create a schedule for sitting in on classes, meetings, and hallway observations.

## **VI. Academic Update/State of the School**

- Fred Givens shared highlights for the high school. There was a 93% attendance rate through the fall, and close to 94% when returning to the building. The February attendance data will be coming soon.
- There are no major accountability issues. Some small play fighting and social media video accountability incidents only.
- So far 57% of seniors have been accepted to at least one college, with over a million in financial aid and scholarship money. SUNY has made changes to the application process, where everything has to be submitted at once so applications are taking longer to process, but the acceptances are coming in.
- Rinaldo Murray shared that attendance rate in the middle school is over 95%. Students are being retrained on being in social settings and are laughing and interacting with each other.
- There are 2 teachers on support plans based on IA data.
- Michelle shared updates on interim assessment data trends. There is an increase in scores from last year to this year in ELA in all grades except 11th and 12th. Both schools performed well on previously taught standards. Next quarter, work will be tiered based on needs. Preparing for state exams is being done, and then scaffolds will be pulled away as exams get closer.
- Kimberly Cordova shared that there were increased grades in grades 5-8 for special populations. Teaching assistants and learning strategists are being employed and she is working with co-planning for 11th grade co-teachers to prepare for the 11th grade English Regents exam.
- In social studies, all grades have shown improvement over last year. Work being done on maps and images, explaining the impact of historical events.
- Kimberly shared that for students with disabilities, there were increases in both schools other than 9th grade.

- In math, the middle school and high school are showing increases in proficiency on operations with rational numbers, multistep equations, and justifying conclusions. Both schools are focusing on justifying conclusions.
- Kimberly followed up that there were also good results for special populations with differentiation and hands-on activities.
- Michelle shared that there were increases in science. Interim assessments were aligned with state tests and regents exams. ELL and SWD are not making expected gains.
- Kimberly shared that there will be reteaching during learning labs and differentiated instruction in the co-taught classrooms.
- Christina added that the middle school made significant gains and these gains are not common. The team did a tremendous job.
- Sherrika agreed that really amazing work is being done, especially considering the circumstances.
- Tiffany Wilson provided an update on human resources; some positions are open. With 109 current employees, only 2 have confirmed that they are not returning. She is working with teachers on certification, non-certified teachers can get emergency COVID certificate that lasts 2 years giving them time to get the initial and professional certification.
- Josie Rosa reported that they have finished building, designing and installing the RTU for the climate control system. It was difficult to get to, but it is now possible to service with a catwalk. The final piece of HVAC install is the thermostats for each RTU, and the roof leaks are being handled with the landlord.
- Cleaning and sanitizing are still being done. Food services are family style and students responding better to that method.
- Sherrika congratulated them for the move and the major work.
- Wendy Ramos reported that most work is done for the civil rights data collection process to meet the federal requirements to ensure that there is educational equity in schools.
- The COVID testing program was launched, and 438 students have reported being vaccinated, and 48 are partially vaccinated. That is close to 70%.

- The school has not had to close any classrooms, while the city was in the higher transmission rates, the numbers are starting to drop, out of high and into substantial daily rate levels.
- Enrollment is at 689 students. Overall attendance rate is at 93% for January in the whole school, but pushing for 95% or better.
- Gail Grossmann asked about recruiting 6th grade.
- Wendy answered that it is being done for the 5th and 6th grade with flyers and ad campaigns
- There is a possible partnership being formed with an elementary school coming into the neighborhood, and seats would be allocated for them. It is a new school so NHACS would be sharing resources, coaches and Dr. Anderson to form strong foundations in literacy.

## **VII. Governance update**

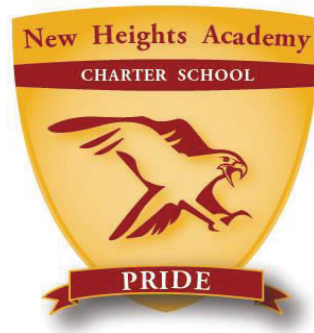
- Gail shared reminders to the board about pending commitment statements and related documents.
- Guidance will be coming from Wendy on how to contribute to the school by check. Instructions will be in an email.
- Megan is doing great work for the onboarding process and will share more in the March meeting.

## **Adjournment**

- **Sherrika moved to adjourn the meeting; Gail seconded**
  - **Approved: 9 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:30 pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
March 17th 2022  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Gail Grossmann (Via Video), Jamie Gartland (Via Video), Marc Silberman (Via Video), Sherrika Fuller (Via Video), Megan Vargas (Via Video), Daniel Ortiz (Via Video) 7:15, Sarah Kretz (Via Video) 7:18

**Absent:** Brandt Smallwood, Quincy McLain, Benjamin Talton

**Guests:** Christina Brown, Wendy Ramos, Li'Esha Garcia, Michelle Anderson, Tiffany Wilson, Josie Rosa, Kimberly Cordova, Rinaldo Murray, Fred Givens,

**Call to Order**

Sherrika Fuller called the meeting to order @ 7:06 pm



**I. Executive Session - Student Matter**

- **Gail Grossmann moved to Enter Executive Session (OML §105.f); Marc Silberman seconded.**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**
  
- **Sherrika moved to Exit Executive Session (OML §105.f); Megan Vargas seconded.**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**
  
- **Sherrika moved to approve the expulsion of the student discussed; Gail seconded.**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

**II. Community Comments**

- Wendy Ramos shared the details for the NHACS Career Day event.
  
- There is a block party celebration being planned for April.. There will be a half day of school, and then students will be dismissed for the block party. It is a good opportunity to meet students.

**III. Approve Minutes from 2/17/2022 Board Meeting**

- Sherrika provided time to review the February Board of Trustees meeting minutes. There were no questions, comments or revisions.
  
- **Sherrika moved to approve the minutes from the February 17th 2022 meeting; Marc Silberman seconded.**
  - **Approved: 5 in Favor; 0 Opposed; 1 Abstentions**

**IV. Finance Update**

- Li'Esha Garcia provided a finance update on changes to the projected revenue, expenses, and surplus. There is still a projected year end surplus of 18K.

- There were increases in enrollment funding, and increases in student and staff recruitment in expenses. There was a decrease in expenditures in the salary category.

**V. Executive Director Report**

- Christina Brown shared updates on the LGBT procedures manual.
- There is a plan in progress for the upcoming charter renewal. The team is working to ensure it is making progress toward goals.
- Updates are being made to current operating manuals with best practices learned from experience during recent events.
- Next year's budget will be presented at next month's board meeting now that enrollment numbers are finalized.
- The school is in the process of making sure there are enough teachers for the fall of next school year. Tiffany Wilson is attending career fairs, now and through the spring.
- Sherrika asked about the timeframe for LGBT procedures manual.
- At the April meeting, the 1st iteration of that manual will be available. There will be more guidance from the state by the time May rolls around, after that budget is approved by the state. There will likely be things to add.
- Sherrika asked about charter goal performance and whether or not it should be planned for a future board meeting or internal review.
- Progress toward goals is based on regents/assessment data, and will be shared in the fall.
- Christina reviewed the Data Feedback Strategy format and the FADAF acronym, discussing some of the Efficacy Institute levers that the board should know.
- Wendy shared compliance updates, and that the DOE survey is being conducted.
- The April Board meeting will be after the state of emergency has been lifted, therefore the meeting will be held in person. PCR test requirements will be emailed after the meeting.
- Wendy shared updates to the student vaccination data, and that there have been no outbreaks. Community covid cases are still decreasing.

- Enrollment is at 688 students. The board discussed budget differences and effective strategies for recruitment.
- Josie Rosa shared updates on the HVAC, new water coolers/bottle fillers, and summer roof work.
- Meals are being served family style, and hot breakfasts are returning in upcoming weeks.
- Li'Esha shared updates from the IT department. A new IT manager begins next week, switches are being updated/replaced. The school was already prepared for increased cyber ransom threats from a previous incident, so that work has been done.
- Tiffany shared that only 2 staff members have notified the school that they will not be returning at this point. Staff satisfaction surveys continue to be conducted. Staff attendance is close to remote instruction levels.

## **VI. Academic Update/State of the School**

- Rinaldo shared highlights from the middle school academic data. There is a reduction in failing grades because of the great work by Kim Cordvoa, Melissa Azar, and the special education teacher that has returned from leave.
- Some staff members are on improvement plans, and there are 2 students on suspension.
- The school is gearing up for state ELA exams on March 29th and March 30th.
- Fred Givens shared updates to academics data from the end of quarter 2. Students will have 1 extra period of each class each week through the intervention period to work on incompletes. Every student that is taking a Regents or AP exam has an extra period.
- There are no major accountability issues this month. Students are getting restless in the building, but no major incidents.
- Home visits are being done for attendance intervention, and word getting out. Students are showing up.
- The college office reports that there is a 90% acceptance rate so far, a little slower than previous years due to the pandemic. Private school letters are coming in now.
- Sherrika shared her appreciation of the work on enhancing the materials. The visual representations and early sharing of materials is helpful.

## **VII. Governance update**

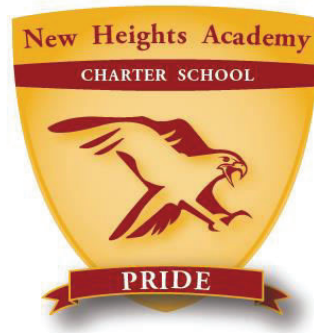
- Megan Vargas shared updates on the onboarding plan. There are 4 steps which involve documents, interviews with committee leaders, and work with a mentor.
- Gail added that if any of the newer board members would like to go through the process, they can reach out to Megan or herself to make it happen.
- Gail would also like to see the student handbook added to the materials.
  
- **Sherrika moved to approve the onboarding plan for new members to the Board of Trustees; Gail seconded.**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

## **VIII. Adjournment**

- **Sherrika moved to adjourn the meeting; Megan seconded**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:37 pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
April 28th 2022  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Gail Grossmann (Via Video), Brandt Smallwood (Via Video), Daniel Ortiz (Via Video), Jamie Gartland (Via Video), Marc Silberman (Via Video), Sherrika Fuller (Via Video), Megan Vargas (Via Video), Benjamin Talton (Via Video)

**Absent:** Sarah Kretz, Quincy McLain,

**Guests:** Christina Brown, Wendy Ramos, Li'Esha Garcia, Fred Givens,

**Call to Order**

Sherrika Fuller called the meeting to order @ 7:05 pm

**I. Community Comments**

- Wendy Ramos shared that the block party will take place on May 4th. This is typically held in the fall.
- Graduation is on June 24th for the middle and high School. The middle school graduation takes place first, and the high school shortly after. Events will be shared on the calendar.
- The Rising Eagles ceremony is on May 18th.

- Sherrika shared that she is planning a May 12th school visit.

## **II. Approve Minutes from 3/17/2022 Board Meeting**

- Sherrika provided time to review the February Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the March 17th 2022 meeting; Megan Vargas seconded.**

➤ **Approved: 5 in Favor; 0 Opposed; 2 Abstentions**

## **III. Finance Update**

- Li'Esha Garcia provided a finance update, with no significant changes from last month's projections.
- The 2022-2023 Budget was presented and is based on an enrollment projection of 730 students.
- Teachers will receive step raises on the same salary schedule, and all other non-instructional staff will receive 3% raises.
- Gail Grossmann asked about the projection of 730 when enrollment is currently lower.
- Wendy answered that the school is working with a partner on building a pipeline for enrollment and creating engagement to lower attrition.
- Jamie Gartland asked about new teachers and where they fall on the salary schedule, Christina responded that they will get the 5% over the previous DOE schedule in the same way as the rest of the staff.
- **Sherrika moved to approve the instructional and non-instructional salary portion of the 2021-2022 Annual Budget; Marc Silberman seconded.**

➤ **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**



#### **IV. Executive Director Report**

- Christina Brown shared updates on being considered an “acceleration school” by the New Teacher Project. They will be visiting next week, and are targeting 20,000 schools across the country.
- Manuals are just about complete and the board will need to vote on the personnel manual in the May meeting. It will be sent out when the editor is completed with it. Not much is different other than COVID procedures and changes in vaccination requirements. It also includes policies around LGBTQ+ community.
- Action plans are in progress to align goals for the upcoming school year to charter goals. The school is at the midpoint of 5 year renewal and we want to write a renewal that is immediately approved.
- Tiffany is processing employment agreements on Monday, and scheduling end of year meetings with staff members to use that data for planning over the summer.
- The middle school has finished with this round of state assessments and the HS is preparing for AP assessments.
- Wendy shared compliance and data collection updates that are due on May 13th.
- Two more students have been vaccinated since the previous report. The school is continuing to share resources with families.
- Wendy is still monitoring community zip codes for COVID data. The numbers are a little concerning; there is an upward tick so the school is continuing COVID prevention strategies to keep the school community safe.
- 683 enrollment - already enrolling students for next school year.
- Josie is planning summer work and switching the HVAC system to cooling in May. Painting, electrical, vetting cleaning companies and fire panel servicing companies is planned as well as installing new bird netting.
- COVID prevention and protocols remain ongoing with entry and sanitization procedures.
- Food service is back to serving hot, food family style. There are breakfast upgrades, such as: smoothie, and parfaits to entice students to eat more breakfast.
- New student information system is being rolled out, and a standard operating procedures manual for IT is being created. Work is being done with a cyber security partner/consultant to prevent breeches.

- Currently, 98% of staff are planning to return. Although, 2 more staff members reported otherwise after this data was reported.

## **V. Academic Update/State of the School**

- The middle school report was shared by Christina. The focus has been on reducing F's in all populations.
- 94% student attendance and 95% staff attendance is being reported.
- There are still 8th grade challenges with vape pens. Rinaldo has gone to the store that is selling the products to students.
- Support was provided to staff on improvement plans. Those teachers are now off of those plans after showing improvement.
- There was synergy through testing with only a single digit number of make-up exams.
- Fred Givens shared High school highlights. As of today, 100% of students accepted to college as of today, with about 8 million in aid.
- There is a Cornell acceptance once again, and more HEOP support than previous years.
- AP history and government classes are performing well; there is a lower number of incompletes. New teachers have come a long way since the last report.
- Attendance was at 99% attendance for IA's and has improved since being in the building.
- There is a vaping situation in high school as well as well a fight around social media.

## **VI. Governance update**

- **Gail Grossmann moved to Enter Executive Session (OML §105.f); Sherrika seconded.**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**
- **Sherrika moved to Exit Executive Session (OML §105.f); Megan Vargas seconded.**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**

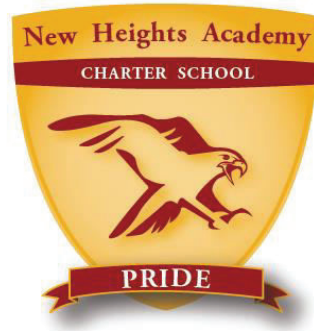
**VII. Adjournment**

- **Gail moved to adjourn the meeting; Sherrika seconded**

➤ **Approved: 7 Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:17pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
May 19th 2022  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Quincy McLain (Via Video), Sherrika Fuller (Via Video), Marc Silberman (Via Video), Brandt Smallwood (Via Video), Jamie Gartland (Via Video), Daniel Ortiz (Via Video), Megan Vargas (Via Video),

**Absent:** Gail Grossmann, Benjamin Talton, Sarah Kretz

**Guests:** Christina Brown, Wendy Ramos, Li'Esha Garcia, Fred Givens, Kimberly Cordova, Rinaldo Murray.

**Call to Order**

Sherrika Fuller called the meeting to order @ 7:07 pm

**I. Community Comments**

- Wendy Ramos shared that the Rising Eagles ceremony was held for the first time in person in 2 years.
- New Heights Honors ceremony is being held on the 8th of June, it is on the calendar. The graduation ceremony is on June 24th and is also on the shared calendar.
- Sherrika thanked the school for her recent visit, and recommended it to the other board members.

## **II. Approve Minutes from 4/28/2022 Board Meeting**

- Sherrika provided time to review the April Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the April 17th 2022 meeting; Marc Silberman seconded.**

➤ **Approved: 5 in Favor; 0 Opposed; 1 Abstentions**

## **III. Finance Update**

- Li'Esha Garcia provided a finance update with no significant changes from the previous report. There are increases in the Special Education revenue and E-Rate funds.
- Expenses increased due to salaries, instructional support, and professional services.
- Marc asked about the confidence in filling open student positions.
- Christina responded that she is confident that they will be filled, but not sure how long it will take.
- Wendy shared that compared to last year; there are twice as many enrolled new students. There is optimism about meeting next year's numbers. If trend continues, they will be able to make projections.
- **Marc moved to Approve the 2022-2023 Annual Budget; Sherrika seconded.**

➤ **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

## **IV. Executive Director Report**

- Christina Brown shared that Kimberly Cordova; the Director of Student Support Services will be departing and will be working very closely with whoever replaces her to be in a strong position to start the school year.
- Sherrika and Brandt Smallwood thanked Kimberly for her work.
- Kimberly shared that she stayed for 10 years because she loved working with families in this community.

- Christina also shared that Jamie Gartland will be leaving as well.
- Jamie shared that he will be working with Wendy to nominate and elect a new staff representative to the board.
- There will be a vote soon on the student and staff handbooks. Wendy has shared in draft form.
- Wendy shared that the NYS level 1 performance data will be coming out and will be used to decide who to invite to summer school.
- There is not much movement in vaccination numbers. COVID cases are up, and the school continues to follow the protocols.
- Student enrollment updates were given with 58 newly enrolled and 84 seats left to fill.
- New cleaning companies are being vetted and the office is coordinating summer building projects.
- Food services has expanded to hot family style food from “grab and go” to increase participation.
- The tech department is switching student information systems (SIS) to Admin Plus, reviewing inventory and working with a consultant for VOIP. The school is also looking for a new database coordinator. The current SIS system is phasing out so there is difficulty with tech support.
- There has been an uptick in violence in the neighborhood so the school is working with a consultant on safety and awareness for students.
- Intent to return data is out of date, but Tiffany Wilson was able to hire someone already and will keep checking in on a regular basis.
- Staff satisfaction is still high according to recent survey data, and she is continuing to track feedback.
- Teachers are covering classes, as the staff absences have increased.
- Brandt asked if the absences are covid related.
- Christina answered that there are typically some staff members out with covid from weekly testing or carrying for family members. Some are struggling to get back on their feet after having covid for the 2nd time as it is more difficult than first. Some staff are more connected to families after having taught remotely, and are looking for other opportunities.
- Brandt asked if the staff retention numbers are at risk.



- Christina answered that the numbers are expected to change.

## **V. Academic Update/State of the School**

- Rinaldo Murray shared that the middle school has reduced the number of F's.
- There are currently 2 major issues: smoking/vape pens and fighting (arguing/threatening). Two strategies are in place: education on vaping with articles, slides that the HS is using, and getting community support from the resource officer. The store selling vape products was found. As the owners did not respect Rinaldo's request, the officer was sent.
- Issues from group chats and online social media are finding its way into the building students are accessing conflict resolution and bringing to adults that they trust.
- Fred Givens shared that with 3 school years of hybrid, remote, and in person instruction, there has been purposeful planning to bring incomplete assignment numbers down.
- Special education grades are as good as or better than general education students. The 9th grade students with disabilities who are also ELLs are where the effort is being focused.
- IA week saw 99% attendance and there have been some small dips
- The high school is having the same issues as middle school with accountability. We are using community meetings to have vape and tobacco discussions. Education is key and many students did not know about the legality of the situation.
- NHACS is now at 100 % college acceptance for seniors. The numbers will be shared at the next meeting for financial aid and scholarships.
- May is tough, students have not taken a regents exam in 2 years.
- Sherrika asked for students involved in QuestBridge and other programs to come share their thoughts and excitement with the board at the upcoming June meeting.
- Kim shared Q3 IA data which are Regents predictor exams.
- Ninth grade English is showing proficiency and 11th grade is focusing on writing counterclaims as that is needed on regents essay tasks. For special populations, there is focus on parallel teaching, SDI being incorporated and a focus on the 11th grade to ensure high pass rate.
- In Math, special populations showed improvement in algebra 1 and geometry. For Algebra 2, this was the first paper and pencil test since the 7th grade and is presenting

challenges. High school intervention periods are being used to address most widely missed items, deltamath.com for spiraling, and roadmapping meetings to hit all topics. Learning lab will be used for reteaching areas that were taught remotely.

- There was a dip in scores in science regents based classes. This was the first paper test and included topics not yet covered. It is still the same rate as 2019. Living Environment and chemistry are somewhat lower, as there are new teachers. There is typically a 20 point jump from Q3 IA to regents.
- In social studies, all 4 exams resembled the Regents exam. Writing was the biggest struggle. In grades 9 and 10, writing analytically is the biggest challenge. In 11th grade, using historical context is the challenge. All are getting used to pen to paper tests. There will be an increase in opportunities for writing to historical context: daily organizers, discussing context first and expanding vocabulary with Frayer models etc.

## **VI. Governance update**

- Board recruitment plan will be reviewed in the executive committee, and we have started looking for additional board members.
- The charter goals included in the materials to make sure all board members are familiar with them.
- Dan Pasek is going to focus on the “college readiness brand” for the school. The school should develop a broader set of metrics to demonstrate college readiness - The board will look at metrics starting in the next meeting.

Sherrika thanked Jamie and Kim and discussed the plan for board elections.

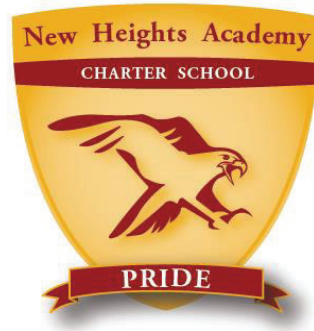
- The board dates and locations were discussed and details will be scheduled and shared.

## **VII. Adjournment**

- **Sherrika moved to adjourn the meeting; Brandt seconded**
  - **Approved: 6 in Favor; 0 Opposed; 0 Abstentions**

The meeting adjourned @ 8:06pm

*Minutes Recorded By: Jamie Gartland*



**Board of Trustees  
June 16th 2022  
New Heights Academy Charter School  
1818 Amsterdam Avenue  
New York, NY 10031**

**Attending:** Gail Grossmann (Via Video), Sherrika Fuller (Via Video), Brandt Smallwood (Via Video), Sarah Kretz (Via Video), Megan Vargas (Via Video), Jamie Gartland (Via Video), Daniel Ortiz (Via Video 7:13), Marc Silberman (Via Video 7:27)

**Absent:** Benjamin Talton, Quincy McLain

**Guests:** Christina Brown, Wendy Ramos, Li'Esha Garcia, Fred Givens, Rinaldo Murray, Judith Stoddart, Frank Caffey, Megan Thomas

**Call to Order**

Sherrika Fuller called the meeting to order @ 7:04 pm

**I. Executive Session: Student Matters**

- **Sherrika moved to Enter Executive Session (OML §105.f); Gail Grossmann seconded.**
  - **Approved: 5 in Favor; 0 Opposed; 2 Abstentions**

- ● Sherrika moved to approve expulsion for student A; Brandt seconded.
  - Approved: 7 in Favor; 0 Opposed; 0 Abstentions
- ● Sherrika moved to approve expulsion for student B; Brandt seconded.
  - Approved: 7 in Favor; 0 Opposed; 0 Abstentions
- ● Sherrika moved to approve expulsion for student C; Brandt seconded.
  - Approved: 7 in Favor; 0 Opposed; 0 Abstentions
- ● Sherrika moved to approve expulsion for student D; Brandt seconded.
  - Approved: 7 in Favor; 0 Opposed; 0 Abstentions
- ● Sherrika moved to approve expulsion for student E; Brandt seconded.
  - Approved: 7 in Favor; 0 Opposed; 0 Abstentions
- **Sherrika moved to Exit Executive Session (OML §105.f); Marc Silberman seconded.**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**

## **II. Community Comments**

- Wendy Ramos shared that the graduation ceremonies for high school and middle school will be on June 24th and is also on the shared calendar through calendar invites.
- The annual block party will be on September 2nd.

## **III. Approve Minutes from 5/19/2022 Board Meeting**

- Sherrika provided time to review the May Board of Trustees meeting minutes. There were no questions, comments or revisions.
- **Sherrika moved to approve the minutes from the May 19th 2022 meeting; Brandt Smallwood seconded.**
  - **Approved: 5 all in Favor; 0 Opposed; 2 Abstentions**

## **IV. Finance Update**

- Li'Esha Garcia provided a finance update with new surplus figures, increases in revenue and expenses.

- Accounted for additional ESSER funding. Instructional supports and professional services for increased substitute needs and recruitment services.
- Gail asked for clarification on the columns presented in the budget presentation and asked for board members to make their pledged contributions if they had not yet done so.

## **V. Board Elections**

- **Sherrika moved to Elect Frank Caffey as the Staff Representative to the Board of Trustees; Brandt Smallwood seconded.**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**
- **Sherrika moved to reelect Quincy McLain to the Board of Trustees; Megan Vargas seconded.**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**
- **Sherrika moved to reelect Daniel Ortiz to the Board of Trustees; Gail Grossmann seconded.**
  - **Approved: 6 in Favor; 0 Opposed; 1 Abstentions**
- **Sherrika moved to extend the leave of absence for Angel Vasquez until September 1st; Megan seconded.**
  - **Approved: 7 in Favor; 0 Opposed; 0 Abstentions**

## **VI. Executive Director Report**

- Christina Brown shared updates on the Students Support Services Director position. It has been narrowed down to 2 candidates and Kim Cordova will work with the new director for the transition.
- The school is still working on the new manuals, but most of the work this month has been centered on student issues.
- Wendy shared vaccination data updates: 467 students are fully vaccinated, 42 partially vaccinated, and 163 unvaccinated. They continue to share information with parents.
- COVID cases are ticking upward and the governor has extended state of emergency for open meetings to stay remote.

- There are up to 100 newly enrolled students. There will be an open house for new families to keep them engaged throughout the summer. The print ads, social media, and eblast campaigns continue. Enrollment is at 681 students enrolled so far.
- Gail asked about the outlook for filling the remaining seats.
- Wendy answered that they are working hard and trying new things.
- They are currently planning work for summer projects, reviewing proposals for next year and assisting staff with the checkout process.
- AdminPlus SIS is happening and tech dept. is working with the company to transition. A database coordinator will be hired. Updating the VoIP system is also in process.
- Training is being conducted on security due to uptick in incidents in the neighborhood.
- Tiffany Wilson is recruiting at career fairs and job boards.
- Gail asked about the drop in the number of returning staff.
- Christina stated that most of the positions are in the Students Support Services department so with new eyes on the department, the new director will have the opportunity to pick their team.

## **VII. Academic Update/State of the School**

- Christina shared updates for the middle school. There were increases in the number of A's in science and ELA. The total number of F's rose, but still the second lowest number to date. Staff is tired, but attendance for staff and students is up. Most middle school staff members are returning.
- Fred Givens shared that the largest percentage of failing grades are in the 9th grade. The fewest number of incompletes are in the 10th grade.
- Attendance is at 92% which is good for this time of year. As far as accountability, there are 2 pre-expulsions and 6 suspensions. There is still an issue with vape pens and e-cigarettes.
- AP season is over and it is now Regents time. This is the first time they have taken regents exams. There is a noticeably higher level of anxiety visible in the student's faces during the exam. Students are taking the entire time to complete their tests.
- There is 100% college acceptance with 13 million in financial aid and scholarship.



- Sherrika thanked them for the hard work and acknowledged all of the challenges facing the team this year.

#### **VIII. Governance update**

- Gail thanked Sherrika Megan and Wendy for their work on the governance work.
- At some time in early August, the board survey results will be sent to prepare for September retreat.

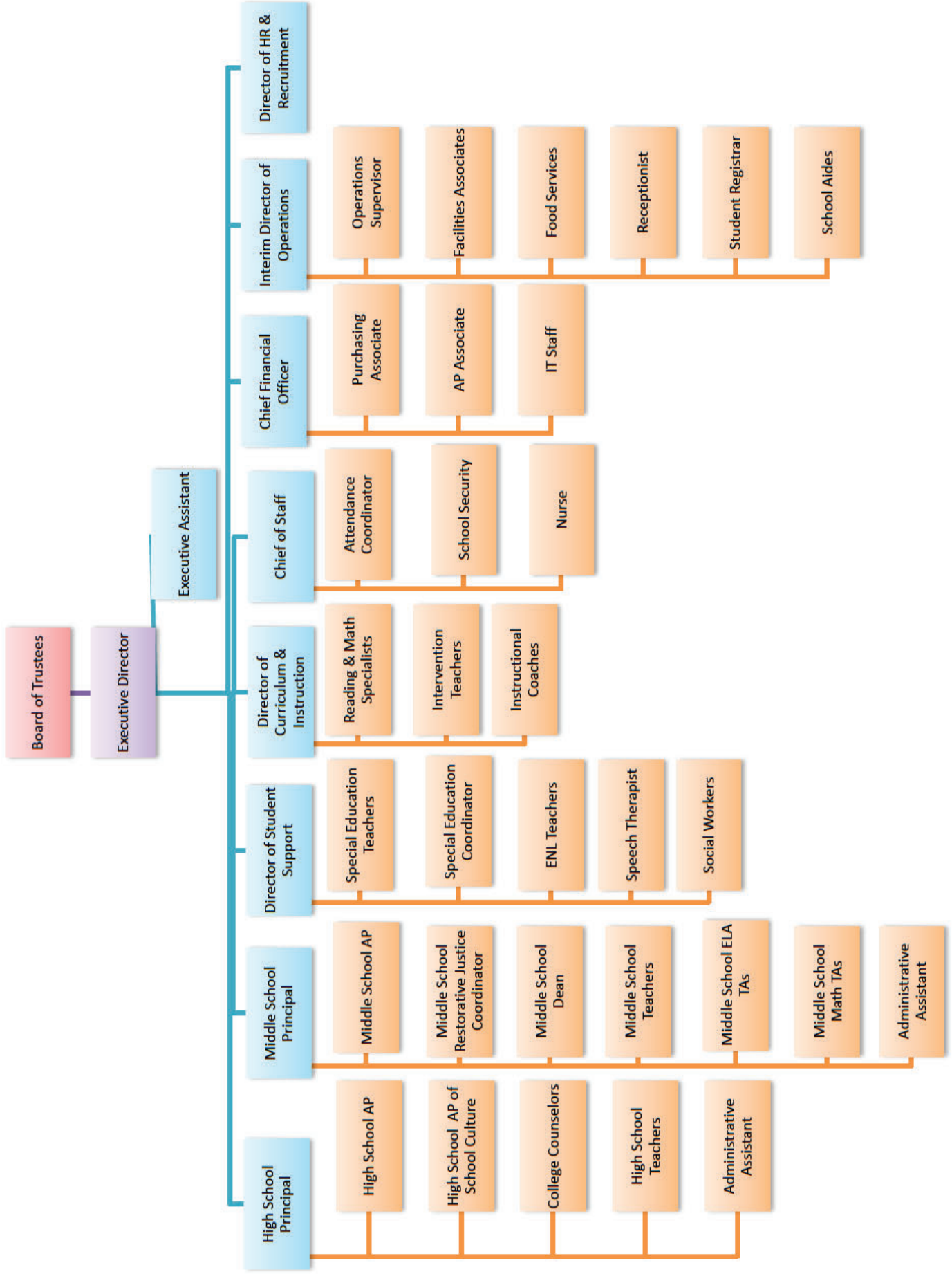
#### **IX. Adjournment**

- **Sherrika moved to adjourn the meeting; Gail seconded**
  - **Approved: 6 in Favor; 0 Opposed; 1 Abstentions**

The meeting adjourned @ 9:42pm

*Minutes Recorded By: Jamie Gartland*

# NHACS Organization Chart 2021-2022



**AUGUST 2022**

# GA

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
	New Teacher Traini	New Teacher Training	New Teacher Training	New Teacher Training	New Teacher Training	New Teacher Training
14	15	16	17	18	19	20
	Teachers Return	Full Staff Training	Full Staff Training	Full Staff Training	Full Staff Training	Full Staff Training
21	22	23	24	25	26	27
	Full Staff Training	Full Staff Training	Full Staff Training	Full Staff Training	Full Staff Training	Full Staff Training
28	29	30	31			
	Full Staff Training	Full Staff Training	Full Staff Training	Tech Pickup/Orientation	HS transcript pickup	

**NOTES**

HS Transcripts/Schedules/ID Cards

##

SEPTEMBER 2022



SUNDAY MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY SATURDAY

4 5 6 7 8 9 10

1 2 3

Labor Day  
First day of School  
Full Staff Training  
HS transcript pickup  
HS transcript pickup  
Block Party

11 12 13 14 15 16 17

Senior Retreat  
Zoom Family Meeting 5:30pm  
Senior Retreat  
Bus Evacuation Drill 3:30 pm  
Latin X Heritage Month Begins  
Soft Lockdown Drill 2:30 pm  
MS House Induction  
Zoom Family Meeting 12pm

18 19 20 21 22 23 24

Evacuation Drill 10:00 am  
BOT MTG 7PM

25 26 27 28 29 30

Rosh Hashana  
SCHOOL OPEN  
Zoom Family Meeting  
Rosh Hashana  
SCHOOL OPEN  
Zoom Family Meeting  
MS/HS House Day  
All Staff Meeting 4:00 pm

NOTES

19 Days

**OCTOBER 2022**

# TCCO

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
		01 Progress Report Grades Due	Yom Kippur- SCHOOL CLOSED		ZOOM Family Meeting & Grade Entry Cutoff	
9	10	11	12	13	14	15
	Italian Heritage/Indigenous People's Day School Closed	Grades Approved	Email PRs to Parents Senior College Day Trip		Food Drive Begins	Latin X Heritage Month Ends
16	17	18	19	20	21	22
		Evacuation Drill 10:00 am	MS/HS Latin X House Day Back to School Night	BOT MTG 7PM	IA	
23	24	25	26	27	28	29
	IAS ZOOM Family Meeting 5:30pm	IAS	IAS Haunted Heights 5pm-8pm All staff meeting 4:00pm	IAS	IAS	
30	31					
		Evacuation Drill 10:00 am Hard Lockdown Drill 2:30 pm				

**NOTES**

PR DE Pillar Responsibility

SEL/Cultural Responsiveness Week  
19 Days

**NOVEMBER 2022**



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
		<b>Data Day No Students</b>	Interession	Interession	Interession Reassessment Day Evacuation Drill 10:00 am	
6	7	8	9	10	11	12
	Bus Evacuation Drill 3:30 pm 01 Ends ZOOM Family Meeting 5:30PM	<b>02 Begins</b> Election Day (School Open )	<b>01 Report Card</b> Grades due		<b>Veterans Day</b> School Closed	
13	14	15	16	17	18	19
	Grades Approved Toy Drive Begins	RC's Emailed	Half Day for Students 12pm dismissal PTC (Virtual)	Asynchronous PTC (Virtual) 8am-5pm BOT MTG 7PM	Food Drive Ends Evacuation Drill 10:00 am	
20	21	22	23	24	25	26
		Thanksgiving Dinner HS/MS House Day	Thanksgiving Break	Thanksgiving Break	Thanksgiving Break	
27	28	29	30			
	Students & Staff Return		All staff meeting 4pm			

NOTES

PRIDE Pillar: Integrity

17 Days 1 Data Day

**DECEMBER 2022**



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
					HR Assembly & Breakfast	
4	5	6	7	8	9	10
					Zoom family Meeting 12PM HS Open Mic Chipped Cup	
11	12	13	14	15	16	17
	HS/MS Sprit Week Zoom family Meeting 5:30PM	HS/MS Sprit Week	HS/MS Sprit Week	HS/MS Sprit Week BOT MTG 7PM	HS/MS Sprit Week HS Homecoming Dance 6:00-10:00 pm	
			02 Progress Report Grades due			
18	19	20	21	22	23	24
	Grades Approved Toy Drive Delivery	PR's Emailed.	Student Half Day HS/MS House Day All staff meeting 4pm	Winter Break	Winter Break	Winter Break
25	26	27	28	29	30	31
	Winter Break	Winter Break	Winter Break	Winter Break	Winter Break	Winter Break

NOTES

PRIDE Pillar: Discipline

15 days



January 2023

# Jan

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Winter Break	3 Staff return PD Day No Students	4	5	6	7
8	9	10	11	12	13 ZOOM Family Meeting 12PM & 5:30 PM	14
15	16 MLK DAY - School Closed	17	18 MS House Day	19 BOT MTG 7PM	20	21
22	23 IAs	24 Regents Exams Begin IAs	25 All staff meeting 4pm IAs	26 IAs	27 ZOOM Family Meeting IAs	28 Regents Exams End
29	30 Data Day - No Students	31				

NOTES

PRIDE PILLAR: Enthusiasm  
18 days 1 Data Day 1 PD DAY

**February 2023**

# BEY

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
			Intercession Black History Month Begins	Intercession Reassessment Day	Intercession	Intercession
5	6	7	8	9	10	11
	02 ENDS	03 BEGINS	02 REPORT CARD GRADES DUE Literacy night 5pm		Family Zoom Meeting 12pm Soft Lockdown Drill 2:30 pm	
12	13	14	15	16	17	18
	Grades Approved Family Zoom Meeting 5:30pm	RC's Emailed	All Staff Meeting 4pm	Junior Retreat BOT MTG 7PM	MS Black History Celebration	Junior Retreat
19	20	21	22	23	24	25
	Mid Winter Recess	Mid Winter Recess	Mid Winter Recess	Mid Winter Recess	Mid Winter Recess	Mid Winter Recess
26	27	28				
	Staff Return PD DAY No Students	STUDENTS RETURN				

**NOTES**

PRIDE Pillar: Perseverance

BOT?

SEL Week?

14 Days 1 PD day

##

# March

## March 2023

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 Spread the word Half Day for Students 12pm dismissal PTC (Virtual)	2 Asynchronous PTC (Virtual) 8am-5pm	3 ZOOM Family Meeting 12pm	4
6	6 Hard Lockdown Drill 2:30 pm ZOOM Family Meeting 5:30pm	7	8	9	10	11
12	13	14	15	16 BOT MTG 7PM	17	18
20	20 Grades Approved	21 Prts Emailed	22 03 Progress Report Grades Due HS/MS House Day	23 Ramadan Begins	24 HS IA	25
27	27 HS IA	28 HS IA	29 All Staff Meeting 4pm	30 HS IA	31 New Student Application Deadline	

### NOTES

PRIDE Pillar: Responsibility

23 Days

April 2023

# April

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1

2	3	4	5	6	7	8
---	---	---	---	---	---	---

9	10	11	12	13	14	15
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16	17	18	19	20	21	22
	NYSESLAT Speaking Begin College/Career Week		ELA State Test 03 Report Card Grades Due	ELA State Test	ELA State Test 12pm ZOOM Family Meeting	

23	24	25	26	27	28	29
	ZOOM Family Meeting 5:30PM RC GRADES APPROVED	RC EMAILED		BOT MTG 7PM		

30

14 Days

May 2023

# May

SUNDAY MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY SATURDAY

1 2 3 4 5 6

7	8	9	10	11	12	13
MS/HS Spirit Week AP US Hist 8:00 a.m.	MS/HS Spirit Week AP Psych 12:00 p.m.	MS/HS Spirit Week AP Eng Lan 8:00am Half Day for Students 12pm dismissal PTC (Virtual)	MS/HS Spirit Week AP Eng Lan 8:00am Half Day for Students 12pm dismissal PTC (Virtual)	MS/HS Spirit Week Asynchronous PTC (Virtual) 8am-5pm	MS/HS Spirit Week HS SPRING FLING ZOOM FAMILY MEETING 12PM	MS/HS Spirit Week HS SPRING FLING ZOOM FAMILY MEETING 12PM
14	15	16	17	18	19	20
NYSESLAT L/R/W ZOOM FAMILY MEETING 5:30PM	NYSESLAT L/R/W	Evacuation Drill 10:00 am	Evacuation Drill 10:00 am	NHS Induction 5:00 - 8:00 pm NYSESLAT L/R/W	Evacuation Drill 10:00 am	Evacuation Drill 10:00 am
21	22	23	24	25	26	27
Grades Approved	PR's Emailed. Grade 8 Science Performance Test Begins	NHA Musical All staff mtg 4pm	NHA Musical All staff mtg 4pm	Talent Show BOT MTG 7PM	FULL DAY PD NO STUDENTS	FULL DAY PD NO STUDENTS
28	29	30	31			
Memorial Day Break	Staff/Student Return	NHACS HONORS 5PM-8PM Articulation Meetings Moving Up Day				

Notes

PRIDE Pillar: Discip ine

21 Days 1 PD Day

June 2023



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1 8th Grade Prom	2 HS Pep Rally	3
4	5 Grade 8 Science Written Test	6 Senior Prom	7 Senior Trip	8 Senior Trip	9 Senior Trip ZOOM Family Meeting 12pm	10 Senior Trip
11	12 MS Finals Last Day of HS Class (HS Honor Roll Trip) ZOOM Family Meeting	13 MS Finals	14 MS Finals Regents Begin	15 MS Finals BOT MTG 7PM	16 MS Finals 04 Ends	17
18	19 Juneteenth Observation School Closed	20 MS Honor Roll Trip	21 MS Field Day 04 Report Card Grades Due All Staff Mtg 4pm	22	23 Last Day for Regents MS Graduation HS Graduation Grade Entry Cutoff	24
25	26 Teacher Close Out Day Final Grades Approved	27 Teacher Close Out Day Report Cards Emailed	28 Teacher Close Out Day	29 Teacher Close Out Day	30 Teacher Close Out Day	

NOTES

PRIDE Pillar: Enthusiasm

16 Days - 2 Data Days 2 PD Days

July 2022

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

NOTES

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July

##



<b>SY 2022-2023 School Day Count</b>	<b>Data Days</b>	<b>Admin/PD Days</b>
Sept 19		
Oct 19		
Nov 17	1	
Dec 15		
Jan 18	1	1
Feb 14		1
Mar 23		
Apr 14	1	
May 21		1
June 16		
<b>Total: 176</b>	<b>3</b>	<b>3</b>

# Service Work Order

Job# 115536

**Customer** NEW HEIGHTS ACADEMY CS  
**Site** NEW HEIGHTS ACADEMY  
**CS#** 970-2008  
**Address** 1818 AMSTERDAM AVENUE  
BUILDING  
NEW YORK, NY 10031

**Customer#** 674170741  
**Site#** 100002446

**Site Phone** (347) 602-1638

**Requested By** \_\_\_\_\_ **Phone** \_\_\_\_\_

**Service Plan** NY01-Service and Inspection

**Warranty Status** None

**System Type** CID-Contact ID Format

**Panel Location**

**Job Request** 140-Inspection

**Estimated Hours** 4.0

**Commitment**

## FIRE INSPECTION

### Comment

CLEANED, TESTED AND INSPECTED FIRE ALARM SYSTEM AND DEVICES. ALL SIGNALS TRANSMITTED, RESTORED, AND VERIFIED WITH OUT INCIDENT. SYSTEM IN GOOD WORKING ORDER. REPORT WAS LEFT WITH SUB AND THE LOG BOOK WAS COMPLETED ON LOCATION.

Assignment Date	Status	Technician	En-Route	On Site	Cleared
7/19/2021 09:00 to 09:00	C	600001064-Euton Pearsor		09:00	16:00
7/19/2021 09:00 to 09:00	C	600001036-Alejandro Ben		09:00	16:00

### System Instructions

### Service Company Instructions

### Site Instructions

*Certificate of Occupancy*

**CO Number: 102193350F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Manhattan	<b>Block Number:</b> 02082	<b>Certificate Type:</b> Final
	<b>Address:</b> 1818 AMSTERDAM AVENUE	<b>Lot Number(s):</b> 28	<b>Effective Date:</b> 07/03/2012
	<b>Building Identification Number (BIN):</b> 1062155	<b>Building Type:</b> Altered	
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b> 3	(Prior to 1968 Code)	
	<b>Building Occupancy Group classification:</b> COM	(Prior to 1968 Code)	
	<b>Multiple Dwelling Law Classification:</b> None		
	<b>No. of stories:</b> 3	<b>Height in feet:</b> 45	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Sprinkler system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			




Borough Commissioner



Commissioner

*Certificate of Occupancy*

CO Number: 102193350F

Permissible Use and Occupancy						
All Building Code occupancy group designations are 1968 designations, except RES, COM, or PUB which are 1938 Building Code occupancy group designations.						
Floor From To	Maximum persons permitted	Live load lbs per sq. ft.	Building Code occupancy group	Dwelling or Rooming Units	Zoning use group	Description of use
CEL	422	OG	C		3A	
CEL	2	OG	E		3B	
CEL	321	OG	D-2		6F	
001	40	75	E		6A	
001	460	100	F-1B		3	
001	4	75	E		3B	
002	448	40	C		3A	
002	448	40	G		3A	
002	9	50	E		3B	
003	417	50	C		3A	
003	50	100	C		3A	
003	7	50	E		3B	
END OF SECTION						

  
Borough Commissioner

  
Commissioner

END OF DOCUMENT