

# I. SCHOOL INFORMATION AND COVER PAGE

Created Monday, July 29, 2013

Updated Friday, November 01, 2013

## Page 1

### 1. SCHOOL NAME

(Select School name from dropdown menu; BEDS # appears first)

331300861006 URBAN DOVE CS

### 2. CHARTER AUTHORIZER

Regents-Authorized Charter School

### 3. DISTRICT / CSD OF LOCATION

NYC CSD 13

### 4. SCHOOL INFORMATION

PRIMARY ADDRESS	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS
600 Lafayette Avenue Brooklyn, NY 11216	718-783-8232	718-783-8239	abahl@udteam.org

### 4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES   Contact Name	Amit Bahl
4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES   Title	Director of Operations
4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES   Emergency Phone Number (###-###-####)	

### 5. SCHOOL WEB ADDRESS (URL)

www.udteam.org

### 6. DATE OF INITIAL CHARTER

2013-07-01 00:00:00

### 7. DATE FIRST OPENED FOR INSTRUCTION

2012-08-01 00:00:00

### 8. TOTAL NUMBER OF STUDENTS ENROLLED IN 2012-13 (as reported on BEDS Day)

(as reported on BEDS Day)

**9. GRADES SERVED IN SCHOOL YEAR 2012-13**

Check all that apply

- 
- Ungraded
- 

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

Yes/No	Name of CMO/EMO
No	

## 11. FACILITIES

Will the School maintain or operate multiple sites?

No, just one site.

## 12. SCHOOL SITES

Please list the sites where the school will operate in 2013-14.

	Physical Address	Phone Number	District/CSD	Grades Served at Site	School at Full Capacity at Site	Facilities Agreement
Site 1 (same as primary site)	600 Lafayette Ave Brooklyn, NY 11216	718-783-82 32	CSD 13	ungraded	No	Rent/Lease

12a. Please provide the contact information for Site 1 (same as the primary site).

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Lewis Thomas	[REDACTED]	[REDACTED]	[REDACTED]
Operational Leader	Amit Bahl	[REDACTED]	[REDACTED]	[REDACTED]
Compliance Contact	Lewis Thomas	[REDACTED]	[REDACTED]	[REDACTED]
Complaint Contact	Mike Grandis	[REDACTED]	[REDACTED]	[REDACTED]

13. Are the School sites co-located?

No

14. Were there any revisions to the school's charter during the 2012-2013 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).

No

16. Our signatures 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. Check **YES** if you agree and use the mouse on your PC or the stylus on your mobile device to sign your name).

---

• Yes

---

Signature, Head of Charter School

A handwritten signature in black ink that reads "Lewis Thomas". The signature is written in a cursive style with a large, sweeping "L" and a prominent "T".

Signature, President of the Board of Trustees

A handwritten signature in black ink that reads "Mike Grubis". The signature is written in a cursive style with a large, sweeping "M" and a prominent "G".

Thank you.

# Signature Page for President of Board of Trustees

Created Friday, November 01, 2013

---

Page 1

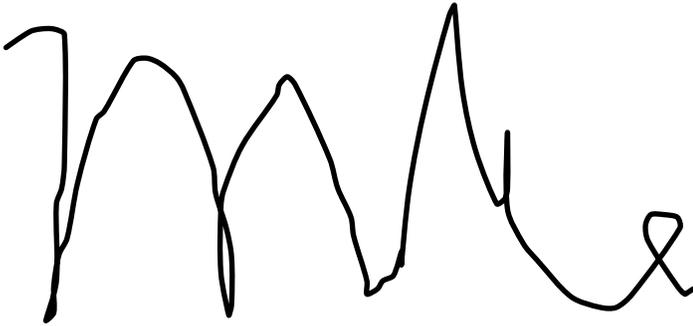
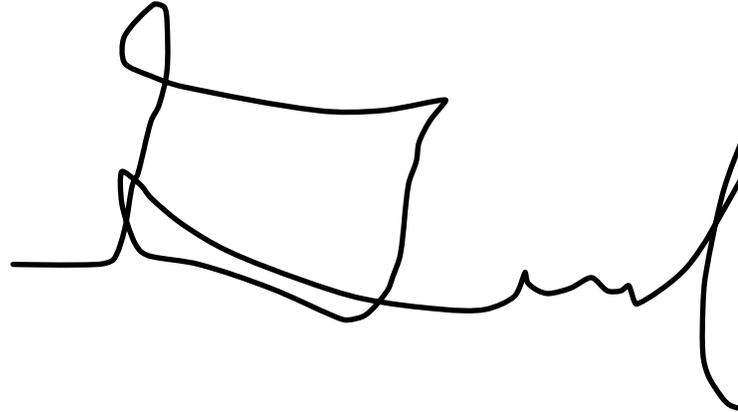
331300861006 URBAN DOVE CS

16. My signature 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. Check **YES** if you agree and use the mouse on your PC or the stylist on your mobile device to sign your name).

---

- Yes
- 

Signature, Board President

A handwritten signature in black ink, appearing to be 'M. M. M.', with a large, stylized 'M' at the beginning and a small flourish at the end.A handwritten signature in black ink, appearing to be 'M. M. M.', with a large, stylized 'M' at the beginning and a small flourish at the end.

Thank you.

# Appendix A: Progress Toward Goals

Created Thursday, August 01, 2013

Updated Monday, November 04, 2013

## Page 1

Charter School Name: 331300861006 URBAN DOVE CS

### 1. NEW YORK STATE REPORT CARD

Provide a direct URL or web link to the most recent New York State School Report Card for the charter school (See <https://reportcards.nysed.gov/>).

(Charter schools completing year one will not yet have a School Report Card or link to one. Please type "URL is not available" in the space provided).

URL is not available

### 2. APPENDIX A: PROGRESS TOWARD CHARTER GOALS

#### 2a. ACADEMIC STUDENT PERFORMANCE GOALS

If the Progress Toward Charter Goals are based on student performance data that the school will not have access to by August 1, 2013 (e.g., the NYS Assessment results), please list goals and explain this in the "Progress Towards Attainment" column. This information can be updated for Appendix A when available but no later than November 1, 2013. Board of Regents-authorized charter schools that opened for instruction in the fall of 2012 or that were renewed in 2012-13 will be held to the same charter-specific academic goals. Board of Regents-authorized charter schools will also be held accountable to Student Performance Benchmark 1 of the Performance Framework.

#### 2012-13 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Academic Goal 1	Maintain Average Daily Attendance Rate of 70%	Jupiter data collection program	ADA for the year of 70.2%	Goal met
Academic Goal 2	Increase rate of credit accumulation for 75% of students	Jupiter Data Collection software	60% of students increased credit accumulation	Goal not met. Stronger instruction throughout the year is needed. Better identification of students' skills needed at start of school year with baseline assessments, in addition to evaluating and identifying students for Special Education needs.
Academic Goal 3	40% passing rate for Regents exams	Regent exams data	12% passing rate for Regent Exams taken	Goal not met. Stronger instruction throughout the year is needed. Additionally, better Regent-focused support needed throughout the year.
Academic Goal 4	75% of students matriculating to Year 2	Jupiter data collection program	45% of students matriculated	Goal not met. Stronger instruction throughout the year is needed.

2a1. Do have more academic goals to add?

No

2a2. Do have more academic goals to add?

No

2b. ORGANIZATIONAL GOALS

2012-13 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Org Goal 1	Have an initial enrollment of at least 95 students	ATS Enrollment Data	Opening enrollment of 108	Goal Met
Org Goal 2	Complete the year with at least 85 students enrolled	ATS Enrollment Data	Closing enrollment of 91	Goal met
Org Goal 3	Meet district average for SpEd population (17%)	ATS Enrollment Data	34% Special Education population	Goal met
Org Goal 4	Meet district average for ELL population (4%)	ATS Enrollment Data	4% ELL population	Goal met
Org Goal 5	Meet district average for Free and Reduced Lunch Population (FRLP)	ATS Enrollment Data, FRLP forms	90% FRLP	Goal met

2b.1 Do you have more organizational goals to add?

Yes

2012-13 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Org Goal 6	School is fully staffed as per charter's Org. Chart	Organizational Chart	All staff positions filled	Goal met
Org Goal 7	80% of teaching staff is qualified and licensed in subject area	State License	100% of teachers properly licensed	Goal met
Org Goal 8	Board of Trustees has full membership and meets as required	Board Minutes	Full membership achieved, 11 meetings during the year	Goal met
Org Goal 9	The school provides the opportunity for all members of the school community to have a voice in the school	Public session of the board meetings and school events	Public sessions took place at each meeting and several events throughout the year took place at the school, including four Parent-Teacher conferences.	Goal met

2c. FINANCIAL GOALS

2012-13 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Financial Goal 1	Maintain positive cash flow throughout the year	Monthly financial reports	Positive cash flow each month	Goal met

Financial Goal 2	Complete year with \$100,000 cash surplus	Financial Statements	Completed year with approximately \$54,000	Goal not met. No steps or action needed. Board was satisfied with expenditures, all of which were deemed necessary to support student learning and school start up. Expenses included \$100,000 Security Deposit (asset) and \$25,000 Escrow Payment (asset)
Financial Goal 3	Privately raise \$200,000 to support school program	IPA evaluation and financial statements	Privately raised over \$230K	Goal met
Financial Goal 4	Receive a clean, unqualified Audited Financial Statement at year-end	Independent Auditor Evaluation	Issued clean, unqualified Audited Financial Statement	Goal met

	Amount
Total Expenditures FYE 06/30/13	\$ 2,087,713.81
Total number of enrolled students (average)	108
<b>Total Expenditures per Pupil:</b>	<b>\$ 19,330.68</b>

Administrative Expenditures *	468,892.28
Total number of enrolled students (average)	108
<b>Total Administrative Expenditures per Pupil:</b>	<b>\$ 4,341.60</b>

\* Excludes employee benefit costs or expenditures

Student enrollment based of BEDS Count



**Financial**

**School Name:**

**Date:**

**School Fiscal Contact Name:**

**School Fiscal Contact Email:**

**School Fiscal Contact Phone:**

**District of Location:**

**Authorizer:**

**Years of Operation:**

**Facility:**

**Grades Currently Served:**

**Planned Grades at Full Capacity:**

**Enrollment:**

**Max Enrollment:**

**Year of Most Recent Data**

**School Fiscal Contact Phone:**

**School Audit Firm Name:**

**School Audit Contact Name:**

**School Audit Contact Email:**

**School Audit Contact Phone:**

**Latest Audit Period (through June 30):**

**Do Not Use this Box**



## Audit Supplemental Data Request Form

*for Regents-Authorized Charter Schools*

**Urban Dove Charter School**

August 1, 2013

Rose Temba

[Redacted]

13

SED

1

Private

Ungraded

Ungraded

108

240

2012

[Redacted]

Schall & Ashenfarb CPA, LLC

Mark Herskovitz

[mherskovitz@schallandashenfarb.com](mailto:mherskovitz@schallandashenfarb.com)

212-268-2800 ext. 113

Urban Dove Charter School

**FILL IN GRAY CELLS**

**Urban Dove Charter School**

STATEMENTS OF FINANCIAL POSITION

FOR THE YEARS ENDED JUNE 30, 2013

	<u>2013</u>	<u>2012</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$152,231	\$12,148
Grants and contracts receivable	41,048	581
Accounts receivables	33,506	-
Inventory	83,978	-
Prepaid Expenses	9,467	1,250
Contributions and other receivables	-	-
Other	<u>100,000</u>	<u>100,000</u>
<b>TOTAL CURRENT ASSETS</b>	<b>\$420,230</b>	<b>\$113,979</b>
<b>OTHER ASSETS</b>		
Investments	\$-	\$-
Property, Plant and Equipment, Net	-	-
Restricted Cash	<u>-</u>	<u>-</u>
<b>OTHER ASSETS</b>	<b>\$-</b>	<b>\$-</b>
<b>TOTAL ASSETS</b>	<b><u>\$420,230</u></b>	<b><u>\$113,979</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$47,000	\$36,488
Accrued payroll and benefits	129,498	10,890
Refundable Advances	-	-
Dreferred Revenue	-	-
Current maturities of long-term debt	-	-
Short Term Debt - Bonds, Notes Payable	-	100,000
Other	<u>7,513</u>	<u>-</u>
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$184,012</b>	<b>\$147,378</b>
<b>LONG-TERM DEBT, net current maturities</b>	<b>\$-</b>	<b>\$-</b>
<b>TOTAL LIABILITIES</b>	<b><u>\$184,012</u></b>	<b><u>\$147,378</u></b>
<b>NET ASSETS</b>		
Unrestricted	\$236,218	\$(33,399)
Temporarily restricted	<u>-</u>	<u>-</u>
<b>TOTAL NET ASSETS</b>	<b>\$236,218</b>	<b>\$(33,399)</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$420,230</u></b>	<b><u>\$113,979</u></b>

Check

-

-

**FILL IN GRAY CELLS**

**Urban Dove Charter School**  
**STATEMENTS OF ACTIVITIES**  
**FOR THE YEARS ENDED JUNE 30, 2013**

	2013			2012
	Unrestricted	Temporarily Restricted	Total	Total
<b>REVENUE, GAINS AND OTHER SUPPORT</b>				
State & Local Operating Revenue	\$1,631,539	\$-	\$1,631,539	\$-
Federal - Title and IDEA	90,335	-	90,335	-
Federal - Other	205,004	-	205,004	269,095
State and City Grants	207,438	-	207,438	-
Contributions and private grants	112,930	-	112,930	50,100
After school revenue	-	-	-	-
Other	653	-	653	-
Food Service/Child Nutrition Program	<u>34,425</u>	<u>-</u>	<u>34,425</u>	<u>-</u>
<b>TOTAL REVENUE, GAINS AND OTHER SUPPORT</b>	\$2,282,325	\$-	\$2,282,325	\$319,195
<b>EXPENSES</b>				
Program Services				
Regular Education	\$1,075,596	\$-	\$1,075,596	\$-
Special Education	160,810	-	160,810	-
Other Programs	<u>338,890</u>	<u>-</u>	<u>338,890</u>	<u>-</u>
Total Program Services	\$1,575,297	\$-	\$1,575,297	\$-
Supporting Services				
Management and general	\$506,167	\$-	\$506,167	\$96,554
Fundraising	<u>6,250</u>	<u>-</u>	<u>6,250</u>	<u>-</u>
<b>TOTAL OPERATING EXPENSES</b>	\$2,087,714	\$-	\$2,087,714	\$96,554
<b>SURPLUS / (DEFICIT) FROM SCHOOL OPERATIONS</b>	\$194,611	\$-	\$194,611	\$222,641
Contributions				
Foundations	\$-	\$-	\$-	\$-
Individuals	-	-	-	-
Corporations	-	-	-	-
Fundraising	-	-	-	-
Interest income	-	-	-	-
Miscellaneous income	-	-	-	-
Net assets released from restriction	<u>75,006</u>	<u>-</u>	<u>75,006</u>	<u>-</u>
<b>TOTAL SUPPORT AND OTHER REVENUE</b>	\$75,006	\$-	\$75,006	\$-
<b>CHANGE IN NET ASSETS</b>	\$269,617	\$-	\$269,617	\$222,641
NET ASSETS BEGINNING OF YEAR	\$(33,399)	\$-	\$(33,399)	\$-
PRIOR YEAR/PERIOD ADJUSTMENTS	<u>-</u>	<u>-</u>	<u>-</u>	<u>(33,399)</u>
<b>NET ASSETS - END OF YEAR</b>	\$236,218	\$-	\$236,218	\$189,242

# Audited Financial Statement Checklist

Created Monday, October 28, 2013  
Updated Friday, November 01, 2013

---

## Page 1

Charter School Name:

1. Please check each item that is included in the 2012-13 Audited Financial Statement submitted for your charter school.

	Yes	No	NA
Audited Financial Statements (including report on compliance and report on internal control over financial reporting)	True	False	False
Single Audit (if applicable)	False	False	True
CSP Agreed Upon Procedures (if applicable)	True	False	False
Management Letter	True	False	False
Report on Extracurricular Student Activity Accounts (if applicable)	False	False	True
Corrective Action Plans for any Findings	False	False	True

2. Please indicated if there is a finding(s) noted in any of the following sections of your charter school's 2012-13 Audited Financial Statement.

	Yes	No
Report on Compliance	False	True
Report on Internal Control over Financial Reporting	False	True
Single Audit	False	True
CSP Agreed Upon Procedures Report	False	True
Management Letter	False	True

Thank you Amit .



BRUCE SCHALL, CPA  
DAVID GASHENFARB, CPA

## **URBAN DOVE CHARTER SCHOOL**

**Audited Financial Statements In Accordance  
With Government Auditing Standards**

**June 30, 2013**

# URBAN DOVE CHARTER SCHOOL

## Table of Contents

	<u>Page</u>
Independent Auditors' Report	1
Statement of Financial Position	3
Statement of Activities	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 11
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>	12 - 13
Schedule of Findings and Responses	14

## INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of  
Urban Dove Charter School

### *Report on the Financial Statements*

We have audited the accompanying financial statements of Urban Dove Charter School ("the School"), which comprise the statement of financial position as of June 30, 2013, and the related statements of activities, functional expenses and cash flows from inception through June 30, 2013, and the related notes to the financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes 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.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit 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. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements 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 the organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

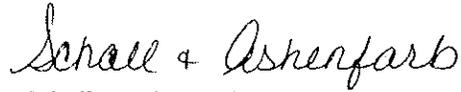
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Urban Dove Charter School as of June 30, 2013, and the changes in its net assets and its cash flows from inception through June 30, 2013 in accordance with accounting principles generally accepted in the United States of America.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated October 2, 2013 on our consideration of the 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 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 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 the School's internal control over financial reporting and compliance.



Schall & Ashenfarb  
Certified Public Accountants, LLC

October 2, 2013

**URBAN DOVE CHARTER SCHOOL  
STATEMENT OF FINANCIAL POSITION  
AT JUNE 30, 2013**

**Assets**

Cash and cash equivalents (Notes 2b and 2c)	\$127,223
Restricted cash (Note 3)	25,008
Grant receivable - New York City (Note 5)	1,975
Government grants receivable (Note 2g)	25,543
Other receivables	6,531
Prepaid expenses	9,467
Security deposit	100,000
Property and equipment, net (Notes 2d and 4)	<u>80,788</u>
Total assets	<u><u>\$376,535</u></u>

**Liabilities and Net Assets**

**Liabilities:**

Accounts payable and accrued expenses	\$177,698
Due to institutional partner (Note 6)	57,513
Deferred rent (Note 2e)	<u>262,645</u>
Total liabilities	<u>497,856</u>

**Net Assets: (Note 2a)**

Unrestricted	(126,321)
Temporarily restricted (Note 7)	<u>5,000</u>
Total net assets	<u>(121,321)</u>
Total liabilities and net assets	<u><u>\$376,535</u></u>

*The attached notes and auditors' report  
are an integral part of these financial statements.*

**URBAN DOVE CHARTER SCHOOL  
STATEMENT OF ACTIVITIES  
FROM INCEPTION THROUGH JUNE 30, 2013**

	Unrestricted	Temporarily Restricted	Total
<b>Unrestricted:</b>			
<b>Public Support and Revenue:</b>			
Public school district revenue: (Notes 2g and 5)			
Resident student enrollment	\$1,293,939		\$1,293,939
Students with special education services	337,600		337,600
Subtotal public school district revenue	1,631,539	0	1,631,539
Government grants	787,913		787,913
Contributions	133,030	\$5,000	138,030
In-kind contributions (Note 2h)	11,819		11,819
Equipment disposals	(6,785)		(6,785)
Other income	3,531		3,531
Total public support and revenue	2,561,047	5,000	2,566,047
<b>Expenses:</b>			
Program services:			
Regular education	1,916,881		1,916,881
Special education	240,968		240,968
Total program services	2,157,849	0	2,157,849
Supporting services:			
Management and general	529,519		529,519
Total supporting services	529,519	0	529,519
Total expenses	2,687,368	0	2,687,368
Change in net assets	(126,321)	5,000	(121,321)
Net assets - beginning	0	0	0
Net assets - ending	(\$126,321)	\$5,000	(\$121,321)

*The attached notes and auditors' report  
are an integral part of these financial statements.*

**URBAN DOVE CHARTER SCHOOL  
STATEMENT OF FUNCTIONAL EXPENSES  
FROM INCEPTION THROUGH JUNE 30, 2013**

	Program Services			Supporting Services	Total Expenses
	Regular Education	Special Education	Total	Management and General	
Personnel Service Costs:					
Salaries	\$895,786	\$136,448	\$1,032,234	\$125,028	\$1,157,262
Payroll taxes and employee benefits	163,933	24,971	188,904	22,881	211,785
Total salaries and staff	1,059,719	161,419	1,221,138	147,909	1,369,047
Professional fees (including in-kind of \$11,819)	45,424	5,610	51,034	74,504	125,538
Professional fees- institutional partner (Note 6)	202,747		202,747	202,747	405,494
Rent	335,209	51,060	386,269	46,786	433,055
Student services	83,168		83,168		83,168
Repairs and maintenance	60,624	9,234	69,858	8,462	78,320
Supplies and materials	43,324		43,324		43,324
Staff development	22,717	3,460	26,177	3,171	29,348
Equipment and furnishings (Note 2d)	13,704	619	14,323	9,596	23,919
Insurance	10,324	1,573	11,897	1,442	13,339
Office supplies	13,815	2,104	15,919	3,663	19,582
Technology	2,110		2,110	12,116	14,226
Advertising			0	12,872	12,872
Miscellaneous		2,250	2,250	2,159	4,409
Telephone	3,075	468	3,543	429	3,972
Travel and entertainment	104		104	758	862
Depreciation	20,817	3,171	23,988	2,905	26,893
Total expenses	<u>\$1,916,881</u>	<u>\$240,968</u>	<u>\$2,157,849</u>	<u>\$529,519</u>	<u>\$2,687,368</u>

*The attached notes and auditors' report  
are an integral part of these financial statements.*

**URBAN DOVE CHARTER SCHOOL  
STATEMENT OF CASH FLOWS  
FROM INCEPTION THROUGH JUNE 30, 2013**

<b>Cash Flows from Operating Activities:</b>	
Change in net assets	(\$121,321)
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation expense	26,893
Equipment disposals	6,785
Increase in assets:	
Restricted cash	(25,008)
Grant receivable - New York City	(1,975)
Government grants receivable	(25,543)
Other receivables	(6,531)
Prepaid expenses	(9,467)
Security deposit	(100,000)
Increase in liabilities:	
Accounts payable and accrued expenses	177,698
Due to institutional partner	57,513
Deferred rent	262,645
	<u>363,010</u>
Total adjustments	<u>363,010</u>
Net cash provided by operating activities	<u>241,689</u>
<b>Cash Flows from Investing Activities:</b>	
Purchase of furniture and equipment	(114,466)
Net cash used for investing activities	<u>(114,466)</u>
<b>Cash Flows from Financing Activities:</b>	
Proceeds of loans from institutional partner	(115,000)
Loan repayments	115,000
Net cash used for financing activities	<u>0</u>
Net increase in cash and cash equivalents	127,223
Cash and cash equivalents - beginning of period	<u>0</u>
Cash and cash equivalents - end of period	<u><u>\$127,223</u></u>
Supplemental disclosures:	
Interest paid - \$0	
Taxes paid - \$0	

*The attached notes and auditors' report  
are an integral part of these financial statements.*

**URBAN DOVE CHARTER SCHOOL  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2013**

**Note 1 - Organization and Nature of Activities**

Urban Dove Charter School ("the School"), located in Brooklyn, New York, is a not-for-profit education corporation chartered by the University of the State of New York Education Department. Beginning its initial school year in September 2012, the School was launched to help the vulnerable, growing population of transfer students and is the first-ever alternative high school for over-aged, under-credited youth in New York City. Through a sports, health, and fitness curriculum, layered with a career and technical program, the School is expanding its reach to energize, educate and empower youth. The School completed the 2012-2013 fiscal year with an average enrollment of approximately 96 students. The School is a publicly funded, privately managed school, which is independent of the New York City Department of Education ("NYCDOE").

On December 14, 2010, the School was granted a provisional charter under the University of the State of New York, by the Board of Regents for and behalf of the Education Department of the State of New York for a term up through and including December 15, 2015. Such provisional charter may be extended upon application for a term of up to five years in accordance with the provisions of Article 56 of the Education Law.

The School is exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for income taxes has been reflected in the accompanying financial statements. They have not been designated as a private foundation.

**Note 2 - Significant Accounting Policies**

a. Basis of Presentation

The accompanying financial statements have been prepared using the accrual basis of accounting which is the process of recognizing revenue and expenses when earned or incurred rather than when received or paid. All significant receivables, payables and other liabilities have been reflected.

The School's net assets are classified based upon the existence or absence of donor-imposed restrictions as follows:

- *Unrestricted* – represent those resources for which there are no restrictions by donors as to their use.
- *Temporarily restricted* – represent those resources, the uses of which have been restricted by donors to specific purposes or the passage of time. The release from restrictions results from the satisfaction of the restricted purposes specified by the donor. Temporarily restricted contributions, the requirements of which are met in the year of donation, are reported as unrestricted.

- *Permanently restricted* – accounts for activity restricted by donors that must remain intact in perpetuity. The School did not have any permanently restricted net assets at June 30, 2013.

b. Cash and Cash Equivalents

Checking and money market accounts with local banks and highly liquid debt instruments purchased with a maturity of three months or less are considered to be cash and cash equivalents for purposes of the accompanying statement of cash flows.

c. Concentration of Credit

Financial instruments which potentially subject the School to concentration of credit risk consist of cash and money market accounts, which have been placed with a financial institution that management deems to be creditworthy. At various points throughout the year, material cash balances were in excess of FDIC insurance levels; however, the School has not experienced any losses from these accounts due to bank failure.

d. Capitalization Policy

Computer hardware, furniture and equipment assets are stated at cost or at the fair market value at the date of gift, if donated. The School capitalizes fixed assets in excess of pre-defined amounts that have a useful life of more than one year. Depreciation was computed using the straight-line method over the estimated useful lives of the respective assets, which generally are between 3 and 7 years.

e. Deferred Rent

Rent expense is recorded on the straight-line basis over the life of the lease. Rent expense recognized in excess of cash payments, primarily due to free rent received at the beginning of the lease, is reflected as deferred rent. As future payments exceed the annual expense recognized, deferred rent will be reduced to zero by the end of the lease term.

f. Contributions

Contributions are recorded as revenue at the earlier of the receipt of cash or when a pledge is considered unconditional in nature. Contributions are available for unrestricted use, unless specifically restricted by the donor, in which case they are recorded as temporarily restricted.

Contributions expected to be received within one year are recorded at their net realizable value. Long-term pledges are recorded at fair value using a risk adjusted discount rate. Conditional contributions are recorded as liabilities and are recognized as income when the conditions have been substantially met.

g. Revenues

Program revenues are recognized based on the number of students enrolled using rates established by the School's funding source in the period during which services are provided.

The terms of each government grant are reviewed to determine if they contain traits more closely associated with contributions or exchange transactions. Management has

determined that all existing government grants are exchange transactions because they contain traits more similar to contracts for service. The difference between cash received and the amount recognized as revenue is reflected as grants receivable or refundable advances.

h. In-Kind Contributions

Generally accepted accounting principles requires donated services to be recognized in circumstances where those services create or enhance non-financial assets or require specialized skills, are provided by individuals possessing those skills and would typically need to be purchased if not provided in-kind. Donated legal services have been recognized on the statement of activities and functional expenses based on fair value.

i. Functional Allocation of Expenses

The costs of providing various programs and other activities have been summarized on a functional basis in the accompanying statements of activities and functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

j. Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America 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. Actual results could differ from those estimates.

k. Accounting for Uncertainty in Income Taxes

The School does not believe its financial statements include any material, uncertain tax positions. Tax returns for periods ending June 30, 2010 and later are subject to examination by applicable taxing authorities.

l. Subsequent Events

Management has evaluated for potential recognition and disclosure events subsequent to the date of the statement of financial position through October 2, 2013, the date the financial statements were available to be issued. No events have occurred subsequent to the statement of financial position date through our evaluation date that would require adjustment to or disclosure in the financial statements.

**Note 3 - Restricted Cash**

An escrow account has been established to meet the requirement of the Board of Regents of the State of New York. The purpose of this account is to ensure sufficient funds are available for an orderly dissolution or transition process in the event of termination of the charter or school closure.

**Note 4 - Furniture and Equipment**

At June 30, 2013, fixed assets consisted of the following:

Furniture and equipment	\$105,071
Less: accumulated depreciation	<u>(24,283)</u>
Furniture and equipment, net	<u>\$80,788</u>

**Note 5 - Grant Receivable - New York City Department of Education**

Amounts due from New York City are based on the following:

Funding based on allowable FTE's	\$1,631,539
Advances received - fiscal year 2012-2013	<u>(1,629,564)</u>
Grants receivable from New York City at 6/30/13	<u>\$1,975</u>

**Note 6 - Due to Institutional Partner**

In March 2012, the School signed an institutional partnership with The Urban Dove, Inc. ("the Organization"), which is an affiliate by nature of common board members and management. An "Institutional Partnership Agreement" (IPA) serves as the foundation of the governance relationship between the School and the Organization. In May 2013, the IPA was revised and submitted to the New York State Education Department whose approval was still pending at June 30, 2013.

From inception through June 30, 2013, the Organization loaned the School \$115,000 which was repaid during the year. In addition, the Organization charged the School \$405,494 for management services, of which \$57,513 remained outstanding at year-end.

**Note 7 - Temporarily Restricted Net Assets**

During the period ended June 30, 2013, \$5,000 was restricted for the restoration project.

**Note 8 - Significant Concentrations**

The School is dependent upon grants from NYCDOE to carry out its operations. For the year ended June 30, 2013, approximately 63% of the School's total public support and revenue was realized from NYCDOE. If NYCDOE were to discontinue funding, it would have a severe economic impact on the School's ability to operate.

**Note 9 - Commitments and Contingencies**

Government contracts are subject to audit by the grantor. Management does not believe that any audits, if they were to occur, would result in material disallowed costs, and has not established any reserves. Any disallowed costs would be recorded in the period notified.

The School entered into a new operating lease for classroom space and administrative

offices that expires in June 2016.

Future minimum lease payments are as follows:

For the year ended: June 30, 2014	\$425,000
June 30, 2015	575,000
June 30, 2016	<u>650,000</u>
	<u>\$1,650,000</u>

In January 2013, the board adopted to change the name of the school to the Urban Dove Team Charter School, which is pending approval from the New York State Education Department.

In the normal course of business, the School is involved in proceedings, lawsuits and other claims. These matters are subject to many uncertainties, and outcomes are not predictable with a high degree of assurance. Consequently, the ultimate aggregate amount of monetary liability or financial impact with respect to these matters as of June 30, 2013 cannot be ascertained. Management believes that the final outcome of these matters will not have a material impact on the financials of the School.

**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***

To the Board of Trustees of  
Urban Dove Charter School

***Report on the Financial Statements***

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 Urban Dove Charter School ("the School"), which comprise the statement of financial position as of June 30, 2013, and the related statements of activities, functional expenses and cash flows from inception through June 30, 2013 and the related notes to the financial statements, and have issued our report thereon dated October 2, 2013.

***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) to determine the 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 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. 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.

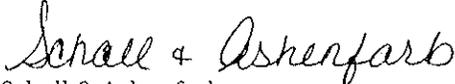
Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be material weaknesses or significant deficiencies. Given these limitations, during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

***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the School's financial statements are free of 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 determination of financial statement amounts. 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.

  
Schall & Ashenfarb  
Certified Public Accountants, LLC

October 2, 2013

**URBAN DOVE CHARTER SCHOOL  
SCHEDULE OF FINDINGS AND RESPONSES  
JUNE 30, 2013**

Current Year:

None

## Observations and Recommendations

To Management of  
Urban Dove Charter School

As a result of our audit of Urban Dove Charter School for the year ended June 30, 2013, we want to inform you of several internal control matters noted and provide our recommendations for improvement and notify you of board governance matters:

### I - Internal Controls

#### Audit Adjustments

The entity is required to maintain books and records in adequate detail to permit the preparation of financial statements that are in accordance with U.S. generally accepted accounting principles. During the audit for the current year, we identified several adjustments whereby procedures within the organization did not provide for these adjustments to be corrected by any employees within the normal course of their regularly assigned functions. Management agreed to the adjustments and they have been included in the financial statements so that they would not be materially misstated. The following summarizes those adjustments:

- An adjustment of approximately \$263,000 was made to record deferred rent.
- An adjustment of \$25,000 was made to reverse a restricted foundation grant considered conditional in nature.

We recommend the finance manager review the books and make all necessary adjustments prior to the start of the audit. In addition, the finance manager should obtain copies of all correspondence with donors to better understand the nature of any restrictions so they can be recorded and tracked properly. Subsequent to year-end, we noted that the finance manager no longer works at the School.

#### Segregation of Duties over Cash Disbursements

The director of operations signs checks and has access online to the bank accounts. Having another party, such as a member of the board, review the monthly bank statements would strengthen the control structure by providing a cross check of the work of the director of operations. For practical purposes, this could be accomplished by allowing the board member to have "read only access" to the bank statements.

#### Segregation of Duties over Cash Receipts

A log is maintained by the director of operations of all incoming checks. The finance manager is responsible for preparing the deposit slip, going to the bank and recording the transaction in the books. Nobody currently reconciles the deposits per the log to the amount of receipts in the books.

We recommend that on a monthly basis, the director of operations prepare a reconciliation of the log of incoming checks to the amount deposited per the books. This reconciliation should be initialed and maintained as evidence of this review.

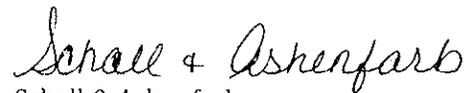
## **II - Board Governance**

### Compensation of Management

The form 990 contains a question about whether there is a formal process in place to determine compensation of the CEO. Additionally, NYS Governor Cuomo recently issued an executive order that also requires specific actions by the oversight committees of charitable organizations relating to executive compensation.

We recommend that a comparability study, be used by independent members of the board of directors as a basis for determining compensation of the CEO and any key employees. Contemporaneous substantiation of the deliberation and decision such as minutes of the meeting should be kept and maintained

This communication is intended solely for the information and use of management, the board of directors, and others within the organization, and is not intended to be and should not be used by anyone other than these specified parties.

  
Schall & Ashenfarb  
Certified Public Accountants, LLC

October 2, 2013

**INDEPENDENT ACCOUNTANT'S REPORT  
ON APPLYING AGREED UPON PROCEDURES**

To the Board of Trustees of  
Urban Dove Charter School

We have performed the procedures identified below, which were agreed to by the management of Urban Dove Charter School ("Charter School") and the New York State Education Department ("NYSED") solely to assist the specified parties in evaluating the Charter School's assertion to New York State Education Department that it has maintained compliance with the requirements of the CSP grant and Federal and NYSED guidelines in managing the CSP grant.

This agreed upon procedures engagement was performed in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of the specific users of the report. Consequently, we make no representation regarding the sufficiency of the procedures described below wither for the purpose for which this report has been requested or for any other purpose.

The procedures we performed and our results are as follows:

Procedure #1: We obtained the detail of expenditures incurred for the period under review relating to the CSP grant from the Charter School's accounting software and reconciled it to the grant revenue recorded by the Charter School.

Results:

The expenses from the detail of expenditures that we obtained for the period under review reconciled to the grant revenue recorded in the books.

Procedure #2: We obtained the NYSED approved CSP grant award information, including the budget and any amendments, to determine if the revenue and expenditures recorded for the period appear reasonable.

Results:

Based on the NYSED approved SED grant award information reviewed, the revenue and expenditures recorded for the period appeared reasonable.

Procedure #3: We selected a sample of expenditures from the detail obtained in Procedure #1.

- a. Payroll – We selected 10 items or 10% of the total number of payroll items charged to the grant, whichever was less.

- b. Other expenses – We selected 10 items or 10% of the total number of other expense items charged to the grant, whichever was less.
- c. Using the above selected items, we:
  - i. Determined that the expenditure was in accordance with the purpose of the grant and that pre-opening expenditures are charged to pre-opening periods. (See non-regulatory guidance on the CSP grant at <http://www.p12.nysed.gov/psc/grants.html>)
  - ii. Determined that the expenditures fell into approved budget category
  - iii. Determined that the expenditure was charged to the appropriated fiscal period

Results:

We selected 10 items from payroll and other expenses and determined that:

- i. The expenditures were accordance with the purpose of the grant.
- ii. The expenditures fell into approved categories.
- iii. The expenditures were charged to the appropriate fiscal period.

Procedure #4: We obtained FS-25 form(s) submitted to NYSED during the period under review and performed the following:

- a. Traced expenditures selected in Procedure #3 to requests for reimbursement to determine that items requested for reimbursement had previously been expended or were expended within a month following the request for reimbursement. If any had not yet been requested for reimbursement, we inquired of responsible charter school officials as to the plan for requesting reimbursement, and determined if a receivable was recorded, if appropriate.
- b. For FS-25 forms included amounts on Line 4 (Cash Expenditures Anticipated During Next Month), we selected one FS-25 and determined whether funds were expended within 1 month following the date of the request.

Results:

- a. For those expenditures selected, we determined that for the initial funding year 9/11-8/12, five of fourteen items and for funding year 9/12-8/13, two of six items requested for reimbursement had not been expended within one month following the request for reimbursement. For those expenditures selected that had not yet been requested for reimbursement, we determined that a receivable had been appropriately recorded.
- b. We selected one FS-25 and noted that the total amount on Line 4 was \$25,000. We determined these funds were expended within one month following the date of the request.

We were not engaged to, and did not conduct an examination, the objective of which would be the expression of an opinion on Urban Dove Charter School's compliance with the requirements of the CSP grant. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the use of Urban Dove Charter School and the New York State Education Department, and it is not intended to be and should not be used by anyone other than the specified parties.

*Schall & Ashenfarb*  
Schall & Ashenfarb  
Certified Public Accountants, LLC

October 2, 2013

# Urban Dove Charter School 2012 - 2013 Prop

## Proposed 2013 - 2014 Annual Budget

Starting Cash	\$106,844	
Total Student Enrollment		160
Total Revenue	\$3,168,373	
Total Expenses	\$3,158,527	
Total Surplus	\$116,690	
Income		
4000 STATE GRANTS		
4001 Per Pupil General Education	\$2,164,320.00	
4002 Per Pupil Special Education	\$538,553.00	
4005 NYSTL		10,000
4008 Other		-
TOTAL 4000	\$2,712,873	
4100 FEDERAL GRANTS		
4101 IDEA Special Needs		42,500
4102 Title I		75,000
4103 Title IIA		8,000
4104 Title Other		
4105 CSP I		
CSP II		50,000
CSP III		65,000
4106 E-Rate		
4107 Other		-
TOTAL 4200	\$240,500	
4200 CONTRIBUTIONS & DONATIONS		
4201 Private Fundraising	\$165,000	
4204 Unrestricted Foundation & Corporate Grants		
TOTAL 4200	165,000	
4400 FUNDRAISING		
4401 Fundraising-Events		-
4402 Fundraising-Sales		-
TOTAL 4400	\$-	
4500 INTEREST INCOME		
4501 Interest in bank		-
4502 Interest on investments		-
TOTAL 4500		-
4700 OTHER REVENUE		
4701 School Food Reimbursement	50,000	
4702 In Kind Support		-
4730 Revenue-Suspense		-
TOTAL 4700	\$50,000	
<b>TOTAL REVENUES</b>	<b>\$3,168,373</b>	

# Urban Dove Charter School 2012 - 2013 Prop

Proposed 2013 -  
2014 Annual  
Budget

## Expenses

<b>5000 ADMINISTRATIVE PERSONNEL</b>	
5001 School Leader	\$91,700
5002 Director of Operations	\$88,750
5003 Director of SBYD	\$73,350
5005 Director of Instruction	\$73,350
5006 Office Manager	42,300
<b>TOTAL 5000</b>	<b>\$369,450</b>
<b>5100 INSTRUCTIONAL PERSONNEL</b>	
5101 Teachers- Regular	370,000
5102 SpEd Coordinator	55,000
5104 Teachers- Special Ed	205,000
5105 Specialty Teachers	
5106 Classroom Aides	
5107 Pupil Services	
5108 Substitute Teachers	-
<b>TOTAL 5100</b>	<b>\$630,000</b>
<b>5200 NON-INSTRUCTIONAL PERSONNEL</b>	
5201 Librarian	
5202 Nurse	
5203 Custodian	
5204 School Aides	75,000
5206 Coaches	350,000
5207 Social Worker	106,500
<b>TOTAL 5200</b>	<b>\$531,500</b>
Severance Payments for Non-Returning Staff	\$16,650
<b>TOTAL COMPENSATION</b>	<b>\$1,547,600</b>
<b>5300 PAYROLL TAXES</b>	
5302 Social Security	100,650
5304 Medicare - ER Exchange	23,513
5305 NYS SUI	32,187
5306 Disability	(772)
5307 State Tax	-
5308 Local Tax	-
5309 FUTA	-
<b>Total 5300</b>	<b>\$155,577</b>
<b>5400 EMPLOYEE BENEFITS</b>	
5401 Health & vision	115,000
5402 Dental	11,000
5403 Workers Compensation	15,000
5404 Life, Disability	\$-
5405 Transit Check Fees	6,500
5406 Transit Check Exchange	-
5407 Garnishment Clearing Exchange	-
<b>TOTAL 5400</b>	<b>\$147,500</b>
<b>5500 RETIREMENT &amp; PENSION</b>	
5501 403(B) Contributions Exchange	
5502 403(B) Match	
5503 403(B) Fees	3,500
<b>TOTAL 5500</b>	<b>3,500</b>
<b>TOTAL 5300, 5400, 5500</b>	<b>\$306,577</b>
<b>TOTAL COMPENSATION &amp; BENEFITS</b>	<b>\$1,854,177</b>

# Urban Dove Charter School 2012 - 2013 Prop

Proposed 2013 -  
2014 Annual  
Budget

<b>6000</b>	<b>PROFESSIONAL SERVICES/CONTRACTED</b>	
6001	Accounting & Audit Fees	13,500
6002	Legal - Paid	10,000
6003	Legal - In Kind	0
6005	Payroll Service Fees	4,000
6006	Academic Consultants	25,000
6007	Special Ed Consultants	6,000
6008	Fingerprinting & Background Svc	250
6009	Substitute Services	2,500
6010	Contracted Svcs-Other	20,000
6011	Financial Management Services	
6012	Nurse Services	
6013	Security	
6014	Contracted Svcs - In-kind	
6015	Contracted Services - SBYD	7,500
6016	VISTA	1,750
		165,000
6017	Contracted Services - IPA	
	<b>TOTAL 6000</b>	<b>\$255,500</b>
<b>6100</b>	<b>BOARD EXPENSES</b>	
6101	Board Meeting Expenses	1,500
6102	Board Development	
6103	Board Travel	-
	<b>TOTAL 6100</b>	<b>\$1,500</b>
<b>6200</b>	<b>CLASSROOM &amp; TEACHING SUPPLIES</b>	
6201	Classroom Supplies & Materials	12,000
6202	Teacher Discretionary Stipends	
6203	Instructional Technology	
6204	Art Supplies & Materials	
6205	Music Supplies & Materials	
6206	Phys. Ed. Supplies and Materials	10,000
6207	Classroom Libraries	
6208	NYSSL	
6209	NYSLIB	-
	<b>TOTAL 6200</b>	<b>\$22,000</b>
<b>6300</b>	<b>SPECIAL EDUCATION SUPPLIES &amp; MATERIALS</b>	
6301	Textbooks	
6302	Supplies & Materials	
	<b>TOTAL 6300</b>	
<b>6400</b>	<b>TEXTBOOKS &amp; WORKBOOKS</b>	
6401	Textbooks & Workbooks	
6402	NYSSTL	10,000
	<b>TOTAL 6400</b>	<b>\$10,000</b>
<b>6500</b>	<b>SUPPLIES &amp; MATERIALS</b>	
6501	Extended Day Program	
6502	Library Supplies/Books	
	<b>TOTAL 6500</b>	
<b>6600</b>	<b>STUDENT TESTING &amp; ASSESSMENT</b>	
6601	Testing & Assessment Materials	700
6602	Testing & Assessment Scoring	1,500
	<b>TOTAL 6600</b>	<b>\$2,200</b>
<b>6700</b>	<b>FIELD TRIPS &amp; EVENTS</b>	
6701	Field Trips	5,000
6702	Assemblies	1,500
	<b>TOTAL 6700</b>	<b>\$6,500</b>
<b>6800</b>	<b>SCHOOL MEALS/LUNCHES</b>	
6801	Meals & Lunches	
6802	Meals/Lunches Other	80,000
	<b>TOTAL 6800</b>	<b>\$80,000</b>
<b>6900</b>	<b>STUDENT SERVICES</b>	
6901	Extended Day & Enrichment Programs	10,000
6902	Uniforms	15,000
6903	Parent Outreach & Education Programs	-
6904	Student Services:Student Services-Transportation	25,000
6905	Facility Rentals - SBYD	15,000
	<b>TOTAL 6900</b>	<b>\$65,000</b>
<b>7000</b>	<b>OFFICE EXPENSES</b>	
7001	Office Supplies	7,500

# Urban Dove Charter School 2012 - 2013 Prop

		Proposed 2013 - 2014 Annual Budget
7002	Printing & Copying	1,000
7003	Postage & Shipping	13,500
7004	Meeting Expenses	150
	<b>TOTAL 7000</b>	<b>\$22,150</b>
7100	<b>EQUIP. &amp; FURNITURE (NON-CAPITALIZED)</b>	
7101	Leased Equipment	5,000
7102	Equipment Purchase	5,000
7103	Furniture Purchases	12,500
7104	Repairs & Maintenance	-
	<b>TOTAL 7100</b>	<b>\$22,500</b>
7200	<b>TELEPHONE</b>	
7201	Telephone:Telephone-Telephone & Fax	1,000
7202	Telephone:Telephone-Cellular Phones	-
	<b>TOTAL 7200</b>	<b>\$1,000</b>
7300	<b>TECHNOLOGY</b>	
7301	Internet	500
7302	Technology Services	3,000
7303	Equipment (non-capitalized)	-
7304	Software (non-capitalized)	-
7305	Website Maintenance	-
	<b>TOTAL 7300</b>	<b>\$3,500</b>
7400	<b>STAFF DEVELOPMENT</b>	
7401	Administrative Staff	-
7402	Instructional Staff	35,000
7403	Tuition Reimbursement	-
	<b>TOTAL 7400</b>	<b>\$35,000</b>
7500	<b>STAFF RECRUITMENT</b>	
7501	Advertising & Job Fairs	2,000
	<b>TOTAL 7500</b>	<b>\$2,000</b>
7600	<b>STUDENT RECRUITMENT/MARKETING</b>	
7601	Printing & Advertising/Mailing	2,500
	<b>TOTAL 7600</b>	<b>\$2,500</b>
7700	<b>STAFF TRAVEL</b>	
7701	Local Travel	-
7702	Travel & Lodging	1,000
7703	Meals	-
	<b>TOTAL 7700</b>	<b>\$1,000</b>
7800	<b>FUNDRAISING EXPENSE</b>	
7801	Fundraising Expense	-
	<b>TOTAL 7800</b>	<b>\$-</b>
7900	<b>OTHER</b>	
7901	Bank Charges	-
7902	Interest/Late Charges	-
7903	Dues & Memberships	2,250
7904	Miscellaneous	250
7905	Expense Suspense	-
	<b>TOTAL 7900</b>	<b>\$2,500</b>

# Urban Dove Charter School 2012 - 2013 Prop

## Proposed 2013 - 2014 Annual Budget

<b>8000</b>	<b>INSURANCE</b>	
8001	General Liability, Umbrella, D&O	
8002	Student Accident & Catastrophe	15,000
8003	Insurance Other	
	<b>TOTAL 8000</b>	<b>\$15,000</b>
<b>8100</b>	<b>FACILITY OPERATIONS &amp; MAINTENANCE</b>	
8101	Rent	425,000
8102	Utilities	45,000
8103	Repairs & Maintenance	15,000
8104	Janitorial Services	30,000
8105	Security	45,000
8106	Moving & Relocation	
	<b>TOTAL 8100</b>	<b>\$560,000</b>
<b>8800</b>	<b>MISC. EXPENSES</b>	
8801	Bank Service Charges	
8803	Membership Fee	-
	<b>TOTAL 8800</b>	<b>\$-</b>
	<b>TOTAL EXPENSES OTPS</b>	<b>\$1,109,850</b>
	<b>TOTAL EXPENSES PERSONNEL &amp; OTPS</b>	<b>\$2,964,027</b>
	<b>NET INCOME BEFORE DEPRECIATION</b>	<b>\$204,346</b>
<b>8201</b>	<b>Depreciation</b>	<b>20,000</b>
<b>8202</b>	<b>Amortization</b>	<b>-</b>
<b>9001</b>	<b>Disposal of Assets</b>	<b>-</b>
	<b>Net Income from Operations</b>	<b>\$184,346</b>

### Cash Projection:

1004 - Escrow	50,000
1901 - Security Deposit	100,000
	<b>\$150,000</b>
<b>Capital Budget</b>	
1501 Office Furniture	2,500
1502 Classroom Furniture	20,000
1503 Computer Equipment	10,000
1504 Classroom Equipment	5,000
1505 Software (capitalized)	
1506 Musical Instruments (capitalized)	
1507 Leasehold Improvements	
1508 Construction in Progress	
1509 Office Equipment	7,000
<b>Total Cash Required for Capital Items</b>	<b>\$44,500</b>
<b>Total Cash Required for Capital Expenditures and Escrow</b>	<b>\$194,500</b>
<b>OVERALL SURPLUS/(DEFICIT) ADDING BACK NON-CASH DEPRECIATION EXPENSE</b>	<b>\$9,846</b>

# Appendix E: Disclosure of Financial Interest Form

Created Wednesday, July 31, 2013

Updated Thursday, August 01, 2013

---

## Page 1

331300861006 URBAN DOVE CS

An Appendix E: Disclosure of Financial Interest Form must be completed for each active Trustee who served on the charter school's Board of Trustees during the 2012-13 school year. Trustees are at times difficult to track down in the summer months. Trustees may complete and submit at their leisure (but before the deadline) their individual form at: <http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/>.

Trustees who are technologically advanced may complete the survey using their smartphones or other mobile devices by downloading the this bar code link to the survey <http://fluidsurveys.com/account/surveys/210748/publish/qrcode/>. (Make sure you have the bar code application reader on your phone).

If a Trustee is unable to complete the form by the deadline (i.e, out of the country), the school is responsible for submitting the information required on the form for that individual trustee.

Just send the links via email today to your Trustees requesting that they each complete their form as soon as possible.

Thank you.

Yes, each member of the school's Board of Trustees has received a link to the Disclosure of Financial Interest Form.

Yes

Thank you.

# Appendix F: BOT Membership Table

Created Thursday, August 01, 2013

## Page 1

331300861006 URBAN DOVE CS

### 1. Current Board Member Information

	Full Name of Individual Trustees	Position on Board (Officer or Rep).	Voting Member	Area of Expertise &/or Additional Role	Terms Served & Length (include date of election and expiration)	Committee affiliations
1	Jai Nanda	Chair/President	Yes	Governance, Fundraising	1 term served, 1 year July 1, 2011 - June 30, 2013, re-elected in June 2012 for 3 year term, but resigned July 1, 2013	Governance, Finance, Academic
2	Michael Grandis	Vice Chair/Vice President	Yes	Governance, Legal	1 term served, 2 years July 1, 2011 - June 30, 2013, re-elected July 1, 2013 for another 3 year term	Governance
3	Lazar Treschan	Secretary	Yes	Academic, Youth Development, School Design	1 term - 3 years, July 1, 2011 - June 30, 2014	Academic
4	Patrick Fagan	Treasurer	Yes	School Design and Start up, Operations	1 term, 3 years July 1, 2011 - June 30, 2014	Finance
5	Megan Bartlett	Member	Yes	Sports-Based Youth Development, Program Design	1 term served, 2 years July 1, 2011 - June 30, 2013, re-elected July 1, 2013 for another 3 year term	Academic
6	Patricia Charlemagne	Member	Yes	Operations, Human Resources, Legal	1 term, 3 years November 1, 2011 - June 30, 2014	Finance
7	Robert Lesser	Member	Yes	School Design and start up, Operations	1 term, 2 years July 1, 2011 - June 1, 2013	Governance
8	Spencer Rothschild	Member	Yes	Finance, Governance, Operations	1 term, 1 year July 1, 2011 - June 30, 2012, re-elected to a 3 year term in June 2012	Governance
9	Wanda Morales	Member	Yes	Academics, Operations	Application submitted to SED for approval, 3 year term to begin Sept 1, 2013	Academic
10	Marianne Rossant	Member Ex-Officio	No	Academics	N/A	Academics
11						
12						
13						
14						

15

16

17

18

19

20

2. Total Number of Members Joining Board during the 2012-13 school year

1

3. Total Number of Members Departing the Board during the 2012-13 school year

2

4. According to the School's by-laws, what is the maximum number of trustees that may comprise the governing board?

13

5. How many times did the Board meet during the 2012-13 school year?

12

6. How many times will the Board meet during the 2013-14 school year?

11

Thank you.

**Urban Dove Charter School  
Board Meeting Minutes  
August 1<sup>st</sup>, 2012**

Present: Jai Nanda, Lazar Treschan, Spencer Rothschild, Patricia Charlemagne, Marianne Rossant

Absent: Bob Lesser, Megan Bartlett, Patrick Fagan, Mike Grandis

**Meeting Minutes**

**Opening Items**

The meeting was called at 5:35pm and attendance was taken. The minutes of the last meeting were unanimously adopted. The agenda was amended by J. Nanda to include discussion of two additional items – a potential new board member and a possible partnership with NaliniKids. After adding these items, the agenda was unanimously adopted

Principal's Report was presented by Marianne Rossant and included presentations from Amit Bahl, Director of Operations, Jenine DeMarzo, Director of SBYD and Rose Temba, Finance and Administration Manager for Urban Dove.

**Governance**

After a motion was made and duly seconded, the board unanimously voted to approve the consent agenda, including:

- 1) Amended Board Meeting Calendar
- 2) Annual School Calendar
- 3) School Daily Schedule

Board Chair, J. Nanda made a motion to empower the Governance Committee to approve any school policies that are due before the next board meeting to SED so as to be in compliance with SED guidelines and deadlines. All policies will be circulated for Board comments before approval. The motion was seconded and unanimously adopted.

**Finance**

After a motion was made and duly seconded, the board voted unanimously to adopt the Amended Year 1 Budget – July 1, 2012 – June 30, 2013.

**General**

After a motion was made and duly seconded, the board voted unanimously to deny the request from NaliniKids to make a documentary film about her program in our school.

After a motion was made and duly seconded, the board voted unanimously to approve a partnership with NYU Medical School's The BODY Project.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:15 PM

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
September 12, 2012**

Present: Jai Nanda, Marianne Rossant, Spencer Rothschild, Patrick Fagan, Lazar Treschan, Mike Grandis

Absent: Bob Lesser, Patricia Charlemagne, Megan Bartlett

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:15pm and attendance was taken. The minutes of the last meeting were unanimously adopted. The agenda was unanimously adopted

Principal's Report was presented by Marianne Rossant and Amit Bahl, Director of Operations.

**Governance**

After a motion was made and duly seconded, the board unanimously voted to approve the amended By-Laws

**Finance**

Rose Temba, Director of Finance and Administratin presented and reviewed the Budget vs. Actuals for July and August and the Staetment of Cash Flow.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:45 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
October 10, 2012**

Present: Jai Nanda, Marianne Rossant, Spencer Rothschild, Patrick Fagan, Lazar Treschan, Mike Grandis, Patricia Charlemagne  
Absent: Bob Lesser, Megan Bartlett

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:15pm and attendance was taken. The minutes of the last meeting were unanimously adopted. The agenda was unanimously adopted

Principal's Report was presented by Marianne Rossant.

**No Public Comment**

**Finance**

Discussion of FYE 2013 IPA – Integration Task Force and M. Rossant recommended several additions. New draft will be submitted for approval at November meeting.

Review of YTD Financials.

**Executive Session**

At 7:15 PM, after a motion made and duly seconded, the Board went in to Executive Session to discuss a personnel issue.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:45 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
November 14, 2012**

Present: Jai Nanda, Marianne Rossant, Spencer Rothschild, Patrick Fagan, Lazar Treschan, Mike Grandis, Patricia Charlemagne

Absent: Bob Lesser, Megan Bartlett

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:11 pm and attendance was taken. The minutes of the last meeting were not available to be adopted, they will be adopted at next month's meeting. The agenda was unanimously adopted

Principal's Report was presented by Marianne Rossant.

**There Was No Public Comment**

**Governance**

After a motion made and duly seconded, the FYE 2013 Institutional Partnership Agreement with Urban Dove was unanimously adopted. Spencer Rothschild, Michael Grandis and Jai Nanda recused themselves from the vote.

**Executive Session**

At 7:00 PM, after a motion made and duly seconded, the Board went in to Executive Session to discuss a personnel issue.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:35 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
December 12, 2012**

Present: Jai Nanda, Spencer Rothschild, Patrick Fagan, Mike Grandis, Megan Bartlett  
Absent: Bob Lesser, Patricia Charlemagne, Lazar Treschan, Marianne Rossant

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:15 pm and attendance was taken. The minutes of the last meeting were unanimously adopted and the minutes from the October meeting were unanimously adopted. The agenda was unanimously adopted

Principal's Report was presented by Amit Bahl.

**There Was No Public Comment**

**Finance**

Year to Date financials were reviewed

**Governance**

Mr. Nanda, Mr. Bahl and Mr. Rothschild discussed the visit by the State Education Department on Friday, November 30th. Mr. Rothschild and Mr. Nanda explained SED's concern about the relationship between Urban Dove and the school, further conversations are expected. While not a formal visit, SED will forward a letter summarizing their visit which will be placed in the school's file.

**Executive Session**

At 6:45 PM, after a motion made and duly seconded, the Board went in to Executive Session to discuss a personnel issue.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:15 PM.

---

Jai Nanda, Board Chair (in lieu of Lazar Treschan, Secretary)

**Urban Dove Charter School  
Board Meeting Minutes  
January 9th, 2013**

Present: Jai Nanda, Spencer Rothschild (via videoconference), Patrick Fagan, Mike Grandis (via videoconference), Patricia Charlemagne Marianne Rossant, Lazar Treschan  
Absent: Bob Lesser, Megan Bartlett

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:10 pm and attendance was taken. The minutes of the December board meeting were unanimously adopted. The agenda was unanimously adopted

**Public Comment**

A student petition was presented to the Board in response to the dismissal of Jenine DeMarzo

**General Announcements**

Introduction of Julia Smith, a new hire, as Head Coach for the school.

Principal's Report was presented by Marianne Rossant, including review of dashboard data.

- Attendance in December remained static from November.
- Ms. Rossant reported that the first few days back from break have seen a rise in student misbehavior.
- Electronic policy violations continues to be a pervasive problem and school staff wants to considering using wands at the front door to scan for electronics and will present a plan to do so. The Board will do some research as to best practices and the matter will be revisited before a final decision is made.
- Ms. Rossant has formed a Cabinet made up of school stakeholders to meet twice per month. A subsection of this group will work with CEI-PEA on a Quality Review program to ensure the school is making progress in each category of the SED's new Framework for Charter Renewal.

**Finance**

Year to Date financials were reviewed.

A reforecast was made for the Annual Budget to reflect changes in revenue and expenditures. Despite a few new hires, there is still an estimated surplus of approximately \$55,000 expected at June 30. This does not include a \$25,000 contingency fund.

**Governance**

After a motion made and duly seconded, the Board unanimously adopted a resolution to change the name of the school to Urban Dove Team Charter School.

After a motion made and duly seconded, the Board unanimously adopted a revised Discipline Code, which will be included in the Family Handbook

Board reviewed the memo from SED regarding their visit on November 30. Ms. Rossant and Mr. Nanda responded with corrections to several mistakes and are awaiting a revised version from SED. This version will be disseminated to the Board for further discussion at the next meeting.

**Academic Accountability**

Board reviewed the 1st trimester student data. Data will continued to be dissected and reviewed by Board and the Academic Accountability and a reccomendation for goals for 2nd and 3rd trimester will be presented.

School staff will review data and use it to inform interventions with individual students as well as to inform a discussion of school-wide systems.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:45 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
February 13 , 2013**

Present: Jai Nanda, Spencer Rothschild, Patrick Fagan, Mike Grandis, Patricia Charlemagne(via videoconference), Megan Bartlett (via phone), Lazar Treschan, Marianne Rossant

Absent: Bob Lesser

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:10 pm and attendance was taken. The minutes of the January board meeting were unanimously adopted. The agenda was unanimously adopted

**Public Comment**

There was no public comment

**General Announcements**

Principal's Report was presented by Marianne Rossant, including review of dashboard data.

- Attendance in January was slightly higher than in December
- Electronic policy has been in effect for three weeks and is proving very effective.
- Julia Smith, the new Head Coach hire, is doing very well in her role
- 2nd trimester ends March 8th
- School will hold a Valentine's Day dance on Friday, Feb 15th.

**Finance**

Year to Date financials were reviewed.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:25 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
March 13 , 2013**

Present: Jai Nanda, Spencer Rothschild (via videoconference), Patrick Fagan, Mike Grandis, Patricia Charlemagne, Marianne Rossant, Amit Bahl, Rose Temba  
Absent: Bob Lesser, Megan Bartlett, Lazar Treschan

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:25 pm and attendance was taken. The minutes of the February board meeting were unanimously adopted. The agenda was unanimously adopted

**Public Comment**

There was no public comment

**General Announcements**

Principal's Report was presented by Marianne Rossant, including review of dashboard data.

- Lateness numbers continue to be high. 1st period LAB is being restructured to help students come to school on time.
- Suspensions continue to be high. Students behavior is still an issue. Leadership is seeking outside support with strategies to address this
- School is working with Charter Center on Parent Engagement
- NWEA Reading Assessment data is in and will be used to differentiate learning
- SBYD now has a student-choice component on Tuesday-Thursday in-house days
- An Instructional Coach is working with the Math and Social Studies department in part to help in preparation for Regents Exams in June
- Student recruitment has begun for next year, 20 applications have been received
- 2nd Trimester ended on March 8th – data available before next Board meeting
- Jai, Marianne, Amit and Julia met last Saturday to begin planning for next year. Board must plan a meeting to discuss school program for 2013-2014 school year.

**Upcoming Dates:**

- Students will play basketball at the Barclay's Center on March 19th
- ESPN will run its feature on UD Team on Sunday, March 17th

**Finance**

Year to Date financials were reviewed.

Due to delay in receiving CSP and DYCD grants, cash flow must be more closely monitored to June 30. All non-budgeted expenditures must be approved by the Board in advance.

**Governance**

NYSED staff, including new director – Bill Clarke – spoke with Marianne and Jai. Details of how CSP funds are managed were requested and provided by Jai. NYSED had questions about IPA with Urban Dove and promised to provide them in writing soon. NYSED asked for an update on how school program was aligning with Charter, Jai and Marianne promised to provide them report soon.

With a motion made and duly seconded, the Board voted to go into an Executive Session to discuss a personnel issue.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:35 PM.

---

Jai Nanda, Chair (in lieu of Secretary)

**Urban Dove Charter School  
Board Meeting Minutes  
April 10, 2013**

Present: Jai Nanda, Spencer Rothschild (via videoconference/phone), Patrick Fagan, Mike Grandis, Patricia Charlemagne, Megan Bartlett (via phone), Lazar Treschan (via videoconference/phone), Marianne Rossant, Amit Bahl, Rose Temba

Absent: Bob Lesser

\* videoconference failed during the meeting, members switched to phone

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:15 pm and attendance was taken. The minutes of the March board meeting were unanimously adopted. The agenda was unanimously adopted

**Public Comment**

Three staff members from the school attended. A question was raised about possibly changing health care providers, as the current plan has high deductibles. Ms. Temba alerted Board and staff that our renewal period was coming up in June and other plans would be researched.

**General Announcements**

Principal's Report was presented by Marianne Rossant, including review of dashboard data.

- Suggestion was made by Ms. Rossant for a more formal process for presenting the Principal's Report – a form or template to be completed by Board and Leadership
- An incident occurred in which a student appears to have stolen money from the bus driver, an investigation is under way.
- 2nd trimester student data has been entered. Initial look suggests too many students are still not earning credits. A further analysis will be conducted.
- Suspensions continue to be high. Students behavior is still an issue. Leadership has tried several strategies, but none have proved effective. Work in this area will continue
- NWEA Reading Assessment data is in and results show students had higher levels than expected
- Advisory Team continues to meet and is proving an effective means of engaging staff
- An Instructional Coach is working with the Math and Social Studies department in part to help in preparation for Regents Exams in June
- CEI-PEA met with Marianne and staff to discuss the Framework Quality Review process, which will begin soon and take about one month
- Ramapo will continue to work with all staff on professional development to the end of the year
- Plans for the summer do not include a full summer school, but rather an intense Regents boot camp for students that do not pass in June.
- Two PD sessions are scheduled for April on De-Escalation and Restraint Training

**Academic**

2<sup>nd</sup> Trimester data has been entered. As mentioned, initial results indicate that students are still reaching acceptable levels of success academically. Attendance held steady. Further analysis

needs to be done to identify any trends or indicators that can be used to inform instruction going forward.

**Finance**

Year to Date financials were reviewed.

Due to delay in receiving CSP and DYCD grants, cash flow must be more closely monitored to June 30. Ms. Temba and Mr. Nanda worked with NYSED on CSP audit and school was cleared to proceed with invoicing. CSP funding should alleviate cash-flow issues.

**Governance**

Mr. Nanda had subsequent conversation with NYSED regarding their Memo to Board on the Institutional Partnership Agreement. Board will represent the agreement as a Charter School Management Contract and resubmit.

With a motion made and duly seconded, the Board voted to go into an Executive Session to discuss a personnel issue.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:15 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
May 14, 2013**

Present: Jai Nanda, Spencer Rothschild, Patrick Fagan, Mike Grandis, Patricia Charlemagne, Megan Bartlett (via videoconference/phone), Lazar Treschan, Marianne Rossant  
Absent: Bob Lesser

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:15 pm and attendance was taken. The Board approved a request by 60 Minutes to film the meeting. The minutes of the April board meeting were unanimously adopted. The agenda was unanimously adopted

**Public Comment**

No Public Comment

**General Announcements**

Principal's Report was presented by Marianne Rossant, including review of dashboard data.

- Student recruitment is on track. 85 applications to date, a little behind last year's pace. Enrollment sessions are taking place at the school on a rolling basis.
- Students and families should be given a family "contract" upon enrollment that clearly identifies expectations for students and families and unique features of the school model.
- Suspensions dropped dramatically in April. Efforts have been made by staff to reduce suspensions. Conferences, mediation and de-escalation have all proven helpful.
- NWEA Math results are not yet compiled
- DOE survey return-rate was very low. Staff return rate of 57% is particularly troubling. Staff were repeatedly reminded. Specific time during the school day should be set aside in the future. We will recreate the survey and redistribute to staff before end of school year.
- Ramapo coach Michele Burns has been meeting with Marianne and feedback is positive.
- The week of May 20th is Spirit Week
- Thursday, June 6th is Field Day
- Students will take the US History and Algebra Regents on June 12th.

**Academic**

Regents exams are June 12<sup>th</sup>. All students will take History, approx 75% of students need Algebra. Staff cannot make a prediction about pass rates – Marianne suggested 50% might be a reasonable expectation.

**Finance**

Year to Date financials were reviewed. CSP grant is flowing again. Cash flow is not an issue.

Year 2 budget draft was reviewed. Salary schedule needs to be further defined, but major OTPS expenses are in place.

**Governance**

Revised Charter Management Contract was submitted and received by SED. No response has been received yet.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:15 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
June 20, 2013**

Present: Jai Nanda, Mike Grandis (via videoconference), Patricia Charlemagne (via videoconference), Lazar Treschan (via videoconference), Amit Bahl  
Absent: Spencer Rothschild, Patrick Fagan, Megan Bartlett

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:05 pm and attendance was taken. The Board acknowledged receipt of Bob Lesser's resignation from the Board of Trustees, effective June 1, 2013. The Board currently has seven (7) members.

**Public Comment**

No Public Comment

**General Announcements**

A quorum being present, and upon motion duly made and seconded, the Board voted unanimously to go into an Executive Session to discuss a personnel matter.

After exiting the Executive Session, and upon motion duly made and seconded, the Board unanimously voted to empower the Chair to discuss Terms of Separation with the school principal. Amit Bahl will serve as Interim-Acting principal until further notice.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:20 PM.

---

Lazar Treschan, Secretary

**Urban Dove Charter School  
Board Meeting Minutes  
June 26, 2013**

Present: Jai Nanda, Patrick Fagan, Mike Grandis, Patricia Charlemagne, Megan Bartlett (via videoconference/phone)

Absent: Spencer Rothschild, Lazar Treschan

**Meeting Minutes**

**Opening Items**

The meeting was called at 6:15 pm and attendance was taken. The minutes of the May board meeting were unanimously adopted. The agenda was unanimously adopted

**Public Comment**

No Public Comment

**General Announcements**

- Student recruitment is on track. 75 students have been enrolled, with more coming in daily
- Suspensions increased again in May, after a drop in April, assumption is April was an anomaly, not a result of effective solution. .
- Today was the last day for students – about 25 came to pick up report cards, rest will be mailed.

**Academic**

Final Regents results and 3<sup>rd</sup> trimester data will be available by the first week of July.

**Finance**

Year to Date financials were reviewed. FY 2013 financials are in good condition, and a cash surplus of at least \$75K, as projected, should be realized.

The Board adopted the Year 2 budget. Adjustments for the proposed new organizational structure were included and approved, if accepted by SED.

**Governance**

The Board unanimously approved re-electing Michael Grandis and Megan Bartlett to the Board of Trustees

The Board unanimously approved electing Wanda Morales to the Board of Trustees, pending approval from SED. Ms. Morales' documents will be forwarded to SED for approval forthwith.

The Board accepted the resignation of Jai Nanda from the Board of Trustees, effective July 1, 2013 and Robert Lesser, effective June 1<sup>st</sup>, 2013. Michael Grandis will serve as Board Chair from July 1, 2013.

The Board unanimously adopted the Calendar of Meetings for the Board of Trustees for the 2013 – 2014 year.

The Board unanimously adopted a Resolution to request a charter revision from SED for changing the Organizational Structure. The Resolution, along with a copy of the minutes from this board meeting and other required documents will be forwarded to SED.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:30 PM.

---

Jai Nanda, Board Chair in absence of Secretary

## URBAN DOVE CHARTER SCHOOL ENROLLMENT AND RETENTION EFFORTS

The admission policy at the Urban Dove Charter School (UDCS) will follow NYS Education Law Section 2851(2)(d) and Section 2852(2)(a)(b)(c)(d), which states: *A charter school shall not discriminate against or limit the admission of any student on any unlawful basis, including on the basis of ethnicity, national origin, gender, disability, intellectual ability, measures of achievement or aptitude, athletic ability, race, creed, national origin, religion or ancestry. A school may not require any action by a student or family (such as an admissions test, interview, essay, attendance at an information session, etc.) in order for an applicant to either receive or submit an application for admission to that school.*

All aspects of the school (academic, recreational, social/emotional, etc.) will be nonsectarian as outlined in the above Sections and no tuition or fees will be charged to students for enrollment. Enrollment policy will not discriminate against any student on the basis of ethnicity, national origin, gender, disability, or any other ground that would be unlawful if done by a school and admission will not be limited on the basis of intellectual ability, measures of achievement or aptitude, athletic ability, disability, race, creed, gender, national origin, religion, or ancestry.

The Urban Dove Charter School is an ungraded alternative transfer high school with a 3-year educational program.

The school is programmatically designed and chartered to provide expanded learning opportunities to students at-risk of academic failure, so a student must meet the following at-risk admissions criteria to enroll:

- students who are 16 years or younger upon enrollment in Year 1 cohort at UDCS **and**
- ninth grade students who have accumulated 0 to 8 credits upon Year 1 enrollment **or**
- tenth grade students who have accumulated 0 to 8 credits upon Year 1 enrollment **or**

The process of student outreach begins with the principals and academic deans of the public and charter high schools in CSD 13 and CSD 15 and then in public high schools in all remaining districts in Brooklyn, in order to identify struggling 9<sup>th</sup> and 10<sup>th</sup> grade students 16 years or younger who are at-risk of not accumulating sufficient credits to be promoted to the next grade. We have used both mail and telephone outreach campaigns to long-term absentees to introduce them to UDCS and to encourage them to return to school. School administrators will also meet with neighborhood-based high school representatives and Guidance Counselors to introduce them to the school. In addition, UDCS will run several open houses in community-based facilities to allow students and families to meet the school faculty and staff. neighborhoods to further reach interested families.

Due to the nature of our Enrollment Policy, Urban Dove Charter School has met or exceeded the District averages in enrolling students with disabilities, English Language Learners and students who are eligible for free or reduced lunch.

**In 2012-2013, over 93% of our students qualified for free or reduced lunch. Our enrollment to-date shows that we will maintain this high percentage in 2013-2014.**

To specifically target special education populations, we emphasized the personalized nature of our educational program and explained the lengths that we go to in order to ensure that every student is achieving academically. In all community outreach, marketing documents, and presentations, we will emphasize that the school is a free, public, open-enrollment school that is open to both regular as well as special education students. **Urban Dove Charter School greatly exceeded District averages in Special Education students, with over 30% of our student population receiving Special Education services. Our enrollment to-date shows that we will maintain this high percentage in 2013-2014.**

To specifically target ELL students, all presentations and materials will be presented in English and Spanish. **Urban Dove Charter School approached the District average for ELL students, with 5% of our student population being English Language Learners.**

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Thursday, August 01, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/f0ad65b6a2ad056db66c74b12c>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Megan Bartlett

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

NYC Department of Education

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

- 
- Other, please specify...: Member
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

Page 2

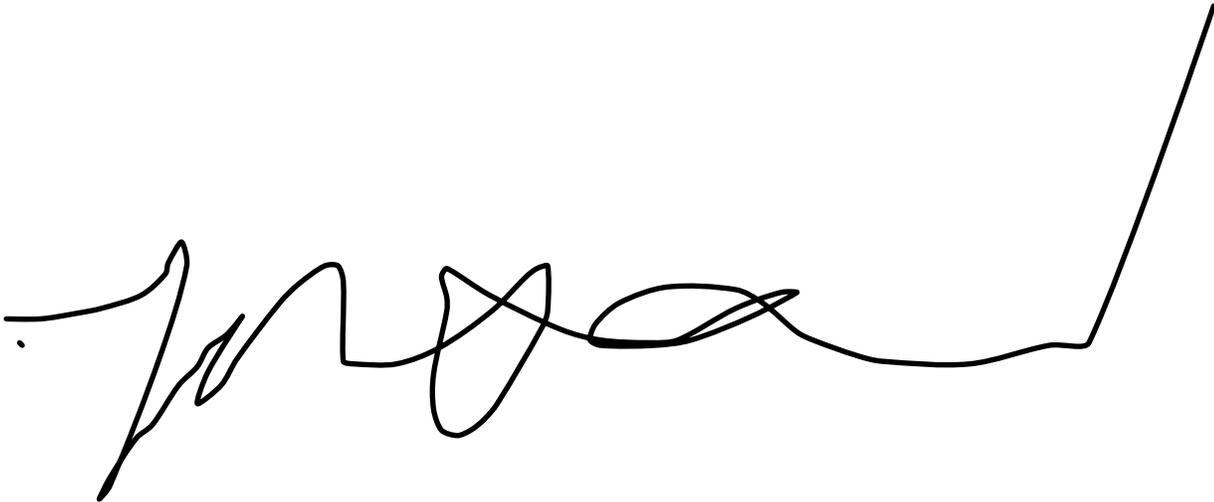
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of a series of loops and a long, sweeping tail that curves upwards at the end.

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 31, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/a2074c2c999e3f1cf0980f1c76c>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Patricia L. Charlemagne

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

Board of Regents

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

(No response)

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, appearing to read "John H. [unclear]". The signature is written in a cursive style with large, sweeping loops and a prominent initial "J".

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Monday, August 05, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/2f62ce6d4acf2dc76714f26f1c99>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Patrick D Fagan

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

SUNY

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

- 
- Treasurer
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

Page 2

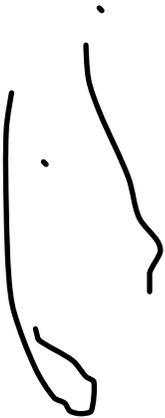
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of several loops and a long vertical stroke on the left side.

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 31, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/2bc37fb5ada047e0caf766f5cc99>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Michael Grandis

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

Board of Regents

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

██████████

8. Select all positions you held on Board:

(check all that apply)

- 
- Chair/President
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

Page 2

13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

Yes

14a. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, 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 and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write None.

	Organization Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Member with Interest	Steps Taken to Avoid Conflict of Interest
1	Urban Dove, Inc.	Institutional Partner	\$150,000	Michael Grandis	Both Urban Dove Charter School and Urban Dove, Inc. have clear conflict of interest policies that require the disclosure of this relationship and any other potential conflicts, and also requires my abstention from voting on any matters related to the relationship and undertakings between UDCS and Urban Dove.
2	(No response)	(No response)	(No response)	(No response)	(No response)
3	(No response)	(No response)	(No response)	(No response)	(No response)
4	(No response)	(No response)	(No response)	(No response)	(No response)
5	(No response)	(No response)	(No response)	(No response)	(No response)

Signature of Trustee

Michael Howard

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Thursday, August 01, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/8395d592b745792233f10d2b5b>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Robert Lesser

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

Board of Regents

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

(No response)

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

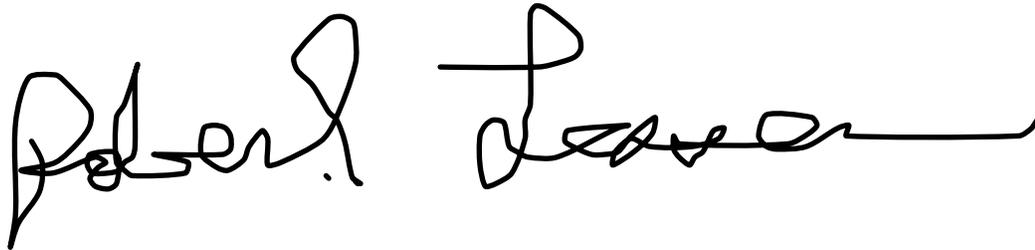
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, appearing to read "Robert J. Laver". The signature is written in a cursive style with a long horizontal stroke at the end.

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 31, 2013

Updated Thursday, August 01, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/7d7a2dd0159eb974bc269a9ea5>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Jai Nandq

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

Board of Regents

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

- 
- Chair/President
- 

9. Are you a trustee and also an employee of the school?

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

Yes

14a. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, 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 and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write None.

	Organization Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Member with Interest	Steps Taken to Avoid Conflict of Interest
1	Urban Dove, Inc.	Partnership Services	\$150,000	Jai Nanda	Recusal on all matters concerning Urban Dove, Inc. Also have stepped down from the Board as of July 1, 2013
2	(No response)	(No response)	(No response)	(No response)	(No response)
3	(No response)	(No response)	(No response)	(No response)	(No response)
4	(No response)	(No response)	(No response)	(No response)	(No response)
5	(No response)	(No response)	(No response)	(No response)	(No response)

Signature of Trustee

Fai Khande

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 31, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/41d5fd202c81216662325a131f>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Spencer Rothschild

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

NYC Department of Education

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address|

[REDACTED]

8. Select all positions you held on Board:

(check all that apply)

- 
- Other, please specify...: Member
- 

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

Page 2

13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

.

.

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 31, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/e69f7256d54849add69184978b>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Lazar Treschan

2. Charter School Name:

Urban Dove Charter School

3. Charter Authorizer:

Board of Regents

4. \*Your Home Address:

Variable	Response
4. *Your Home Address:   Street Address	[REDACTED]
4. *Your Home Address:   City/State	[REDACTED]
4. *Your Home Address:   Zip	[REDACTED]

5. \*Your Business Address

Variable	Response
5. *Your Business Address   Street Address	[REDACTED]
5. *Your Business Address   City/State	[REDACTED]
5. *Your Business Address   Zip	[REDACTED]

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

Secretary

9. Are you a trustee and also an employee of the school?

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

Page 2

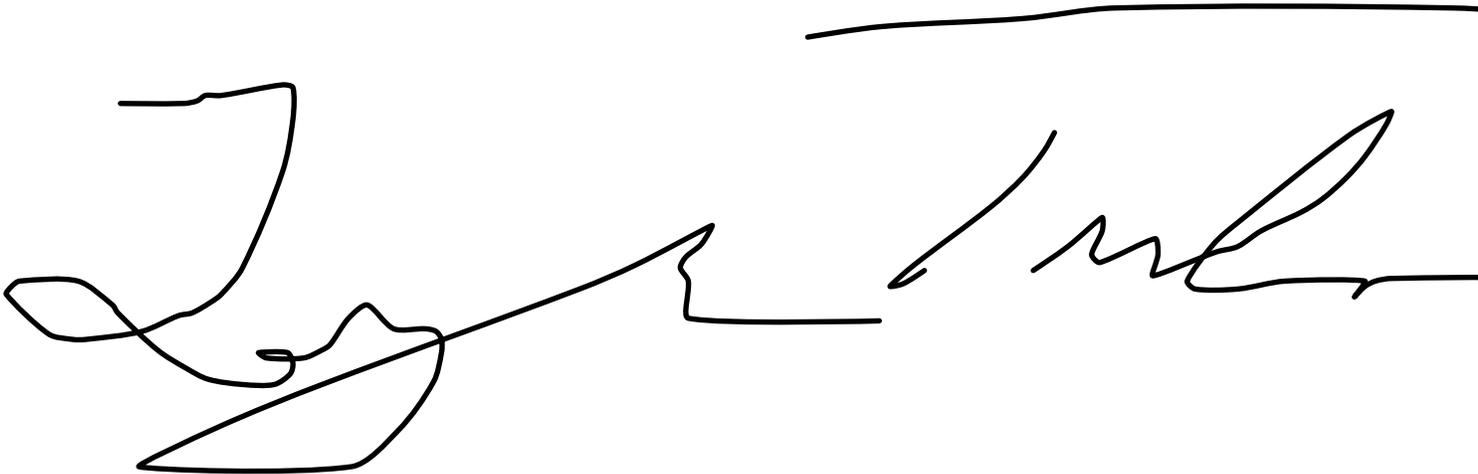
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end, written across the page.