

# I. SCHOOL INFORMATION AND COVER PAGE

Created Monday, July 21, 2014

Updated Wednesday, July 30, 2014

## Page 1

### 1. SCHOOL NAME

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

310300861034 HARLEM HEBREW LANGUAGE ACADEMY

### 2. CHARTER AUTHORIZER

Regents-Authorized Charter School

### 3. DISTRICT / CSD OF LOCATION

NYC CSD 3

### 4. SCHOOL INFORMATION

| PRIMARY ADDRESS                               | PHONE NUMBER | FAX NUMBER   | EMAIL ADDRESS |
|---|--------------|--------------|---------------|
| 147 St. Nicholas Avenue<br>New York, NY 10026 | 212-866-4608 | 212-866-1099 | [REDACTED]    |

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

|                                       |                        |
|---------------------------------------|------------------------|
| Contact Name                          | Lisa Bianco-Cheung     |
| Title                                 | Director of Operations |
| Emergency Phone Number (###-###-####) | [REDACTED]             |

### 5. SCHOOL WEB ADDRESS (URL)

www.harlemhebrewcharter.org

### 6. DATE OF INITIAL CHARTER

2012-06-01 00:00:00

### 7. DATE FIRST OPENED FOR INSTRUCTION

2013-08-01 00:00:00

### 8. TOTAL NUMBER OF STUDENTS ENROLLED IN 2013-14 (as reported on BEDS Day)

(as reported on BEDS Day)

**9. GRADES SERVED IN SCHOOL YEAR 2013-14**

Check all that apply

---

- K

---

- 1

**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 2014-15.

|                               | Physical Address                              | Phone Number | District/CSD | Grades Served at Site | School at Full Capacity at Site | Facilities Agreement |
|-------------------------------|---|--------------|--------------|-----------------------|---------------------------------|----------------------|
| Site 1 (same as primary site) | 147 St. Nicholas Avenue<br>New York, NY 10026 | 212-866-4608 | CSD 3        | K, 1 & 2              | Yes                             | 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      | Robin Natman       | [REDACTED] | [REDACTED]      | [REDACTED]g   |
| Operational Leader | Lisa Bianco-Cheung | [REDACTED] | [REDACTED]      | [REDACTED]    |

13. Are the School sites co-located?

No

14. Were there any revisions to the school's charter during the 2013-2014 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).

Yes

15. Summary of Charter Revisions

|   | Category (Select Best Description) | Specific Revision (150 word limit)   | Date Approved by BOT (if applicable) | Date Approved by Authorizer (if applicable) |
|---|------------------------------------|--|--------------------------------------|---|
| 1 | Change in schedule/calendar        | Amended the length of the school day from 8:00 AM-4:00 PM to 8:00 AM-3:30 PM beginning with the 2014-2015 school year. | 12/18/13                             |   |

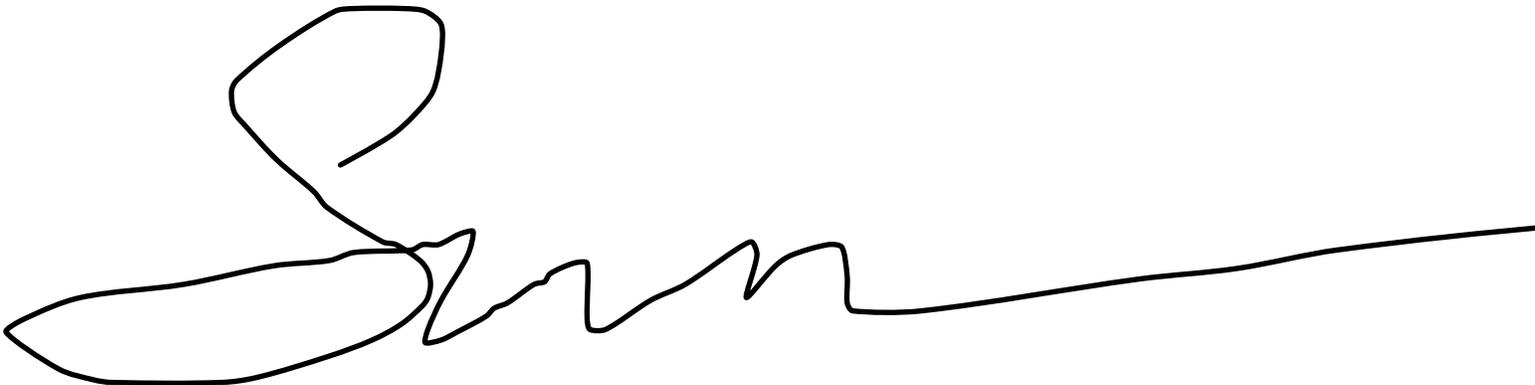
16. Our signatures below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in 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



Signature, President of the Board of Trustees



Thank you.

# Appendix A: Progress Toward Goals

Created Friday, July 25, 2014

Updated Monday, July 28, 2014

## Page 1

Charter School Name: 310300861034 HARLEM HEBREW LANGUAGE ACADEMY

### 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 results are not available by August 1st, please list the goals and explain this in the "progress toward goal attainment" column. This task will reopen for the school to update and finalize by the November 1, 2014 due date.

#### 2013-14 Progress Toward Attainment of Academic Goals

|                 | Academic Student Performance Goal   | Measure Used to Evaluate Progress | 2013-2014 Progress Toward Attainment                                | If Not Met, Describe Efforts to be Taken   |
|-----------------|---|-----------------------------------|---|--|
| Academic Goal 1 | 75% of each grade level cohort scores level 3-4 on NYS assessments.               | N/A                               | N/A   | N/A  |
| Academic Goal 2 | 75% of each grade level cohort performs at grade level on ITBS Reading Grades 1-5 | ITBS                              | Kindergarten: Charter goals met<br>Grade One: Charter Goals not met | Areas in need of improvement were/are addressed through additional programs (Month by Month Phonics, Words Their Way, Handwriting Without Tears, Foundations) to support the development of skills. Additional personnel (reading, ESL) have been hired to work with students determine to be at risk. A deep item analysis was conducted and areas in need were identified. Professional development along with focused planning will address best practice instruction. The School anticipates these adjustments will continue to manifest in improved outcomes in coming years. |

|                 |   |  |  |  |
|-----------------|---|--|--|--|
| Academic Goal 3 | 75% of each grade level cohort Grades 1-5 performs at grade level ITBS Math   | ITBS   | Kindergarten: charter goals met<br>Grade One: charter goals not met                                  | A deep item analysis was conducted and areas in need were identified. Professional development along with focused planning will address best practice instruction. A math consultant has been hired to work 3x weekly with our grade 2 students and teachers. The School anticipates these adjustments will continue to manifest in improved outcomes in coming years. |
| Academic Goal 4 | 75% of each grade level cohort performs at grade level on Fountas & Pinnell (F&P) Benchmark Assessment System Grades 1-3  | Fountas & Pinnell (F&P) Benchmark Assessment System Grades 1-3 | Kindergarten did not meet charter goals.<br>Grade one did not meet charter goals, but is very close. | K-1 only for 2013-14<br>Please see efforts above.  |
| Academic Goal 5 | Each grade level cohort reduces by one-half the gap between previous year's percent at Levels 3 and 4 on NYS Exams and 75%. If a grade-level cohort exceeds 75% at or above   | N/A  | N/A  | N/A  |
| Academic Goal 6 | For students who remained in school for the entire year, they will show the indicated growth on the F&P Benchmark Assessment System between September and June of each school year. F&P Benchmark Assessment System between September and June of each school year: Grades K-1: 3 levels, Grades 2-3: 2 levels, Grades 4-5: 1 level | Fountas & Pinnell (F&P) Benchmark Assessment System Grades 1-3 | Kindergarten: met benchmark  | Grade One is not expected to meet this benchmark until the end of year two, but we were very close to meeting it after one year.   |
| Academic Goal 7 | End of grade K: ELLOPA 75% Novice-mid level oral skills; Intermediate-low: Listening<br>75% recognize all Hebrew letters in Print   | ELLOPA   | Kindergarten: met benchmark  | Grade One is not expected to meet this benchmark until the end of year two, but we were very close to meeting it after one year.   |

2a1. Do have more academic goals to add?

No

2a2. Do have more academic goals to add?

No

2b. ORGANIZATIONAL GOALS

2013-14 Progress Toward Attainment of Organizational Goals

|            | Organizational Goal   | Measure Used to Evaluate Progress                     | 2013-14 Progress Toward Attainment | If Not Met, Describe Efforts to be Taken  |
|------------|---|---|------------------------------------|---|
| Org Goal 1 | School will have an annual attendance rate of at least 95%  | ATS attendance date –average student attendance rate. | Did not meet goal.                 | Our social worker works to identify and address those children falling below 95% (This data also includes absenteeism due to religious observance.) We have developed an attendance improvement plan. We meet with parents to go over the plan. We make home visits where feasible. |
| Org Goal 2 | 95% of all students enrolled on the last day of school who do not move will return in August.   | Number of students who return.                        | TBD                                | TBD   |
| Org Goal 3 | Strong Culture and supportive relationships:<br><br>A. Parents will express satisfaction with our program based on NYCDOE School Survey<br><br>50% or more parent participation<br><br>B. Teachers will express satisfaction with school leadership and professional development opportunities determined by the teacher section of the NYCDOE survey<br><br>50% or more teacher participation. | NYCDOE Parent Survey                                  | TBD                                | TBD   |
| Org Goal 4 | Responsive School Leadership -<br><br>Head of School will present Program Reports that outline enrollment, attendance, discharge status, etc, as well as any available testing results at every Board of Trustees meeting. The Head of School and Director of Finance will present an up to date Financial Report. Board minutes will reflect these activities.                                 | Board minutes   | Met charter goal                   | Met charter goal  |
| Org Goal 5 | At any given time, at least 95% of members of the BOT will be active members of a subcommittee of the Board   | Subcommittee lists and attendance.                    | Met Charter Goal                   | Met Charter Goal  |

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

No

## 2c. FINANCIAL GOALS

### 2013-14 Progress Toward Attainment of Financial Goals

|                  | Financial Goals   | Measure Used to Evaluate Progress    | 2013-2014 Progress Toward Attainment                       | If Not Met, Describe Efforts to be Taken  |
|------------------|---|--------------------------------------|--|---|
| Financial Goal 1 | Enrollment is within 15% of full enrollment as defined in charter   | Student enrollment                   | We met this goal for part of the year, but not at the end. | Parent outreach, recruiting, mailers in different languages, advertisements in community papers, meetings at CBOs. We are confident we will meet this goal for 2014-15 based on current enrollment. |
| Financial Goal 2 | HHLA has undergone an independent financial audit resulting in unqualified opinion and no major findings ** | Independent financial audit          | TBD  | TBD   |
| Financial Goal 3 | HHLA operates a balanced budget and maintains a stable cash flow.   | Profit/Loss and cash flow statements | Met goal   | Met goal  |

# Appendix B: Total Expenditures and Administrative Expenditures per Child

Created Wednesday, July 30, 2014

## Page 1

Charter School Name: 310300861034 HARLEM HEBREW LANGUAGE ACADEMY

### B. Financial Information

This information is required of ALL charter schools. Provide the following measures of fiscal performance of the charter school in Appendix B (Total Expenditures and Administrative Expenditures Per Child):

#### 1. Total Expenditures Per Child

To calculate 'Total Expenditures per Child' take total expenditures (from the unaudited 2013-14 Schedule of Functional Expenses) and divide by the count of students you reported on of BEDS Day. (Integers Only. No dollar signs or commas).

|   |         |
|---|---------|
| 1. Total Expenditures Per Child   Line 1: Total Expenditures      | 3815318 |
| 1. Total Expenditures Per Child   Line 2: BEDS Day Pupil Count    | 137     |
| 1. Total Expenditures Per Child   Line 3: Divide Line 1 by Line 2 | 27849   |

#### 2. Administrative Expenditures per Child

To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2013-14 Schedule of Functional Expenses) and divide by the BEDS per pupil count. The relevant portion that must be included in this calculation is defined as follows:

Administrative Expenditures: Administration and management of the charter school includes the activities and personnel of the offices of the chief school officers, the treasurer, the finance or business offices, the purchasing unit, the employee personnel offices, the records management offices, or a public information and services offices. It also includes those administrative and management services provided by other organizations or corporations on behalf of the charter school for which the charter school pays a fee or other compensation.

Please note the following:

Do not include the FTE of personnel dedicated to administration of the instructional programs.

Do not include Employee Benefit costs or expenditures in the above calculations.

A template for the Schedule of Functional Expenses is provided on page 21 of the 2012 Annual Report Guidelines to assist schools identify the categories of expenses needed to compute the two per pupil calculations. This template does not need to be completed or submitted on August 1st as it will be submitted November 1st as part of the audited financial statements. Therefore schools should use unaudited amounts for these per pupil calculations. (See the 2013-14 Annual Report Guidelines in "Resources" area of your portal task page).

To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).

|  |        |
|--|--------|
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 1: Relevant Personnel Services Cost (Row)    | 285204 |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 2: Management and General Cost (Column)      | 315006 |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 3: Sum of Line 1 and Line 2                  | 600209 |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 4: BEDS Day Pupil Count                      | 137    |
| To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).   Line 5: Divide Line 3 by the BEDS Day Pupil Count | 4381   |

Thank you.



**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*

**Harlem Hebrew Language Academy Charter School**

July 31, 2014

Robin P. Natman

New York, NY

SED

1

Private

K-1

K-5

136

468

2014

212.866.4608

Loeb & Troper

Bernard Grotell

[bgrotell@loebandtroper.com](mailto:bgrotell@loebandtroper.com)

212-867-9785

2014

Harlem Hebrew Language Academy Charter School2014



**FILL IN GRAY CELLS**

**Harlem Hebrew Language Academy Charter School**

STATEMENTS OF FINANCIAL POSITION

FOR THE YEARS ENDED JUNE 30,

|   | <u>2014</u>      | <u>2013</u> |
|---|------------------|-------------|
| <b>ASSETS</b>                                 |                  |             |
| <b>CURRENT ASSETS</b>                         |                  |             |
| Cash and cash equivalents                     | \$141,378        | \$-         |
| Grants and contracts receivable               | 27,761           | -           |
| Accounts receivables                          | 43,013           | -           |
| Inventory                                     | -                | -           |
| Prepaid Expenses                              | 40,156           | -           |
| Contributions and other receivables           | -                | -           |
| Other   | -                | -           |
| <b>TOTAL CURRENT ASSETS</b>                   | <b>\$252,308</b> | <b>\$-</b>  |
| <b>OTHER ASSETS</b>                           |                  |             |
| Investments                                   | \$-              | \$-         |
| Property, Plant and Equipment, Net            | 165,226          | -           |
| Restricted Cash                               | 25,000           | -           |
| <b>OTHER ASSETS</b>                           | <b>\$190,226</b> | <b>\$-</b>  |
| <b>TOTAL ASSETS</b>                           | <b>\$442,534</b> | <b>\$-</b>  |
| <b>LIABILITIES AND NET ASSETS</b>             |                  |             |
| <b>CURRENT LIABILITIES</b>                    |                  |             |
| Accounts payable and accrued expenses         | \$61,929         | \$-         |
| Accrued payroll and benefits                  | 195,383          | -           |
| Refundable Advances                           | -                | -           |
| Dreferred Revenue                             | -                | -           |
| Current maturities of long-term debt          | -                | -           |
| Short Term Debt - Bonds, Notes Payable        | -                | -           |
| Other   | 575              | -           |
| <b>TOTAL CURRENT LIABILITIES</b>              | <b>\$257,887</b> | <b>\$-</b>  |
| <b>LONG-TERM DEBT, net current maturities</b> | <b>\$-</b>       | <b>\$-</b>  |
| <b>TOTAL LIABILITIES</b>                      | <b>\$257,887</b> | <b>\$-</b>  |
| <b>NET ASSETS</b>                             |                  |             |
| Unrestricted                                  | \$184,647        | \$-         |
| Temporarily restricted                        | -                | -           |
| <b>TOTAL NET ASSETS</b>                       | <b>\$184,647</b> | <b>\$-</b>  |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>       | <b>\$442,534</b> | <b>\$-</b>  |

Check

-

-

**FILL IN GRAY CELLS**

**Harlem Hebrew Language Academy Charter School**

STATEMENTS OF ACTIVITIES  
FOR THE YEARS ENDED JUNE 30,

|   | 2014         |                        |             | 2013  |     |
|---|--------------|------------------------|-------------|-------|-----|
|   | Unrestricted | Temporarily Restricted | Total       | Total |     |
| <b>REVENUE, GAINS AND OTHER SUPPORT</b>           |              |                        |             |       |     |
| State & Local Operating Revenue                   | \$1,946,840  | \$-                    | \$1,946,840 | \$-   | \$- |
| Federal - Title and IDEA                          | 36,777       | -                      | 36,777      | -     | -   |
| Federal - Other                                   | 502,033      | -                      | 502,033     | -     | -   |
| State and City Grants                             | 116,089      | -                      | 116,089     | -     | -   |
| Contributions and private grants                  | 1,309,067    | -                      | 1,309,067   | -     | -   |
| After school revenue                              | -            | -                      | -           | -     | -   |
| Other   | 27,977       | -                      | 27,977      | -     | -   |
| Food Service/Child Nutrition Program              | 61,182       | -                      | 61,182      | -     | -   |
| <b>TOTAL REVENUE, GAINS AND OTHER SUPPORT</b>     | \$3,999,964  | \$-                    | \$3,999,964 | \$-   | \$- |
| <b>EXPENSES</b>                                   |              |                        |             |       |     |
| Program Services                                  |              |                        |             |       |     |
| Regular Education                                 | \$2,712,405  | \$-                    | \$2,712,405 | \$-   | \$- |
| Special Education                                 | 447,938      | -                      | 447,938     | -     | -   |
| Other Programs                                    | -            | -                      | -           | -     | -   |
| Total Program Services                            | \$3,160,343  | \$-                    | \$3,160,343 | \$-   | \$- |
| Supporting Services                               |              |                        |             |       |     |
| Management and general                            | \$654,974    | \$-                    | \$654,974   | \$-   | \$- |
| Fundraising                                       | -            | -                      | -           | -     | -   |
| <b>TOTAL OPERATING EXPENSES</b>                   | \$3,815,318  | \$-                    | \$3,815,318 | \$-   | \$- |
| <b>SURPLUS / (DEFICIT) FROM SCHOOL OPERATIONS</b> | \$184,647    | \$-                    | \$184,647   | \$-   | \$- |
| Contributions                                     |              |                        |             |       |     |
| Foundations                                       | \$-          | \$-                    | \$-         | \$-   | \$- |
| Individuals                                       | -            | -                      | -           | -     | -   |
| Corporations                                      | -            | -                      | -           | -     | -   |
| Fundraising                                       | -            | -                      | -           | -     | -   |
| Interest income                                   | -            | -                      | -           | -     | -   |
| Miscellaneous income                              | -            | -                      | -           | -     | -   |
| Net assets released from restriction              | -            | -                      | -           | -     | -   |
| <b>TOTAL SUPPORT AND OTHER REVENUE</b>            | \$-          | \$-                    | \$-         | \$-   | \$- |
| <b>CHANGE IN NET ASSETS</b>                       | \$184,647    | \$-                    | \$184,647   | \$-   | \$- |
| NET ASSETS BEGINNING OF YEAR                      | \$-          | \$-                    | \$-         | \$-   | \$- |
| PRIOR YEAR/PERIOD ADJUSTMENTS                     | -            | -                      | -           | -     | -   |
| <b>NET ASSETS - END OF YEAR</b>                   | \$184,647    | \$-                    | \$184,647   | \$-   | \$- |

**HARLEM HEBREW LANGUAGE ACADEMY  
CHARTER SCHOOL**

**FINANCIAL STATEMENTS  
AND AUDITOR'S REPORTS**

**JUNE 30, 2014**

**HARLEM HEBREW LANGUAGE ACADEMY  
CHARTER SCHOOL**

**TABLE OF CONTENTS**

**Independent Auditor's Report on Financial Statement  
and Supplementary Information**

**Exhibit**

**A - Statement of Financial Position**

**B - Statement of Activities**

**C - Statement of Functional Expenses**

**D - Statement of Cash Flows**

**Notes to Financial Statements**

**HARLEM HEBREW LANGUAGE ACADEMY  
CHARTER SCHOOL**

**TABLE OF CONTENTS**

**Schedule**

- 1 - Statement of Activities for the Year Ended June 30, 2014 and  
the Period from July 12, 2012 (Inception) Through  
June 30, 2013**

**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**



LOEB & TROPER LLP

**Independent Auditor's Report on Financial Statement  
and Supplementary Information**

**Board of Trustees  
Harlem Hebrew Language Academy Charter School**

***Report on the Financial Statements***

We have audited the accompanying financial statements of Harlem Hebrew Language Academy Charter School, which comprise the statement of financial position as of June 30, 2014, and the related statements of activities, functional expenses and cash flows from July 12, 2012 (inception) through June 30, 2014, 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 audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to the 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 entity'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 entity'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 Harlem Hebrew Language Academy Charter School as of June 30, 2014, and the changes in its net assets and its cash flows from July 12, 2012 (inception) through June 30, 2014, in conformity with accounting principles generally accepted in the United States of America.

### ***Supplementary Information***

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The information included in Schedule 1 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated October 9, 2014 on our consideration of Harlem Hebrew Language Academy Charter School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is 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 Harlem Hebrew Language Academy Charter School's internal control over financial reporting and compliance.



October 9, 2014

**HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL****STATEMENT OF FINANCIAL POSITION****JUNE 30, 2014****ASSETS**

|                                   |    |                       |
|-----------------------------------|----|-----------------------|
| Cash                              | \$ | 141,825               |
| Escrow deposits (Note 2)          |    | 25,000                |
| Accounts receivable               |    | 73,374                |
| Prepaid expenses and other assets |    | 40,156                |
| Fixed assets - net (Note 3)       |    | <u>165,197</u>        |
| Total assets                      | \$ | <u><u>445,552</u></u> |

**LIABILITIES AND NET ASSETS**

|  |    |                       |
|--|----|-----------------------|
| Accounts payable and accrued expenses    | \$ | 77,741                |
| Accrued salaries and related liabilities |    | <u>195,383</u>        |
| Total liabilities                        |    | 273,124               |
| Net assets - unrestricted (Exhibit B)    |    | <u>172,428</u>        |
| Total liabilities and net assets         | \$ | <u><u>445,552</u></u> |

See independent auditor's report.

The accompanying notes are an integral part of these statements.

**EXHIBIT B****HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL****STATEMENT OF ACTIVITIES****PERIOD FROM JULY 12, 2012 (INCEPTION)  
THROUGH JUNE 30, 2014**

|   |                   |
|---|-------------------|
| Operating revenues                                  |                   |
| State and local per pupil operating revenues        | \$ 1,946,840      |
| Government grants and contracts                     | 718,856           |
| Foundations and corporate contributions             | 461,067           |
| In-kind contributions (Note 4)                      | 913,862           |
| Other revenues                                      | 27,999            |
|   | <hr/>             |
| Total operating revenues                            | 4,068,624         |
|   | <hr/>             |
| Expenses  |                   |
| Program services                                    |                   |
| General education                                   | 2,942,123         |
| Special education                                   | 363,756           |
| Supportive services                                 |                   |
| Management and general                              | 590,317           |
|   | <hr/>             |
| Total expenses (Exhibit C)                          | 3,896,196         |
|   | <hr/>             |
| Change in unrestricted net assets (Exhibit D)       | 172,428           |
| Net assets unrestricted - beginning of period       | -                 |
|   | <hr/>             |
| Net assets unrestricted - end of period (Exhibit A) | \$ <u>172,428</u> |

See independent auditor's report.

The accompanying notes are an integral part of these statements.

**HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL**

**STATEMENT OF FUNCTIONAL EXPENSES**

**PERIOD FROM JULY 12, 2012 (INCEPTION)  
THROUGH JUNE 30, 2014**

|  | <u>No. of<br/>Positions</u> | <u>Program<br/>Services</u>  |                              | <u>Supporting<br/>Services</u>    | <u>Total</u>        |
|--|-----------------------------|------------------------------|------------------------------|-----------------------------------|---------------------|
|  |                             | <u>General<br/>Education</u> | <u>Special<br/>Education</u> | <u>Management<br/>and General</u> |                     |
| Salaries                               | 25                          | \$ 1,316,163                 | \$ 149,059                   | \$ 262,676                        | \$ 1,727,898        |
| Employee benefits and<br>payroll taxes |                             | 265,047                      | 30,181                       | 48,652                            | 343,880             |
| Occupancy                              |                             | 68,353                       | 8,222                        | 12,176                            | 88,751              |
| Contracted services                    |                             | 161,343                      | 19,726                       | 10,640                            | 191,709             |
| Supplies and equipment                 |                             | 155,257                      | 27,325                       | 19,239                            | 201,821             |
| Student meal program                   |                             | 96,246                       | 15,835                       |                                   | 112,081             |
| Student travel                         |                             | 8,424                        | 1,493                        |                                   | 9,917               |
| Repairs and maintenance                |                             | 67,054                       | 8,066                        | 13,644                            | 88,764              |
| Printing and postage                   |                             | 1,323                        | 159                          | 574                               | 2,056               |
| Professional fees                      |                             | 25,037                       | 3,012                        | 97,969                            | 126,018             |
| Dues and subscription                  |                             | 934                          | 112                          | 166                               | 1,212               |
| Insurance                              |                             | 12,719                       | 1,530                        | 7,767                             | 22,016              |
| Telephone                              |                             | 15,276                       | 1,837                        | 4,827                             | 21,940              |
| In-kind rent and services<br>(Note 4)  |                             | 715,493                      | 93,191                       | 105,178                           | 913,862             |
| Travel                                 |                             | 136                          |                              | 322                               | 458                 |
| Depreciation and<br>amortization       |                             | 33,318                       | 4,008                        | 6,487                             | 43,813              |
| <b>Total expenses</b>                  |                             | <b>\$ 2,942,123</b>          | <b>\$ 363,756</b>            | <b>\$ 590,317</b>                 | <b>\$ 3,896,196</b> |

See independent auditor's report.

The accompanying notes are an integral part of these statements.

## HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL

## STATEMENT OF CASH FLOWS

PERIOD FROM JULY 12, 2012 (INCEPTION)  
THROUGH JUNE 30, 2014

|   |                   |
|---|-------------------|
| Cash flows from operating activities  |                   |
| Change in net assets (Exhibit B)  | \$ 172,428        |
| Adjustments to reconcile change in net assets to<br>net cash provided by operating activities |                   |
| Depreciation and amortization   | 43,813            |
| Increase in assets  |                   |
| Accounts receivable   | (73,374)          |
| Prepaid expenses and other expense  | (40,156)          |
| Increase in liabilities   |                   |
| Accounts payable and accrued expenses   | 77,741            |
| Accrued salaries and related liabilities  | <u>195,383</u>    |
| Net cash provided by operating activities   | <u>375,835</u>    |
| Cash flows from investing activities  |                   |
| Fixed asset acquisitions  | (209,010)         |
| Increase in escrow deposits   | <u>(25,000)</u>   |
| Net cash used by investing activities   | <u>(234,010)</u>  |
| Net increase in cash and cash equivalents   | 141,825           |
| Cash and cash equivalents - beginning of period   | <u>-</u>          |
| Cash and cash equivalents - end of period   | <u>\$ 141,825</u> |

See independent auditor's report.

The accompanying notes are an integral part of these statements.

# HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL

## NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014

### NOTE 1 - NATURE OF ORGANIZATION

Harlem Hebrew Language Academy Charter School (HHLA) is an educational corporation that operates as a charter school in the borough of Manhattan, New York. On July 12, 2012, the Board of Regents and the Board of Trustees of the University of the State of New York, on behalf of the State Education Department, granted HHLA a charter valid for a term of 5 years and renewable upon expiration. HHLA was organized to provide its students with the strong academic and personal foundation necessary to be ethical and informed global citizens and to develop a strong sense of social and civic responsibility. This is accomplished through an academically rigorous K-5 curriculum which includes integration of service learning and community service across the curriculum. In fiscal year 2014, HHLA operated classes for 126 students in grades K-1. HHLA opened the school on August 26, 2013.

HHLA is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. HHLA is supported primarily by state and local per-pupil operating revenues.

### NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

***Basis of accounting*** - The financial statements are prepared on the accrual basis of accounting.

***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.

***Escrow deposits*** - Escrow deposits represent funds held aside for contingency purposes as required by the New York City Department of Education.

***Accounts receivable*** - Accounts receivable are recorded when services are rendered. Interest is not accrued or recorded on outstanding receivables.

***Allowance for doubtful accounts*** - Bad debt expense is charged if a receivable is determined to be uncollectible based on periodic review by management. Factors used to determine whether an allowance should be recorded include the age of the receivable and a review of payments subsequent to year end. Management has determined that no allowance is necessary as of June 30, 2014.

-continued-

**HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL**

**NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2014**

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**Fixed assets** - Fixed assets are recorded at cost. Items with a cost of \$1,000 or more with an estimated useful life of greater than one year are capitalized. Depreciation and amortization are provided on the straight-line basis over the estimated following useful lives of assets:

|                                   |             |
|-----------------------------------|-------------|
| Furniture, fixtures and equipment | 3 - 7 years |
|-----------------------------------|-------------|

**Accrued salaries and related liabilities** - Accrued salaries and related liabilities consist of payroll and merit pay earned by staff during the school year but paid out over the summer months and/or following fiscal year.

**State and local per-pupil revenues** - Revenues from the state and local governments in accordance with HHLA's charter status is based on the number of students enrolled and are recorded when services are performed in accordance with the charter agreement. These funds are recorded by HHLA when services are rendered.

**Government grants and contracts** - Revenues from government grants and contracts to which HHLA is entitled are recognized primarily on student enrollment. Some grants are provided for specific educational endeavors which are not based on student enrollment and are recorded when related expenditures are incurred by HHLA.

**Contributions** - Unconditional contributions, including promises to give cash and other assets, are reported at fair value at the date the contribution is received. All contributions are considered to be available for unrestricted use unless specifically restricted by the donors. The gifts are reported as temporarily or permanently restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified as unrestricted net assets and reported in the statement of activities as net assets released from restrictions. Donor-restricted contributions whose restrictions are met within the same year as received are reported as unrestricted contributions in the accompanying financial statements.

**In-kind contributions** - In-kind contributions are recorded at fair value at the date of donation.

**Unrestricted net assets** - Unrestricted net assets include funds having no restrictions as to use or purpose imposed by donors.

-continued-

**HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL**

**NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2014**

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

*Functional allocation of expenses* - The costs of providing the programs and other activities of HHLA have been summarized on a functional basis in the statement of activities, which include all expenses incurred for the year. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Such allocations are determined by management in accordance with grant provisions and/or other equitable bases.

*Fund raising* - Fund-raising services are performed by volunteers (primarily the Board of Trustees). No amounts are reflected in the accompanying financial statements for such services as they do not meet the criteria for recognition as contributions.

*Uncertainty in income taxes* - HHLA has determined that there are no material uncertain tax positions that require recognition or disclosure in the financial statements. Periods ending June 30, 2011 and subsequent remain subject to examination by applicable taxing authorities.

*Subsequent events* - Subsequent events have been evaluated through October 9, 2014, which is the date the financial statements were available to be issued.

**NOTE 3 - FIXED ASSETS**

|   |                   |
|---|-------------------|
| Furniture, fixtures and equipment         | \$ 209,010        |
| Accumulated depreciation and amortization | <u>(43,813)</u>   |
|   | <u>\$ 165,197</u> |

**NOTE 4 - IN-KIND CONTRIBUTIONS**

In-kind contributions were from two not-for-profit organizations, Friends of Hebrew Language Academy Charter Schools, Inc. and National Center for Hebrew Language Charter School Excellence and Development, Inc. (HCSC). Friends of Hebrew Language Academy Charter Schools contribution consisted of donated space, including real estate taxes, amounting to a total of \$766,666. In addition, other services are paid for directly by HCSC in the amount of \$147,196. Total in-kind contributions amounted to \$913,862.

-continued-

**HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL****NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2014****NOTE 5 - PENSION PLAN**

HHLA has a defined contribution retirement plan which covers substantially all full-time employees. HHLA contributed a dollar-to-dollar match up to 3% of the employees' compensation. Pension expense under this plan was \$34,171 for the employer match and \$2,477 for administrative fees.

**NOTE 6 - CONTINGENCIES AND CONCENTRATIONS**

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

Financial instruments that potentially subject HHLA to a concentration of credit risk are cash accounts with financial institutions in excess of FDIC insurance limits.

A significant portion of HHLA's operating revenue is paid by the New York City Department of Education.

SCHEDULE 1

**HARLEM HEBREW LANGUAGE ACADEMY CHARTER SCHOOL**

**SCHEDULE OF ACTIVITIES**

**PERIOD FROM JULY 12, 2012 (INCEPTION)  
THROUGH JUNE 30, 2014**

|  | <u>Year Ended<br/>June 30, 2014</u> | <u>Period from<br/>July 12,<br/>2012 (Date<br/>of Inception)<br/>Through<br/>June 30, 2013</u> | <u>Total</u>      |
|--|-------------------------------------|--|-------------------|
| <b>Operating revenues</b>                    |                                     |  |                   |
| State and local per-pupil operating revenues | \$ 1,946,840                        |  | \$ 1,946,840      |
| Government grants and contracts              | 594,846                             | \$ 124,010   | 718,856           |
| Foundations and corporate contributions      | 326,067                             | 135,000  | 461,067           |
| In-kind contributions                        | 913,862                             |  | 913,862           |
| Other revenues                               | 27,823                              | 176  | 27,999            |
|  | <u>3,809,438</u>                    | <u>259,186</u>   | <u>4,068,624</u>  |
| <b>Expenses</b>                              |                                     |  |                   |
| Salaries                                     | 1,608,969                           | 118,929  | 1,727,898         |
| Employee benefits and payroll taxes          | 325,783                             | 18,097   | 343,880           |
| Occupancy                                    | 88,751                              |  | 88,751            |
| Contracted services                          | 158,103                             | 33,606   | 191,709           |
| Supplies and equipment                       | 199,628                             | 2,193  | 201,821           |
| Student meal program                         | 105,155                             | 6,926  | 112,081           |
| Student travel                               | 9,917                               |  | 9,917             |
| Repairs and maintenance                      | 87,064                              | 1,700  | 88,764            |
| Printing and postage                         | 1,718                               | 338  | 2,056             |
| Professional fees                            | 99,506                              | 26,512   | 126,018           |
| Dues and subscription                        | 1,212                               |  | 1,212             |
| Insurance                                    | 16,515                              | 5,501  | 22,016            |
| Telephone                                    | 19,834                              | 2,106  | 21,940            |
| In-kind rent and services                    | 913,862                             |  | 913,862           |
| Travel                                       | 322                                 | 136  | 458               |
| Depreciation and amortization                | 43,261                              | 552  | 43,813            |
|  | <u>3,679,600</u>                    | <u>216,596</u>   | <u>3,896,196</u>  |
| <b>Change in net assets</b>                  | <u>\$ 129,838</u>                   | <u>\$ 42,590</u>   | <u>\$ 172,428</u> |

See independent auditor's report.



LOEB & TROPER LLP

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

Independent Auditor's Report

**Board of Trustees  
Harlem Hebrew Language Academy Charter School**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Harlem Hebrew Language Academy Charter School, which comprise the statement of financial position as of June 30, 2014, and the related statements of activities, functional expenses and cash flows from July 12, 2012 (inception) through June 30, 2014, and the related notes to the financial statements, and have issued our report thereon dated October 9, 2014.

***Internal Control Over Financial Reporting***

In planning and performing our audit of the financial statements, we considered Harlem Hebrew Language Academy Charter 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 of Harlem Hebrew Language Academy Charter School's internal control. Accordingly, we do not express an opinion on the effectiveness of Harlem Hebrew Language Academy Charter School's internal control.

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

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

### ***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether Harlem Hebrew Language Academy Charter School's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the 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.



October 9, 2014

**HARLEM HEBREW LANGUAGE ACADEMY  
CHARTER SCHOOL**

**MANAGEMENT LETTER**

**JUNE 30, 2014**



**Board of Trustees  
Harlem Hebrew Language Academy Charter School**

In planning and performing our audit of the financial statements of Harlem Hebrew Language Academy Charter School (“HHLA”) as of and for the year ended June 30, 2014 in accordance with auditing standards generally accepted in the United States of America, we considered HHLA’s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of HHLA’s internal control. Accordingly, we do not express an opinion on the effectiveness of HHLA’s internal control.

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

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. 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.

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

A handwritten signature in black ink that reads "Loeb &amp; Troper LLP".

October 9, 2014

**HARLEM HEBREW LANGUAGE ACADEMY  
CHARTER SCHOOL**

**AGREED-UPON PROCEDURES**

**YEAR ENDED JUNE 30, 2014**

**Independent Accountant's  
Report on Applying Agreed-Upon Procedures**

**Board of Trustees  
Harlem Hebrew Language Academy Charter School**

We have performed the procedures identified below, which were agreed to by the management of Harlem Hebrew Language Academy Charter School (School) and the New York State Education Department (NYSED) solely to assist the specified parties in evaluating the School's assertion to NYSED that it has complied with the requirements of the Charter School Program (CSP) grant and Federal and NYSED guidelines in managing the CSP grant. The School is responsible for compliance with the requirements of the CSP grant. This agreed-upon procedures engagement was conducted 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 parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures described below either 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 School's accounting software and reconciled to the grant revenue recorded by the School. If the CSP grant revenue did not equal the grant expenditures, we were required to investigate the differences.

Result: CSP grant revenue does equal the grant expenditures.

Procedure #2: We obtained the NYSED approved CSP grant award information, including the budget and any amendments, to determine if the revenue and expenditures reported for the CSP Grant for the year ended June 30, 2014 reconcile to the general ledger.

Result: Revenue and expenditures reported for the year ended June 30, 2014 reconcile to the general ledger of the School.

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

- a. Payroll - We selected 10 payroll transactions charged to the grant.
- b. Other expenses - We selected 10 cash disbursement transactions charged to the grant.
- c. Using the above selected items, we:
  - i. Determined if the expenditure was in accordance with the purpose of the grant by reviewing the nature of the expense as compared to the approved contract, and determined whether pre-opening expenditures were charged to pre-opening periods.
  - ii. Determined if the expenditure fell into an approved budget category.
  - iii. Determined if the expenditure was charged to the appropriate fiscal period.

Result: Expenditures are in accordance with the approved contract, are in the correct categories and are charged to the appropriate fiscal period.

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

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

Result:

- a. Traced expenses in Procedure #3 to requests for reimbursement. All items requested had already been expended.
- b. Selected one FS-25 form submitted and determined that all funds were expended within one month.

We were not engaged to, and did not, conduct an audit, the objective of which would be the expression of an opinion on Harlem Hebrew Language Academy 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 information and use of the Board of Trustees of Harlem Hebrew Language Academy 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 these specified parties.

*Loeb & Troper LLP*

October 9, 2014

# New York State Education Department

## Request for Proposals to Establish Charter Schools Authorized by the Board of Regents

### **Budget and Cash Flow Templates for the 2013 New Charter Applications**

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#### **General Instructions and Notes for New Application Budgets and Cash Flows Templates**

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|          |  |
|----------|--|
| <b>1</b> | Complete ALL SIX tabs in <b>BLUE</b>   |
| <b>2</b> | Enter information into the <b>GRAY</b> cells   |
| <b>3</b> | Cells labeled in <b>ORANGE</b> contain guidance pertaining to that tab   |
| <b>4</b> | Cells containing <b>RED</b> triangles in the upper right corner in columns B through G contain guidance on that particular item  |
| <b>5</b> | Funding by School District information for all NYS School district is located on the State Aid website at <a href="https://stateaid.nysed.gov/charter/">https://stateaid.nysed.gov/charter/</a> . Refer to this website for per-pupil tuition funding for all school districts. Rows may be inserted in the worksheet to accommodate additional districts if necessary.          |
| <b>6</b> | The Assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, please reference the page number or section in the application narrative that indicates the assumption being made. For instance, student enrollment would reference the applicable page number in Section I, C of the application narrative. |

**Harlem Hebrew Language Academy Charter School**

**PROJECTED BUDGET FOR 2014-2015**

| PROJECTED BUDGET FOR 2014-2015  |  |                   |               |                  |                      |                | Assumptions  |
|---|--|-------------------|---------------|------------------|----------------------|----------------|--|
| July 1, 2014 to June 30, 2015   |  |                   |               |                  |                      |                | DESCRIPTION OF ASSUMPTIONS - Please note assumptions when applicable |
| Please Note: The student enrollment data is entered below in the Enrollment Section beginning in row 147. This will populate the data in row 9. |  |                   |               |                  |                      |                |  |
|   | REGULAR EDUCATION  | SPECIAL EDUCATION | OTHER         | FUNDRAISING      | MANAGEMENT & GENERAL | TOTAL          |  |
| Total Revenue   | 3,980,595  | 418,589           | -             | -                | 460,518              | 4,859,702      |  |
| Total Expenses  | 3,867,619  | 474,907           | -             | -                | 509,624              | 4,852,150      |  |
| Net Income  | 112,977  | (56,318)          | -             | -                | (49,106)             | 7,552          |  |
| Actual Student Enrollment   | 235  | 10                |               |                  |                      | 235            | Updated Total (Cell N10) to show Cell "I10" only                     |
| Total Paid Student Enrollment   | 235  | 10                |               |                  |                      | 235            | Updated Total (Cell N11) to show Cell "I11" only                     |
|   | PROGRAM SERVICES   |                   |               | SUPPORT SERVICES |                      |                |  |
|   | REGULAR EDUCATION  | SPECIAL EDUCATION | OTHER         | FUNDRAISING      | MANAGEMENT & GENERAL | TOTAL          |  |
| <b>REVENUE</b>  |  |                   |               |                  |                      |                |  |
| <b>REVENUES FROM STATE SOURCES</b>  |  |                   |               |                  |                      |                |  |
| Per Pupil Revenue   | CY Per Pupil Rate  |                   |               |                  |                      |                |  |
| District of Location  | \$13,777.00  | 2,913,836         | -             | -                | 323,760              | 3,237,595      |  |
| School District 2 (Enter Name)  |  | -                 | -             | -                | -                    | -              |  |
| School District 3 (Enter Name)  |  | -                 | -             | -                | -                    | -              |  |
| School District 4 (Enter Name)  |  | -                 | -             | -                | -                    | -              |  |
| School District 5 (Enter Name)  |  | -                 | -             | -                | -                    | -              |  |
|   |  | 2,913,836         | -             | -                | 323,760              | 3,237,595      |  |
| Special Education Revenue   |  | -                 | 264,951       | -                | -                    | 264,951        |  |
| Grants  |  | -                 | -             | -                | -                    | -              |  |
| Stimulus  |  | -                 | -             | -                | -                    | -              |  |
| Other   |  | -                 | -             | -                | -                    | -              |  |
| Other State Revenue   |  | 4,742             | 216           | -                | -                    | 4,958          |  |
| <b>TOTAL REVENUE FROM STATE SOURCES</b>   |  | 2,918,578         | 265,167       | -                | -                    | 3,237,760      | 3,507,504  |
| <b>REVENUE FROM FEDERAL FUNDING</b>   |  |                   |               |                  |                      |                |  |
| IDEA Special Needs  |  | -                 | 8,440         | -                | -                    | 8,440          |  |
| Title I   |  | 37,683            | 1,717         | -                | -                    | 39,399         |  |
| Title Funding - Other   |  | 5,376             | 245           | -                | -                    | 5,621          |  |
| School Food Service (Free Lunch)  |  | 103,167           | 14,655        | -                | -                    | 131,916        |  |
| Grants  |  | -                 | -             | -                | -                    | -              |  |
| Charter School Program (CSP) Planning & Implementation  |  | 107,463           | 15,265        | -                | -                    | 137,409        |  |
| Other   |  | -                 | -             | -                | -                    | -              |  |
| Other Federal Revenue   |  | -                 | -             | -                | -                    | -              |  |
| <b>TOTAL REVENUE FROM FEDERAL SOURCES</b>   |  | 253,689           | 40,322        | -                | -                    | 28,774         | 322,785  |
| <b>LOCAL and OTHER REVENUE</b>  |  |                   |               |                  |                      |                |  |
| Contributions and Donations, Fundraising  |  | 734,363           | 104,317       | -                | -                    | 939,000        |  |
| Erate Reimbursement   |  | 16,770            | 2,382         | -                | -                    | 21,444         |  |
| Interest Income, Earnings on Investments,   |  | 8                 | 1             | -                | -                    | 10             |  |
| NYC-DYCD (Department of Youth and Community Developmt.)   |  | -                 | -             | -                | -                    | -              |  |
| Food Service (Income from meals)  |  | 39,323            | 5,586         | -                | -                    | 50,281         |  |
| Text Book   |  | 17,864            | 814           | -                | -                    | 18,678         |  |
| Other Local Revenue   |  | -                 | -             | -                | -                    | -              |  |
| <b>TOTAL REVENUE FROM LOCAL and OTHER SOURCES</b>   |  | 808,328           | 113,100       | -                | -                    | 1,029,412      |  |
| <b>TOTAL REVENUE</b>  |  | 3,980,595         | 418,589       | -                | -                    | 4,859,702      |  |
| <b>EXPENSES</b>   | <i>List exact titles and staff FTE's ( Full time equivalent)</i> |                   |               |                  |                      |                |  |
| <b>ADMINISTRATIVE STAFF PERSONNEL COSTS</b>   | No. of Positions   |                   |               |                  |                      |                |  |
| Executive Management  | 1.00   | 100,425           | 15,450        | -                | -                    | 154,500        |  |
| Instructional Management  |  | -                 | -             | -                | -                    | -              |  |
| Deans, Directors & Coordinators   | 2.00   | 172,673           | 7,867         | -                | -                    | 180,540        |  |
| CFO / Director of Finance   |  | -                 | -             | -                | -                    | -              |  |
| Operation / Business Manager  | 1.00   | -                 | -             | -                | -                    | 91,800         | 91,800   |
| Administrative Staff  | 2.00   | -                 | -             | -                | -                    | 97,850         | 97,850   |
| <b>TOTAL ADMINISTRATIVE STAFF</b>   | <b>6</b>   | <b>273,098</b>    | <b>23,317</b> | <b>-</b>         | <b>-</b>             | <b>228,275</b> | <b>524,690</b>   |
| <b>INSTRUCTIONAL PERSONNEL COSTS</b>  |  |                   |               |                  |                      |                |  |
| Teachers - Regular  | 18.00  | 1,043,251         | -             | -                | -                    | 1,043,251      |  |
| Teachers - SPED   | 2.50   | -                 | 137,470       | -                | -                    | 137,470        |  |
| Substitute Teachers   |  | -                 | -             | -                | -                    | -              |  |
| Teaching Assistants   |  | -                 | -             | -                | -                    | -              |  |

**Harlem Hebrew Language Academy Charter School**

**PROJECTED BUDGET FOR 2014-2015**

| PROJECTED BUDGET FOR 2014-2015  |                   |                   |                |                  |                      |                  | Assumptions  |
|---|-------------------|-------------------|----------------|------------------|----------------------|------------------|--|
| July 1, 2014 to June 30, 2015   |                   |                   |                |                  |                      |                  | DESCRIPTION OF ASSUMPTIONS - Please note assumptions when applicable |
| Please Note: The student enrollment data is entered below in the Enrollment Section beginning in row 147. This will populate the data in row 9. |                   |                   |                |                  |                      |                  |  |
|   | REGULAR EDUCATION | SPECIAL EDUCATION | OTHER          | FUNDRAISING      | MANAGEMENT & GENERAL | TOTAL            |  |
| Total Revenue   | 3,980,595         | 418,589           | -              | -                | 460,518              | 4,859,702        |  |
| Total Expenses  | 3,867,619         | 474,907           | -              | -                | 509,624              | 4,852,150        |  |
| Net Income  | 112,977           | (56,318)          | -              | -                | (49,106)             | 7,552            |  |
| Actual Student Enrollment   | 235               | 10                |                |                  |                      | 235              | Updated Total (Cell N10) to show Cell "I10" only                     |
| Total Paid Student Enrollment   | 235               | 10                |                |                  |                      | 235              | Updated Total (Cell N11) to show Cell "I11" only                     |
| PROGRAM SERVICES  |                   |                   |                | SUPPORT SERVICES |                      |                  |  |
|   | REGULAR EDUCATION | SPECIAL EDUCATION | OTHER          | FUNDRAISING      | MANAGEMENT & GENERAL | TOTAL            |  |
| Specialty Teachers  | 4.00              | 223,454           | 10,181         | -                | -                    | 233,635          |  |
| Aides   | 3.00              | 65,200            | 8,150          | -                | 8,150                | 81,500           |  |
| Therapists & Counselors   | 1.00              | -                 | 61,000         | -                | -                    | 61,000           |  |
| Other   |                   | 125,667           | 5,725          | -                | -                    | 131,392          |  |
| <b>TOTAL INSTRUCTIONAL</b>  | <b>28.5</b>       | <b>1,457,572</b>  | <b>222,526</b> | <b>-</b>         | <b>8,150</b>         | <b>1,688,248</b> |  |
| <b>NON-INSTRUCTIONAL PERSONNEL COSTS</b>  |                   |                   |                |                  |                      |                  |  |
| Nurse   |                   | -                 | -              | -                | -                    | -                |  |
| Librarian   |                   | -                 | -              | -                | -                    | -                |  |
| Custodian   |                   | -                 | -              | -                | -                    | -                |  |
| Security  |                   | -                 | -              | -                | -                    | -                |  |
| Other   |                   | -                 | -              | -                | -                    | -                |  |
| <b>TOTAL NON-INSTRUCTIONAL</b>  | <b>-</b>          | <b>-</b>          | <b>-</b>       | <b>-</b>         | <b>-</b>             | <b>-</b>         |  |
| <b>SUBTOTAL PERSONNEL SERVICE COSTS</b>   | <b>34.5</b>       | <b>1,730,670</b>  | <b>245,843</b> | <b>-</b>         | <b>236,425</b>       | <b>2,212,938</b> |  |
| <b>PAYROLL TAXES AND BENEFITS</b>   |                   |                   |                |                  |                      |                  |  |
| Payroll Taxes   |                   | 150,560           | 21,387         | -                | 20,568               | 192,515          |  |
| Fringe / Employee Benefits  |                   | 245,625           | 34,891         | -                | 33,555               | 314,071          |  |
| Retirement / Pension  |                   | 44,480            | 6,318          | -                | 6,076                | 56,875           |  |
| <b>TOTAL PAYROLL TAXES AND BENEFITS</b>   | <b>-</b>          | <b>440,665</b>    | <b>62,597</b>  | <b>-</b>         | <b>60,199</b>        | <b>563,460</b>   |  |
| <b>TOTAL PERSONNEL SERVICE COSTS</b>  | <b>-</b>          | <b>2,171,335</b>  | <b>308,439</b> | <b>-</b>         | <b>296,624</b>       | <b>2,776,398</b> |  |
| <b>CONTRACTED SERVICES</b>  |                   |                   |                |                  |                      |                  |  |
| Accounting / Audit  |                   | -                 | -              | -                | 19,800               | 19,800           |  |
| Legal   |                   | -                 | -              | -                | 5,000                | 5,000            |  |
| Management Company Fee  |                   | -                 | -              | -                | -                    | -                |  |
| Nurse Services  |                   | -                 | -              | -                | -                    | -                |  |
| Food Service / School Lunch   |                   | -                 | -              | -                | -                    | -                |  |
| Payroll Services  |                   | 3,206             | 455            | -                | 438                  | 4,100            |  |
| Special Ed Services   |                   | -                 | -              | -                | -                    | -                |  |
| Titlement Services (i.e. Title I)   |                   | -                 | -              | -                | -                    | -                |  |
| Other Purchased / Professional / Consulting   |                   | 33,475            | 1,525          | -                | 46,935               | 81,935           |  |
| <b>TOTAL CONTRACTED SERVICES</b>  | <b>-</b>          | <b>36,681</b>     | <b>1,981</b>   | <b>-</b>         | <b>72,173</b>        | <b>110,835</b>   |  |
| <b>SCHOOL OPERATIONS</b>  |                   |                   |                |                  |                      |                  |  |
| Board Expenses  |                   | -                 | -              | -                | -                    | -                |  |
| Classroom / Teaching Supplies & Materials   |                   | 89,904            | 4,096          | -                | -                    | 94,000           |  |
| Special Ed Supplies & Materials   |                   | -                 | -              | -                | -                    | -                |  |
| Textbooks / Workbooks   |                   | 180,456           | 8,222          | -                | -                    | 188,678          |  |
| Supplies & Materials other  |                   | 3,442             | 157            | -                | -                    | 3,599            |  |
| Equipment / Furniture   |                   | -                 | -              | -                | -                    | -                |  |
| Telephone   |                   | 9,385             | 1,333          | -                | 1,282                | 12,000           |  |
| Technology  |                   | 35,975            | 5,110          | -                | 4,915                | 46,000           |  |
| Student Testing & Assessment  |                   | 9,564             | 436            | -                | -                    | 10,000           |  |
| Field Trips   |                   | 1,435             | 65             | -                | -                    | 1,500            |  |
| Transportation (student)  |                   | 9,564             | 436            | -                | -                    | 10,000           |  |
| Student Services - other  |                   | 37,109            | 1,691          | -                | -                    | 38,800           |  |
| Office Expense  |                   | 12,461            | 1,770          | -                | 16,702               | 30,934           |  |
| Staff Development   |                   | 182,503           | 8,390          | -                | 107                  | 191,000          |  |
| Staff Recruitment   |                   | 4,692             | 667            | -                | 641                  | 6,000            |  |
| Student Recruitment / Marketing   |                   | 47,821            | 2,179          | -                | -                    | 50,000           |  |
| School Meals / Lunch  |                   | 177,505           | 8,087          | -                | -                    | 185,592          |  |
| Travel (Staff)  |                   | 1,173             | 167            | -                | 160                  | 1,500            |  |
| Fundraising   |                   | -                 | -              | -                | -                    | -                |  |

**Harlem Hebrew Language Academy Charter School**

**PROJECTED BUDGET FOR 2014-2015**

| PROJECTED BUDGET FOR 2014-2015  |                          |                          |                       |                  |                      |                  | Assumptions  |
|---|--------------------------|--------------------------|-----------------------|------------------|----------------------|------------------|--|
| July 1, 2014 to June 30, 2015   |                          |                          |                       |                  |                      |                  | DESCRIPTION OF ASSUMPTIONS - Please note assumptions when applicable |
| Please Note: The student enrollment data is entered below in the Enrollment Section beginning in row 147. This will populate the data in row 9. |                          |                          |                       |                  |                      |                  |  |
|   | REGULAR EDUCATION        | SPECIAL EDUCATION        | OTHER                 | FUNDRAISING      | MANAGEMENT & GENERAL | TOTAL            |  |
| Total Revenue   | 3,980,595                | 418,589                  | -                     | -                | 460,518              | 4,859,702        |  |
| Total Expenses  | 3,867,619                | 474,907                  | -                     | -                | 509,624              | 4,852,150        |  |
| Net Income  | 112,977                  | (56,318)                 | -                     | -                | (49,106)             | 7,552            |  |
| Actual Student Enrollment   | 235                      | 10                       |                       |                  |                      | 235              | Updated Total (Cell N10) to show Cell "I10" only                     |
| Total Paid Student Enrollment   | 235                      | 10                       |                       |                  |                      | 235              | Updated Total (Cell N11) to show Cell "I11" only                     |
|   | PROGRAM SERVICES         |                          |                       | SUPPORT SERVICES |                      |                  |  |
|   | REGULAR EDUCATION        | SPECIAL EDUCATION        | OTHER                 | FUNDRAISING      | MANAGEMENT & GENERAL | TOTAL            |  |
| Other   | 1,173                    | 167                      | -                     | -                | 160                  | 1,500            |  |
| <b>TOTAL SCHOOL OPERATIONS</b>  | <b>804,164</b>           | <b>42,971</b>            | <b>-</b>              | <b>-</b>         | <b>23,967</b>        | <b>871,102</b>   |  |
| <b>FACILITY OPERATION &amp; MAINTENANCE</b>   |                          |                          |                       |                  |                      |                  |  |
| Insurance   | 19,420                   | 2,759                    | -                     | -                | 2,653                | 24,831           |  |
| Janitorial  | 69,761                   | 9,910                    | -                     | -                | 9,530                | 89,200           |  |
| Building and Land Rent / Lease  | 587,334                  | 83,431                   | -                     | -                | 80,235               | 751,000          |  |
| Repairs & Maintenance   | 12,904                   | 1,833                    | -                     | -                | 1,763                | 16,500           |  |
| Equipment / Furniture   | -                        | -                        | -                     | -                | -                    | -                |  |
| Security  | 48,327                   | 6,865                    | -                     | -                | 6,602                | 61,794           |  |
| Utilities   | 75,251                   | 10,689                   | -                     | -                | 10,280               | 96,220           |  |
| <b>TOTAL FACILITY OPERATION &amp; MAINTENANCE</b>   | <b>812,996</b>           | <b>115,487</b>           | <b>-</b>              | <b>-</b>         | <b>111,063</b>       | <b>1,039,545</b> |  |
| DEPRECIATION & AMORTIZATION   | 42,443                   | 6,029                    | -                     | -                | 5,798                | 54,270           |  |
| DISSOLUTION ESCROW & RESERVES / CONTINGENCY   | -                        | -                        | -                     | -                | -                    | -                |  |
| <b>TOTAL EXPENSES</b>   | <b>3,867,619</b>         | <b>474,907</b>           | <b>-</b>              | <b>-</b>         | <b>509,624</b>       | <b>4,852,150</b> |  |
| <b>NET INCOME</b>   | <b>112,977</b>           | <b>(56,318)</b>          | <b>-</b>              | <b>-</b>         | <b>(49,106)</b>      | <b>7,552</b>     |  |
| <b>ENROLLMENT - *School Districts Are Linked To Above Entries*</b>  | <b>REGULAR EDUCATION</b> | <b>SPECIAL EDUCATION</b> | <b>TOTAL ENROLLED</b> |                  |                      |                  |  |
| District of Location  | 235                      | 10                       | 235                   |                  |                      |                  |  |
| School District 2 (Enter Name)  |                          |                          | -                     |                  |                      |                  |  |
| School District 3 (Enter Name)  |                          |                          | -                     |                  |                      |                  |  |
| School District 4 (Enter Name)  |                          |                          | -                     |                  |                      |                  |  |
| School District 5 (Enter Name)  |                          |                          | -                     |                  |                      |                  |  |
| <b>TOTAL ENROLLMENT</b>   | <b>235</b>               | <b>10</b>                | <b>235</b>            |                  |                      |                  |  |
| <b>REVENUE PER PUPIL</b>  | <b>16,939</b>            | <b>41,859</b>            | <b>-</b>              |                  |                      |                  |  |
| <b>EXPENSES PER PUPIL</b>   | <b>16,458</b>            | <b>47,491</b>            | <b>-</b>              |                  |                      |                  |  |

# Audited Financial Statement Checklist

Created Wednesday, October 29, 2014

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## Page 1

Charter School Name:

1. Please check each item that is included in the 2013-14 Audited Financial Statement submitted for your charter school.

|   | Yes/No         |
|---|----------------|
| Audited Financial Statements (including report on compliance and report on internal control over financial reporting) | Yes            |
| Single Audit (if applicable)  | Not Applicable |
| CSP Agreed Upon Procedures (if applicable)  | Yes            |
| Management Letter   | Yes            |
| Report on Extracurricular Student Activity Accounts (if applicable)   | Not Applicable |
| Corrective Action Plans for any Findings  | No             |

2. Please indicated if there is a finding(s) noted in any of the following sections of your charter school's 2013-14 Audited Financial Statement.

|   | Yes/No         |
|---|----------------|
| Report on Compliance                                | No             |
| Report on Internal Control over Financial Reporting | No             |
| Single Audit  | Not Applicable |
| CSP Agreed Upon Procedures Report                   | No             |
| Management Letter                                   | No             |

Thank you.

# Appendix E: Disclosure of Financial Interest Form

Created Friday, July 25, 2014

Updated Wednesday, July 30, 2014

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## Page 1

310300861034 HARLEM HEBREW LANGUAGE ACADEMY

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 2013-14 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-trustee-disclosure-form/>. Trustees may download and/or email their forms to you upon completion.

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 <https://fluidsurveys.com/account/surveys/540612/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 Monday, July 28, 2014

Updated Wednesday, July 30, 2014

## Page 1

### 310300861034 HARLEM HEBREW LANGUAGE ACADEMY

#### 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 | Sara Berman                      | Chair/President                     | Yes           | Charter school development and implementation, charter school governance, private philanthropy.  | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years   | Executive & Board Development Committees   |
| 2 | William Allen                    | Vice Chair/Vice President           | Yes           | Charter school governance (Sisulu Walker), youth programming in Harlem, community outreach and engagement, Harlem resident.  | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years   | Executive, Board Development & Real Estate Committees                                  |
| 3 | Linda Aristondo, Esq.            | Member                              | Yes           | Legal experience and nonprofit governance, Harlem resident.  | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years   | Separation of Church/State Compliance Committee  |
| 4 | Daniel M. Cohen                  | Treasurer                           | Yes           | Real estate financing and facilities development, finance, nonprofit governance, resident of CSD 3, community leader, Democratic State Committeeman.   | Elected: July 1, 2012 as a Board Member<br>Elected: July 1, 2013 as the Treasurer<br>Total Terms served: 2<br>Length Served: 2 years<br>Elected: July 1, 2013 as Treasurer | Executive, Finance & Real Estate Committees  |
| 5 | David Gedzelman                  | Secretary                           | Yes           | Nonprofit leadership and management, fundraising, charter school development and implementation, charter school governance (HLA), private philanthropy, resident of CSD 3 and parent of school-age children. | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years   | Executive, Finance, Education, Separation of Church & State and Real Estate Committees |
| 6 | Lisa Lippman                     | Member                              | Yes           | Real estate brokerage, legal, charter school governance (Harlem Success #7), resident of CSD 3 and parent of school-age children.  | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years   | Finance, Board Development & Real Estate Committees                                    |
| 7 | Rev. Michael A. Walrond, Jr.     | Member                              | Yes           | Community outreach and engagement, youth programming in Harlem.  | Elected: July 1, 2012 as Treasurer<br>Total Terms served: 2<br>Length Served: 2 years  | Separation of Church & State Committee   |

|    |                   |        |     |  |   |                                    |
|----|-------------------|--------|-----|--|---|------------------------------------|
| 8  | Ceilia Wickham    | Member | Yes | Family Advocacy, youth counseling, community outreach, Harlem resident.        | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years              | Education Committee                |
| 9  | Giovanna Deluchhi | Member | Yes | Education, public school administration.                                       | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years              | Education Committee                |
| 10 | Basil Smikle Jr.  | Member | Yes | Public relations, political and community outreach, public school development. | Elected: July 1, 2012<br>Total Terms served: 2<br>Length Served: 2 years              | Education & Real Estate Committees |
| 11 | Andrew Suzman     | Member | Yes | Finance, private philanthropy.   | Elected: July 1, 2012 as Treasurer<br>Total Terms served: 2<br>Length Served: 2 years | Finance Committee                  |
| 12 | Andrew Suzman     |        |     |  |   |                                    |

2. Total Number of Members Joining Board during the 2013-14 school year

0

3. Total Number of Members Departing the Board during the 2013-14 school year

0

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

15

5. How many times did the Board meet during the 2013-14 school year?

12

6. How many times will the Board meet during the 2014-15 school year?

12

Thank you.



## **Board of Trustees Meeting**

Wednesday, July 10, 2013  
6:30 PM

One Morningside Drive, New York, NY 10025

### **Minutes**

#### **Trustees Present**

Linda Aristondo  
Sara Berman  
Daniel Cohen  
Giovanna Delucchi  
David Gedzelman  
Michael Walrond  
Celia Wickham

#### **Trustees Not Present**

William Allen  
Lisa Lippman  
Basil Smikle  
Andrew Suzman

#### **Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations  
Patricia Jahaly, Director of Curriculum and Instruction  
Maureen Campbell  
Eli Schaap  
Hindie Weissman

#### **1. Call to Order**

Sara Berman called the meeting to order at 6:39 PM

#### **2. Adoption of Agenda**

Sara Berman made a motion to adopt the agenda. David Gedzelman seconded and the motion carried unanimously.

#### **3. Adoption of Minutes**

Sara Berman made a motion to adopt the minutes from the June meeting. David Gedzelman seconded and the motion carried unanimously.

#### **4. Public Comments**

None

#### **5. Head of School's Report**

Head of School Robin Natman presented her report, which had previously been distributed to the Board and posted on the School's website.

**6. Committee Reports**

**a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on July 9 to prepare the agenda for this meeting.

**b. Finance Committee**

Daniel Cohen reported that the Finance Committee met by conference call on July 9 to review the financial reports as of May 31, 2013. The committee voted to recommend that the reports be accepted by the Board.

**c. Education Committee**

Giovanna Delucchi reported that the Education Committee met by conference call on July 8. The committee reviewed the proposed daily schedule, the draft evaluation criteria and instruments for the Head of School and the instructional staff, the draft Wellness Policy, and the list of holidays for 12-month employees. The committee voted to recommend that all of these documents be adopted by the Board.

**7. Board Actions**

**a. Acceptance of Financial Reports**

Daniel Cohen made a motion to accept the financial reports as of May 31, 2013. Linda Aristondo seconded and the motion carried unanimously.

**b. Daily Schedule**

Robin Natman presented the proposed daily schedule for Kindergarten and First Grade. She added that after-school programming was still being coordinated and she would present a list of activities at the next Board meeting.

Sara Berman made a motion to adopt the proposed daily schedule. Giovanna Delucchi seconded and the motion carried unanimously.

**c. Staff Performance Goals and Evaluation**

Robin Natman then presented draft performance goals and evaluation tools for the Head of School and the instructional staff. She explained that these materials will be used to monitor performance, reward achievement, and identify areas for improvement and reinforcement. These materials were based on the Danielson model and will be adapted further so that the staff can have input in their own evaluations.

Sara Berman made a motion to adopt the performance goals and evaluation tool for the Head of School. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to adopt the performance goals and evaluation tool for the instructional staff. Giovanna Delucchi seconded and the motion carried unanimously.

**d. Staff Holiday Schedule**

Sara Berman made a motion to adopt the calendar of holidays for 12-month staff. Daniel Cohen seconded and the motion carried unanimously.

**e. School Wellness Policy**

Robin Natman presented the draft Wellness Policy that was based on the template provided by the New York State Education Department. Sara Berman made a motion to adopt the School Wellness Policy. David Gedzelman seconded and the motion carried unanimously.

**f. Contract Authorizations**

Sara Berman made a motion to authorize the Head of School to enter into a contract with Charter Technology Solutions for up to \$101,357 for information technology products and services. David Gedzelman seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with TOP Security Alarms for up to \$7,050 for video surveillance and burglar alarms. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with Empire Office for up to \$5,000 for office furniture delivery and installation. Celia Wickham seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with Folding Chairs 4-Less for up to \$2,800 for folding chairs and delivery thereof. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with Culinary Depot for a refrigerator, an oven, and the delivery thereof. Linda Aristondo seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with Konica Minolta Copier for up to \$3,000 for a BizHub 654. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with Neo Post for up to \$240 for an IS-280 iMeter Mail Solution mail station. Daniel Cohen seconded and the motion carried unanimously.

Robin Natman recommended that the School purchase a yearly subscription from Microsoft for software instead of purchasing it. Sara Berman made a motion to authorize the Head of School to enter into a contract with Microsoft for up to \$1,550 for Microsoft Office 365. Linda Aristondo seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with TOP Security Alarms for up to \$288 for burglar alarm monitoring. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with Marlarm for up to \$1,176 for fire alarm monitoring. Daniel Cohen seconded and the motion carried unanimously.

After a discussion of the School's security needs, Sara Berman made a motion to authorize the Head of School to enter into a contract with City Investigators for a the services of a security guard for up to \$45,000. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to authorize the Head of School to enter into a contract with Perfect Office Cleaning Corp. for up to \$76,200 for housekeeping and maintenance services. Daniel Cohen seconded and the motion carried unanimously.

#### **9. Adjournment**

Sara Berman made a motion to adjourn. David Gedzelman seconded and the motion carried unanimously.

The meeting was adjourned at 7:40 PM.



## **Board of Trustees Meeting**

Wednesday, August 14, 2013  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

### **Minutes**

#### **Trustees Present**

William Allen  
David Gedzelman  
Lisa Lippman  
Basil Smikle  
Michael Walrond  
Celia Wickham

#### **Trustees Not Present**

Sara Berman  
Linda Aristondo  
Daniel Cohen  
Giovanna Delucchi  
Andrew Suzman

#### **Also Present**

Robin Natman  
Lisa Bianco-Cheung  
Patricia Jahaly  
Alona Mor  
Maureen Campbell  
Eli Schaap  
Hindie Weissman

#### **1. Call to Order**

William Allen called the meeting to order at 6:40 PM

#### **2. Adoption of Agenda**

David Gedzelman made a motion to adopt the agenda. Celia Wickham seconded and the motion carried unanimously.

#### **3. Adoption of Minutes**

David Gedzelman made a motion to adopt the minutes from the July meeting. Celia Wickham seconded and the motion carried unanimously.

#### **4. Public Comments**

None.

#### **5. Head of School's Report**

Head of School Robin Natman presented her report which had previously been distributed to the Board and posted on the School's website.

**6. Committee Reports**

**a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on Monday, August 12 to prepare the agenda for this meeting and to give preliminary authorization for the Head of School to enter into two contracts with Executive Liquidation for furniture delivery and installation and IRL Systems for fire alarm monitoring and inspection.

**b. Finance Committee**

David Gedzelman reported that the Finance Committee met by conference call on Monday, August 12 and reviewed both the financial reports as of June 30, 2013 and the quarterly financial statements to be submitted to the State Education Department. The committee voted to recommend that both reports be accepted by the Board.

**7. Board Actions**

**a. Acceptance of Financial Reports**

David Gedzelman made a motion to accept the financial reports as of June 30, 2012 and the quarterly financial statements to be submitted to the New York State Education Department. Celia Wickham seconded and the motion carried unanimously.

**b. School Safety Plan**

Robin Natman presented the School Safety plan which was designed based on the template provided by the State Education Department. David Gedzelman made a motion to adopt the School Safety Plan. Celia Wickham seconded and the motion carried unanimously.

**c. Transportation Services Plan**

Robin Natman presented the Transportation Services Plan which was included in Harlem Hebrew's charter application. David Gedzelman made a motion to adopt the Transportation Services Plan. Celia Wickham seconded and the motion carried unanimously.

**d. School Facility Accessibility**

Robin Natman presented a draft memo addressed to the authorizer assuring that the school's facility is programmatically accessible to physically handicapped individuals. David Gedzelman made a motion to adopt the accessibility memo and authorize the Head of School to submit it to the authorizer. Celia Wickham seconded and the motion carried unanimously.

**e. Staffing Plan**

Robin Natman presented the staffing plan that includes the assignment of teachers by grade level and specialty. David Gedzelman made a motion to adopt the staffing plan. Celia Wickham seconded and the motion carried unanimously.

**f. Emergency Conditional Appointments Policy**

Robin Natman presented the policy for enabling Conditional Prospective Employees and Emergency Conditional Appointments to begin work while their finger-printing and other necessary pre-employment screening is underway. David Gedzelman made a motion to adopt the policy for emergency conditional appointments. Celia Wickham seconded and the motion carried unanimously.

**g. 403(b) Plan**

Lisa Bianco-Cheung presented the 403(b) plan for employees. David Gedzelman made a motion to adopt the 403(b) plan and to authorize the Head of School to take all actions necessary to execute it. Celia Wickham seconded and the motion carried unanimously.

**i. Contract Authorizations**

David Gedzelman made a motion that the Board affirm the actions of the Executive Committee which authorized the Head of School to enter into the following contract amendments:

- Change in contract for delivery and installation of office furniture from Empire Office (\$5,000) to Executive Liquidation (\$5,500).
  - Change in contract for fire alarm monitoring from Maralarm (\$95/month) to IRL Systems (\$98.75/month + \$4,020/year for semi-annual inspections).
- Celia Wickham seconded and the motion carried unanimously.

**8. Executive Session**

David Gedzelman made a motion that the Board go into executive session to discuss personnel matters. Basil Smikle seconded and the motion carried unanimously.

David Gedzelman made a motion to go out of Executive Session. Basil Smikle seconded and the motion carried unanimously. During Executive Session, the Board voted unanimously to grant emergency clearance to two conditional prospective employees per the Emergency Conditional Appointments Policy.

**9. Adjournment**

William Allen made a motion to adjourn. Lisa Lippman seconded and the motion carried unanimously.

The meeting was adjourned at 7:20 PM.



## **Board of Trustees Meeting**

Wednesday, September 11, 2013  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

### **Minutes**

#### **Trustees Present**

Sara Berman  
Daniel Cohen (by videoconference)  
Giovanna Delucchi  
David Gedzelman  
Lisa Lippman  
Andrew Suzman  
Celia Wickham

#### **Trustees Not Present**

William Allen  
Linda Aristondo  
Basil Smikle  
Michael Walrond

#### **Also Present**

Robin Natman  
Patricia Jahaly

#### **1. Call to Order**

Sara Berman called the meeting to order at 6:35 PM, both acknowledging the 12<sup>th</sup> anniversary of the September 11<sup>th</sup> attacks and expressing condolences to Trustee Andrew Suzman on the recent passing of his mother.

#### **2. Adoption of Agenda**

Sara Berman made a motion to adopt the agenda. David Gedzelman seconded and the motion carried unanimously.

#### **3. Adoption of Minutes**

Sara Berman made a motion to adopt the minutes from the August meeting. David Gedzelman seconded and the motion carried unanimously.

#### **4. Public Comments**

None.

#### **5. Staff Comments**

None

**6. Head of School's Report**

Head of School Robin Natman presented her report which had previously been distributed to the Board and posted on the School's website.

**7. Committee Reports**

**a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on September 9 to prepare the agenda for this meeting. The committee also voted, on the recommendation of the Head of School, to grant emergency conditional clearance to a staff member to begin work pending completion of fingerprinting and confirmation by the State Education Department.

**b. Finance Committee**

Daniel Cohen reported that the Finance Committee met by conference call on September 9 and reviewed the financial reports as of July 31, 2013. The committee voted to recommend that the reports be accepted by the Board.

**8. Board Actions**

**a. Acceptance of Financial Reports**

David Gedzelman presented the financial report to the Board.

Daniel Cohen made a motion to accept the financial reports as of July 31, 2013. Andrew Suzman seconded and the motion carried unanimously.

**9. Executive Session**

Sara Berman made a motion to go into executive session to discuss a personnel matter. David Gedzelman seconded and the motion carried unanimously.

Sara Berman made a motion to go out of executive session. Giovanna Delucchi seconded and the motion carried unanimously. During this time, the Board voted unanimously to reaffirm the Executive Committee's granting of emergency conditional clearance to a staff member.

**10. Adjournment**

Sara Berman made a motion to adjourn. David Gedzelman seconded and the motion carried unanimously.

The meeting was adjourned at 7:05 PM.



## **Board of Trustees Meeting**

Wednesday, October 9, 2013  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

### **Minutes**

#### **Trustees Present**

William Allen  
Sara Berman  
Daniel Cohen (by video conference)  
David Gedzelman  
Michael Walrond

#### **Trustees Not Present**

Linda Aristondo  
Giovanna Delucchi  
Lisa Lippman  
Basil Smikle  
Andrew Suzman  
Celia Wickham

#### **Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations  
Patricia Jahaly, Director of Curriculum and Instruction

#### **1. Call to Order**

Sara Berman called the meeting to order at 6:35 PM. She noted that a quorum was not present and therefore no business would be conducted or votes taken in this meeting.

#### **2. Public Comments**

None.

#### **3. Staff Comments**

None.

#### **4. Head of School's Report**

Head of School Robin Natman presented her report, which had previously been distributed to the Board and posted on the School's website, to the Trustees present.

#### **5. Committee Reports**

##### **a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on October 7 and prepared the agenda for this meeting.

##### **b. Finance Committee**

Daniel Cohen reported that the Finance Committee met by conference call on October 8 and reviewed the financial reports as of August 31, 2013. The committee voted to recommend that they be accepted by the Board.

The committee also voted to authorize the Head of School to enter into two contracts:

- One Call Now for telephone notification services for \$357.00 a year
- Charter School Business Management for grant support services for \$7,000

## **6. Adjournment**

The meeting was adjourned at 6:50 PM.



## **Board of Trustees Meeting**

Wednesday, November 13, 2013  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

### **Minutes**

#### **Trustees Present**

Sara Berman  
Daniel Cohen  
Giovanna Delucchi  
David Gedzelman  
Lisa Lippman (by video conference)  
Andrew Suzman  
Michael Walrond

#### **Trustees Not Present**

William Allen  
Linda Aristondo  
Basil Smikle  
Celia Wickham

#### **1. Call to Order**

Sara Berman called the meeting to order at 6:46 PM.

#### **2. Adoption of Agenda**

Sara Berman made a motion to adopt this agenda. Michael Walrond seconded and the motion carried unanimously.

#### **3. Adoption of Minutes**

Sara Berman made motion to adopt the minutes from the September and October meetings. David Gedzelman seconded and the motion carried unanimously.

#### **4. Public Comments**

Several parents expressed the need for later-ending after-school programming.

#### **5. Staff Comments**

None.

#### **6. Parent Organization Comments**

None.

#### **7. Head of School's Report**

Head of School Robin Natman presented her report which had previously been distributed to the Board and posted on the School's website.

## **8. Committee Reports**

### **a. Executive Committee**

David Gedzelman reported that the Executive Committee met in person on Wednesday, October 9. The committee voted unanimously to:

- Accept the financial reports as of August 31, 2013
- Affirm the Finance Committee's authorization for the Head of School to enter into two contracts:
  - One Call Now for telephone notifications services at the rate of \$357.00 a year
  - Charter School Business Management for grant services at a flat rate of \$7,000
- Authorize a purchase order for boiler service, heat timer installation, and oil gauge and tank seal from Ferrantino Fuel at a flat rate of \$5,820
- name Capital Bank & Trust Company as custodian of the School's 403(b) plan
- amend the School's calendar to add four half-days for professional development in November, December, January, and March

The Executive committee also voted to accept a grant of up to \$375,000 from Friends of Hebrew Language Academy Charter Schools and to authorize the Head of School to sign the Grant Agreement. David Gedzelman and Sara Berman recused themselves from this vote.

The Executive Committee also met by conference call on Friday, November 8, to prepare the agenda for this meeting.

### **b. Finance Committee**

Daniel Cohen reported that the Finance Committee has been meeting regularly by email to approve expenses of \$5,000 or more. The Committee met by conference call on Tuesday, November 12 to review the financial reports as of September 30, 2013 and voted to recommend that they be accepted by the Board.

## **9. Board Actions**

### **a. Acceptance of Financial Reports**

Sara Berman made a motion to accept the financial reports as of September 30, 2013. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to adopt the quarterly financial report to be submitted to the State Education Department. David Gedzelman seconded and the motion carried unanimously.

### **b. Ratification of Executive Committee Actions**

Sara Berman made a motion to ratify the actions taken by the Executive Committee at its October 9 meeting as described in the committee's report. Daniel Cohen seconded and the motion carried unanimously.

## **10. Adjournment**

Sara Berman made a motion to adjourn. Daniel Cohen seconded and the motion carried unanimously. The meeting was adjourned at 6:56 PM.



## **Board of Trustees Meeting**

Wednesday, December 18, 2013  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

### **Minutes**

#### **Trustees Present**

William Allen  
Daniel Cohen  
David Gedzelman  
Lisa Lippman  
Michael Walrond  
Celia Wickham

#### **Trustees Not Present**

Linda Aristondo  
Sara Berman  
Giovanna Delucchi  
Basil Smikle  
Andrew Suzman

#### **Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations

#### **1. Call to Order**

William Allen called the meeting to order a 6:48 PM.

#### **2. Adoption of Agenda**

David Gedzelman made a motion to adopt the agenda. William Allen seconded and the motion carried unanimously.

#### **3. Adoption of Minutes**

David Gedzelman made a motion to adopt the minutes from the November meeting. Lisa Lippman seconded and the motion carried unanimously.

#### **4. Public Comments**

Kathy Washington inquired about plans for hiring teachers for Second Grade, about the implementation of the immigration and migration curriculum being developed in cooperation with the Schomburg Center for Research in Black Culture, and school field trips.

#### **5. Staff Comments**

None.

#### **6. Parent Organization Comments**

Joshua Kane, Co-Chair of the Parent Organization, introduced himself to the Board and briefly described the PO's plans for community-building activities.

**7. Head of School's Report**

Head of School Robin Natman presented her report, which had previously been distributed to the Board and posted on the School's website.

**8. Committee Reports**

**a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on Monday, December 16 and prepared the agenda for this meeting.

**b. Finance Committee**

Daniel Cohen reported that the Finance Committee has been meeting regularly by email to approve expenses of \$5,000 or more. The committee also met by conference call on Wednesday, December 18 to review the financial reports as of October 31, 2013. The committee voted to recommend that the reports be accepted by the Board.

**c. Real Estate Committee**

David Gedzelman reported that the Real Estate Committee has expanded and added new members. The committee met on Thursday, November 21 to discuss the various options available to move forward on securing Harlem Hebrew's long-term facilities.

**9. Board Actions**

**a. Acceptance of Financial Reports**

David Gedzelman made a motion to accept the Financial Reports as of October 31, 2013.

**b. Contract Authorization**

Director of Operations Lisa Bianco-Cheung requested approval for a contract with Campanelli Snow Management for snow removal services at the following rates:

|                                |                          |
|--------------------------------|--------------------------|
| Per 1" to 4" snow clearing:    | \$400.00 per push        |
| Per 4.1" to 8" snow clearing:  | \$600.00 per push        |
| Per 8.1" to 12" snow clearing: | \$800.00 per push        |
| Per 12.1" + snow clearing:     | \$1,000.00 per push      |
| Sand/Salt sidewalks            | \$225.00 per application |

David Gedzelman made a motion to authorize the Head of School to enter into a contract with Campanelli Snow Management for snow removal services per the financial terms presented by Ms. Bianco-Cheung. William Allen seconded and the motion carried unanimously.

**c. Change of School Day Schedule**

Robin Natman recommended that the Board amend the length of the school day from 8:00 AM-4:00 PM to 8:00 AM-3:30 PM beginning with the 2014-2015 school year to afford longer blocks of daily teacher common planning time and professional

development in order to maximize student achievement. She informed the Board that she had discussed the proposal with the School's liaison in the New York State Education Department who advised her that this does not constitute a material change to the School's charter.

David Gedzelman made a motion to amend the length of the school day from 8:00 AM-4:00 PM to 8:00 AM-3:30 PM beginning with the 2014-2015 school year and to authorize the Head of School to submit the proposal to SED and take all actions necessary to effect this change. Celia Wickham seconded and the motion carried unanimously.

**10. Executive Session**

David Gedzelman made a motion to go into Executive Session to discuss real estate negotiations. William Allen seconded and the motion carried unanimously.

William Allen made a motion to go out of Executive Session. David Gedzelman seconded and the motion carried unanimously. No other votes or actions were taken during this time.

**11. Adjournment**

William Allen made a motion to adjourn. Daniel Cohen seconded and the motion carried unanimously.

The meeting was adjourned at 7:20 PM.



## **Board of Trustees Meeting**

Wednesday, January 8, 2014  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

### **Minutes**

#### **Trustees Present**

William Allen  
Sara Berman (by video conference)  
David Gedzelman  
Lisa Lippman  
Basil Smikle  
Andrew Suzman (by video conference)  
Michael Walrond

#### **Trustees Not Present**

Linda Aristondo  
Daniel Cohen  
Giovanna Delucchi  
Celia Wickham

#### **Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations  
Patricia Jahaly, Director of Curriculum and Instruction  
Cliff Schneider, Legal Counsel

#### **1. Call to Order**

David Gedzelman called the meeting to order at 6:41 PM.

#### **2. Adoption of Agenda**

Basil Smikle made a motion to adopt the agenda. Michael Walrond seconded and the motion carried unanimously.

#### **3. Adoption of Minutes**

David Gedzelman made a motion to adopt the minutes from the December meeting. Michael Walrond seconded and the motion carried unanimously.

#### **4. Public Comments**

None.

#### **5. Staff Comments**

None.

## **6. Parent Organization Comments**

None.

## **7. Head of School's Report**

Head of School Robin Natman presented her report which had been distributed previously to the Board and posted on the School's website.

Andrew Suzman inquired about follow-up from the previous meeting's discussion about after-school programming. Robin Natman informed the Board that Michael Walrond had looked into one option in the community and that programs have also been identified at the Police Athletic League and the Children's Aid Society for next year. She added that the parents concerned with after-school programming options were inquiring about the 2014-15 school year and that the amended dismissal time of 3:30 PM will allow parents to take advantage of both the PAL and Children's Aid Society programs.

## **8. Committee Reports**

### **a. Executive Committee**

David Gedzelman reported that the Executive Committee met on Wednesday, December 18 and voted to authorize the Head of School to enter into an agreement to be affirmed by the full board on behalf of the School with the Harlem Hebrew Parent Organization that clearly sets out both parties' obligations toward each other. The committee also met by conference call on Friday, January 2 to prepare the agenda for this meeting.

### **b. Finance Committee**

David Gedzelman also reported, on behalf of Treasurer Daniel Cohen who could not attend this meeting, that the Finance Committee has been meeting regularly via email to approve expenses of \$5,000 or more. On Wednesday, January 8 the committee met by conference call to review the Financial Reports as of November 30, 2013 and voted to recommend that they be adopted by the Board.

## **9. Board Actions**

### **a. Acceptance of Financial Reports**

David Gedzelman made a motion to adopt the Financial Reports as of November 30, 2013. Basil Smikle seconded and the motion carried unanimously.

### **b. Affirmation of Executive Committee Actions**

William Allen made a motion to affirm the action of the Executive Committee authorizing the Head of School to enter into an agreement on behalf of the School with the Parent Organization that clearly sets out both parties' obligations toward each other. Basil Smikle seconded and the motion carried unanimously.

## **10. New Business**

David Gedzelman introduced a conversation about the possible application in the future for new Hebrew Language charter schools in New York City and what possible roles the Harlem Hebrew Board or members of the Board might play in that process. Cliff Schneider, the School's legal counsel, explained possible options for establishing new schools. The Board discussed the merits

of the idea, various ways additional schools could be supervised and operated, and what the timing for possible applications should be.

**11. Adjournment**

Basil Smikle made a motion to adjourn. David Gedzelman seconded and the motion carried unanimously.

The meeting was adjourned at 7:16 PM.



**Board of Trustees Meeting**

Wednesday, February 12, 2014  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

**Minutes**

**Trustees Present**

Linda Aristondo  
Daniel Cohen  
Giovanna Delucchi (by video conference)  
David Gedzelman (by video conference)  
Lisa Lippman  
Celia Wickham

**Trustees Not Present**

William Allen  
Sara Berman  
Basil Smikle  
Andrew Suzman  
Michael Walrond

**Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations  
Eli Schaap  
Hindie Weissman

**1. Call to Order**

David Gedzelman called the meeting to order at 6:49 PM.

**2. Adoption of Agenda**

David Gedzelman made a motion to adopt the agenda. Daniel Cohen seconded and the motion carried unanimously.

**3. Adoption of Minutes**

David Gedzelman made a motion to adopt the minutes from the January meeting. Daniel Cohen seconded and the motion carried unanimously.

**4. Public Comments**

None.

**5. Staff Comments**

None.

**6. Parent Organization Comments**

None.

## **7. Head of School's Report**

Head of School Robin Natman presented her report which had been previously distributed to the Board and posted on the School's website.

## **8. Committee Reports**

### **a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on February 6 and prepared the agenda for this meeting.

### **b. Finance Committee**

Daniel Cohen reported that the Finance Committee met by conference call on February 7 and reviewed the financial reports as for December 31, 2013 and voted to recommend that they be accepted by the Board. The committee also reviewed the 4<sup>th</sup> Quarter 2013 financial report required by the State Education Department and voted to recommend that it be accepted by the Board and sent to SED.

### **c. Education Committee**

Giovanna Delucchi reported that the Education Committee met by conference call on February 4 and discussed updates on staff and student recruitment and the recently concluded series of parent-teacher conferences. The committee also reviewed student achievement data in ELA, Math and Hebrew. Although it is too early to determine growth in Kindergarten (kindergarten will be benchmarked in March), it is noted that grade one has shown growth from November to January. There will be ongoing conversations in regards to further strategies for boosting student achievement and growth.

Additionally, David Gedzelman reported to the Board that the concerns expressed at the last meeting regarding the possibility of applications for new charters in New York as replications of Harlem Hebrew and overseen by the Harlem Hebrew board were taken very seriously. After a conversation also with the State Education Department on this topic, it was decided not to pursue replication at this time.

## **9. Board Actions**

### **a. Acceptance of Financial Reports**

Daniel Cohen made a motion to accept the financial reports as of December 31, 2013. David Gedzelman seconded and the motion carried unanimously.

Daniel Cohen made a motion to accept the report for the 4<sup>th</sup> quarter of 2013 to be submitted to the State Education Department. David Gedzelman seconded and the motion carried unanimously.

### **b. Contract Authorization**

Director of Operations Lisa Bianco-Cheung requested that the Board approve the following contracts:

| <b>Vendor</b>     | <b>Purpose</b>  | <b>Amount</b>                     |
|-------------------|---|-----------------------------------|
| Network Outsource | Master 2013-14 client agreement for previously approved information technology services | \$26,316/year                     |
| Network Outsource | 2014-15 Cable Internet Access   | Up to \$998.00/month              |
| Network Outsource | 2014-15 equipment maintenance   | \$125/hour not to exceed \$12,000 |

David Gedzelman made a motion to authorize the Head of School to enter into the foregoing contracts. Daniel Cohen seconded and the motion carried unanimously.

**10. Executive Session**

David Gedzelman made a motion to go into executive session to discuss real estate negotiations which, if made public, could jeopardize said negotiations. Linda Aristondo seconded and the motion carried unanimously.

David Gedzelman made a motion to go out of executive session. Linda Aristondo seconded and the motion carried unanimously. No other votes or actions were taken during this time.

**11. Adjournment**

David Gedzelman made a motion to adjourn. Linda Aristondo seconded and the motion carried unanimously.

The meeting was adjourned at 7:13 PM.



## **Board of Trustees Meeting**

Wednesday, March 19, 2014  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

### **Minutes**

#### **Trustees Present**

Linda Aristondo  
Sara Berman  
Daniel Cohen  
Giovanna Delucchi\*  
David Gedzelman  
Michael Walrond  
Celia Wickham  
\*by video conference

#### **Trustees Not Present**

William Allen  
Lisa Lippman  
Basil Smikle  
Andrew Suzman

#### **Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations  
Eli Schaap  
Hindie Weissman

#### **1. Call to Order**

Sara Berman called the meeting to order at 6:45 PM.

#### **2. Adoption of Agenda**

Sara Berman made a motion to adopt the agenda. David Gedzelman seconded and the motion carried unanimously.

#### **3. Adoption of Minutes**

Sara Berman made a motion to adopt the minutes from the February meeting. Daniel Cohen seconded and the motion carried unanimously.

#### **4. Public Comments**

Meredith Malloy spoke about faculty diversity and technology in the classroom.

#### **5. Staff Comments**

Elana Weinberg suggested that a policy be implemented to ensure that students spend money intended for book fairs on books rather than other merchandise during book fairs.

## **6. Parent Organization Comments**

Joshua Kane addressed the Board on behalf of the Parent Organization and described various community building activities that have been undertaken including a book fair, a t-shirt sale, and advocacy for greater state funding for charter school facilities.

## **7. Head of School's Report**

Head of School Robin Natman presented her report which had previously been distributed to the Board and posted on the School's website.

## **8. Committee Reports**

### **a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on March 13 and prepared the agenda for this meeting.

### **b. Finance Committee**

Daniel Cohen reported that the Finance Committee met by conference call on March 18 and reviewed both the Financial Reports as of January 31, 2014 and a proposed addendum to the Financial Policies and Procedures Manual regarding a checking account in the School's name for the purposes of the Parent Organization. The committee voted to recommend that both the Financial Reports be accepted by the Board and that the Board approve the addition to the FPP manual.

### **c. Education Committee**

Sara Berman reported that the Education Committee met by conference call on March 18 and reviewed the draft Performance-Based Incentive Plan for 2013-14. The PBI plan is intended to recognize the instructional staff's contributions to achieving the charter goals and provide an incentive to greater performance and staff retention. The plan was developed in consultation with and incorporating the input from the whole instructional staff. The committee voted to recommend that the PBI plan be adopted by the Board. The committee also reviewed staff and student recruitment and outreach to families of English-language learners.

## **9. Board Actions**

### **a. Acceptance of Financial Reports**

Elis Schaap explained to the Board that the School is in very good financial shape. Despite lower than expected enrollment, it is projected that the School will end the year with a surplus due to lower expenses and greater than expected federal funding through the CSP grant.

Daniel Cohen made a motion to accept the Financial Reports as of January 31, 2014. Celia Wickham seconded and the motion carried unanimously.

### **b. 2013-14 Performance-Based Incentive Plan**

Sara Berman explained to the Board that the Performance-Based Incentive plan is an excellent tool for rewarding teachers that go above and beyond in helping the school achieve its charter goals. Hindie Weissman reviewed the plans details with the Board and explained how it gives additional rewards to teachers who improve the performance of Title I students and foster growth in closing the achievement gap.

Sara Berman made a motion to adopt the 2013-14 Performance-Based Incentive Plan. Linda Aristondo seconded and the motion carried unanimously.

**c. Amendment to Financial Policies and Procedures Manual**

Sara Berman made a motion to adopt the proposed addition to the Financial Policies and Procedures Manual as recommended by the Finance Committee. David Gedzelman seconded and the motion carried unanimously.

**d. Banking Resolution**

Sara Berman made a motion to designate the School's unused checking account, originally designated as a Health Reimbursement Account, for use as an operating account for the Parent Organization as described in the amended Financial Policies and Procedures Manual. David Gedzelman seconded and the motion carried unanimously.

Sara Berman then made a motion to repurpose the School's savings account as its escrow account. David Gedzelman seconded and the motion carried unanimously.

**e. Amendment to Board Meeting Calendar**

Sara Berman made a motion to amend the Board meeting calendar to change the date from the May meeting from May 14 to May 21. Celia Wickham seconded and the motion carried unanimously.

**10. Executive Session**

Sara Berman made a motion to go into executive session to discuss real estate negotiations. Daniel Cohen seconded and the motion carried unanimously.

Sara Berman made a motion to go out of executive session. David Gedzelman seconded and the motion carried unanimously.

**11. Adjournment**

Sara Berman made a motion to adjourn. David Gedzelman seconded and the motion carried unanimously.

The meeting was adjourned at 7:40 PM.



**Board of Trustees Meeting**

Wednesday, April 9, 2014  
6:30 PM

147 St. Nicholas Avenue, New York, NY 10026

**MINUTES**

**Trustees Present**

Linda Aristondo  
Sara Berman  
Daniel Cohen  
Giovanna Delucchi\*  
David Gedzelman  
Andrew Suzman  
\*by video conference

**Trustees Not Present**

William Allen  
Lisa Lippman  
Basil Smikle  
Michael Walrond  
Celia Wickham

**Also Present**

Robin Natman, Head of School

**1. Call to Order**

Sara Berman called the meeting to order at 6:35 PM.

**2. Adoption of Agenda**

Sara Berman made a motion to adopt the agenda. Linda Aristondo seconded and the motion carried unanimously.

**3. Adoption of Minutes**

Sara Berman made a motion to adopt the minutes from the March meeting. David Gedzelman seconded and the motion carried unanimously.

**4. Public Comments**

None.

**5. Staff Comments**

None.

**6. Parent Organization Comments**

None.

## **7. Head of School's Report**

Head of School Robin Natman presented her report which had been previously distributed to the Board and posted on the School's website.

## **8. Committee Reports**

### **a. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on April 7 and prepared the agenda for this meeting.

### **b. Finance Committee**

Daniel Cohen reported that on April 4 the Finance Committee reviewed the financial statements as of February 28, 2014 and voted via unanimous consent to recommend that they be approved by the Board.

## **9. Board Actions**

### **a. Acceptance of Financial Reports**

Daniel Cohen made a motion to accept the financial reports as of February 28, 2014. Linda Aristondo seconded and the motion carried unanimously.

### **b. Amendment to School Calendar**

Head of School Robin Natman requested that the Board amend the school calendar to make Wednesday, June 25 a half day of classes to give teachers time to prepare for parent-teacher conferences the next day. She informed the Board that this amendment would not detract from the number of instructional days required by the School's charter.

Sara Berman made a motion to amend the school calendar to change June 25 from a full day of classes to a half day for parent-teacher conferences. Linda Aristondo seconded and the motion carried unanimously.

## **10. State Budget Update**

David Gedzelman reported to the Board that the recently approved New York State budget includes funding for charter school facilities, but only for schools that are either currently occupying public space or that have amended their charters to add additional grades. The Board discussed options for advocating for additional state funding next year.

## **11. Adjournment**

Sara Berman made a motion to adjourn. Linda Aristondo seconded and the motion carried unanimously.

The meeting was adjourned at 6:52 PM.



**Board of Trustees Meeting**  
Wednesday, May 21, 2014, 6:30 PM

147 Saint Nicholas Ave, New York, NY 10026

**MINUTES**

**Trustees Present**

William Allen  
Linda Aristondo  
Sara Berman  
Giovanna Delucchi\*  
David Gedzelman  
Basil Smikle  
Celia Wickham

**Trustees Not Present**

Daniel Cohen  
Lisa Lippman  
Andrew Suzman  
Michael Walrond

**Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations  
Patricia Jahaly, Director of Curriculum and Instruction

**1. Call to Order**

William Allen called the meeting to order at 6:30 PM.

**2. Adoption of Agenda**

David Gedzelman made a motion to adopt the agenda. Linda Aristondo seconded and the motion carried unanimously.

**3. Approval of Minutes**

David Gedzelman made a motion to approve the minutes from the April meeting. Linda Aristondo seconded and the motion carried unanimously.

**4. Public Comments**

Lisa Denerstein spoke to the Board concerning the celebration of diversity in the school community and the importance of technology in the classroom.

**5. Staff Comments**

None.

**6. Parent Organization Comments**

None.

**7. Head of School's Report**

Head of School Robin Natman presented her report, which had been previously distributed to the Board and posted on the School's website. Director of Curriculum and Instruction Patricia Jahaly updated the Board on the progress of the Harlem migration/immigration curriculum which will begin this year with a units on Zora Neale Hurston and Frank Schiffman. The curriculum will continue to spiral through Second and Third Grade and will be an integral element of the Fourth Grade course of studies.

**8. Committee Reports**

**a. Finance Committee**

David Gedzelman reported that the Finance Committee met by conference call on May 14 and reviewed both the financial reports as of March 31, 2014 and the quarterly financial report to be submitted to the State Education Department. The committee voted to recommend that both reports be accepted by the Board.

**b. Executive Committee**

David Gedzelman also reported that the Executive Committee met by conference call on May 15 to prepare the agenda for this meeting. The committee also voted to approve the submission of the quarterly financial report to the State Education Department pending ratification by the full Board.

**c. Education Committee**

Robin Natman reported that the Education Committee met by conference call on May 9. The committee reviewed the proposed academic calendar for 2014-15 which is in accord with the School's charter requirements and voted to recommend that it be adopted by the Board. The committee also reviewed the current status of student and staff recruitment and student achievement data. Finally, the committee voted to recommend that the Board authorize a subcommittee of the Education Committee composed of David Gedzelman, Hindie Weissman, and Eli Schaap to conduct the Head of School's annual performance review.

**9. Board Actions**

**a. Acceptance of Financial Reports**

Linda Aristondo made a motion to adopt the Financial Reports as of March 31, 2014. Sara Berman seconded and the motion carried unanimously.

**b. Ratification of Finance Committee Action**

Sara Berman made a motion to ratify the Executive Committee's acceptance of the quarterly financial report and its submission to the State Education Department. Linda Aristondo seconded and the motion carried unanimously.

**c. Approval of Purchase Orders and Contracts**

The Director of Operations Lisa Bianco-Cheung requested approval of the following purchase orders:

- \$27,064.64 – Staples Business Interiors/HON Company for the delivery and installation of furniture.
- \$21,930.00 – HP (Hewlett Packard) for laptop computers
- \$3,488.80 – B&H Photo for AV and peripheral equipment
- \$7,195.00 – TOP Security & Alarm for PA system and door intercom

David Gedzelman added that these purchase orders are expenses for the next fiscal year but must be approved now to ensure timely delivery. These expenses will all be reimbursed through the federal CSP Grant.

Lisa Bianco-Cheung also requested Board authorization for the Head of School to enter into contracts with three current vendors as follows:

- \$85,200.00/year – Perfect Office Cleaning Corp for housekeeping and handyman services.
- \$19,800.00/year – Loeb & Troper for audit services.
- Not to exceed \$50,000.00/year – Charter School Business Management (CSBM) for accounting services.

Celia Wickham made a motion to approve all the foregoing purchase orders and contracts. David Gedzelman seconded and the motion carried unanimously.

**d. 2014-15 Academic Calendar**

Robin Natman presented the proposed Academic Calendar for 2014-15. Celia Wickham made a motion to adopt the calendar with the amendment that Monday, December 22 will be a full day of school, Tuesday, December 23 will be a half day, and Wednesday, December 24 will be the first day of Winter Break. Linda Aristondo seconded and the motion carried unanimously.

**e. Head of School's Review**

Linda Aristondo made a motion to authorize a subcommittee of the Education Committee composed of David Gedzelman, Hindie Weissman, and Eli Schaap to conduct the Head of School's annual performance review. Basil Smikle seconded and the motion carried unanimously.

**10. Adjournment**

Basil Smikle made a motion to adjourn. Sara Berman seconded and the motion carried unanimously.

The meeting was adjourned at 7:01 PM.



**Board of Trustees Meeting**

Wednesday, June 18, 2014  
6:30 PM

147 Saint Nicholas Avenue, New York, NY 10026

**Minutes**

**Trustees Present**

William Allen  
Sara Berman  
Daniel Cohen  
David Gedzelman  
Basil Smikle  
Andrew Suzman

**Trustees Not Present**

Linda Aristondo  
Giovanna DeLucchi  
Lisa Lippman  
Michael Walrond  
Celia Wickham

**Also Present**

Robin Natman, Head of School  
Lisa Bianco-Cheung, Director of Operations  
Patricia Jahaly, Director of Curriculum and Instruction

**1. Call to Order**

William Allen called the meeting to order a 6:40 PM.

**2. Adoption of Agenda**

William Allen made a motion to adopt the agenda. David Gedzelman seconded and the motion carried unanimously.

**3. Approval of Minutes**

William Allen made a motion to approve the minutes from the May meeting. David Gedzelman seconded and the motion carried unanimously.

**4. Public Comments**

Meredith Mallow spoke to the Board requesting information about partnerships for after-school programming for the 2014-15 year, Common Core standards in the curriculum, and the School's future facilities. The Head of School addressed her questions.

## **5. Staff Comments**

Patricia Jahaly, Director of Curriculum and Instruction for General Studies, thanked the Board and the Head of School for their leadership and the rest of the instructional staff for their hard work and cooperation in completing the School's successful first year of instruction.

## **6. Parent Organization Comments**

None.

## **7. Head of School's Report**

Head of School Robin Natman presented her report, which had been previously distributed to the Board and posted on the School's website.

## **8. Committee Reports**

### **a. Finance Committee**

Daniel Cohen reported that the Finance Committee met by conference call on June 11 to review both the Financial Reports as of April 30, 2014 and the draft budget for the 2014-15 year. The committee voted to recommend that the April financial reports be accepted by the Board. After making some modifications, the committee voted to refer the 2014-15 budget to the Executive Committee with a recommendation that the budget be adopted by the Board.

### **b. Board Development Committee**

David Gedzelman reported that the Board Development Committee met by conference call on June 12 to review the slate of Board officers and Trustees whose terms are expiring on June 30. The committee voted to nominate the current slate of officers and all the Trustees whose terms are expiring for re-election.

### **c. Executive Committee**

David Gedzelman reported that the Executive Committee met by conference call on June 13 and prepared the agenda for this meeting. The committee also reviewed the proposed 2014-15 budget and voted to recommend that it be adopted by the Board. David Gedzelman and Daniel Cohen entertained questions from Board members regarding the proposed annual budget.

## **9. Board actions**

### **a. Omnibus Resolution**

William Allen made a motion that the board:

- i. accept the Financial Reports as of April 30, 2014

- ii. re-elect the following Trustees for three-year terms expiring June 30, 2017:  
Giovanna Delucchi  
David Gedzelman  
Lisa Lippman  
Basil Smikle
  
- iii. Motion to elect the following slate of Officers for 2014-15:  
Chair Sara Berman  
Vice-Chair William Allen  
Treasurer Daniel Cohen  
Secretary David Gedzelman
  
- iv. adopt proposed budget for 2014-15
  
- v. adopted the proposed amendment to the Personnel Manual as presented to comply with New York City's Earned Sick Time Act (Paid Sick Leave Law).
  
- vi. adopt the revised 2014-15 Academic Calendar
  
- viii. adopt the 2014-15 Board meeting calendar.

Sara Berman seconded and the motion carried unanimously.

**b. Contract Authorizations**

Lisa Bianco-Cheung, Director of Operations, presented the attached list of contracted services for which the School requested authorization in accordance with the approved 2014-15 budget [see attached]. Daniel Cohen made a motion to authorize the Head of School to enter into contracts with the requested vendors for the desired services at rates not to exceed the specified costs. Basil Smikle seconded and the motion carried unanimously.

**10. Executive Session**

Basil Smikle made a motion to go into executive session to discuss personnel matters. Sara Berman seconded and the motion carried unanimously.

Sara Berman made a motion to go out of executive session. David Gedzelman seconded and the motion carried unanimously. No votes or actions were taken during this time.

## **11. Adjournment**

Sara Berman made a motion to adjourn. David Gedzelman seconded and the motion carried unanimously. The meeting was adjourned at 7:20 PM.

## Enrollment and Retention Targets

Our recruitment process for school year 2013-14 has sought applicants from the entire CSD 3 area and beyond. The purpose of our extensive recruitment efforts is to attract a diverse student population, including those children who are ELL's, have special needs, and are at the free or reduced meal eligibility rate. These recruitment efforts included availability of student applications in several languages, which made Harlem Hebrew highly accessible to families of diverse backgrounds. Multi-lingual information sessions were held throughout this district at various CBO's. Multi-lingual advertisements were placed in local newspapers. Specific newspapers were selected in order to target and attract a wide range of student diversity. Parents and families were informed of Harlem Hebrew Language Academy Charter School's ability to provide quality instruction to children with special needs, disabilities and to those English Language Learners.

School year 2013-14 reflected a student population that showed great diversity. Approximately 56% of our student population was at the free or reduced meal eligibility rate. Our special education services included related services such as speech, counseling, OT, PT, APE and SETSS. We provided special education services to approximately 18% of our children this year.

This year our total ELL population was approximately 10%. The school works hard on declassifying our ELL students. We anticipate that a large percentage of these children will be declassified as they spend more time at our school.

We continued our successful recruitment efforts in multiple languages and neighborhoods of CSD 3 and beyond in order to sustain our free or reduced meal eligibility rate, special needs, and ELL student populations. Our 2013-14 Kindergarten class reflects our successful recruitment efforts to attract a diverse student population. Our school social worker acts as our Special Education Coordinator to support parents as they advocate for their children. She works with children, parents, general studies teachers and special education teachers to facilitate initial referrals, and ensure compliance with IEP mandates. We provided an ICT class in Kindergarten next year, and will have one in grade one for 2014-15 so we are able to provide enhanced special education services for our current student population, and accept new children with IEP mandates. We also have Reading Specialist Teacher to support those students who need additional help in the area of literacy.

# Appendix I: Teacher and Administrator Attrition

Created Tuesday, July 29, 2014

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## Page 1

Charter School Name: 310300861034 HARLEM HEBREW LANGUAGE ACADEMY

Instructions for completing the Teacher and Administrator Attrition Tables  
ALL charter schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2013, the FTE for added staff from July 1, 2013 through June 30, 2014, and the FTE for any departed staff from July 1, 2013 through June 30, 2014 using the two tables provided.

### 2013-14 Teacher Attrition Table

| FTE Teachers on June 30, 2013 | FTE Teachers Additions 7/1/13 – 6/30/14 | FTE Teacher Departures 7/1/13 – 6/30/14 |
|-------------------------------|---|---|
| 0                             | 17                                      | 5                                       |

### 2013-14 Administrator Position Attrition Table

| FTE Administrator Positions On 6/30/2013 | FTE Administrator Additions 7/1/13 – 6/30/14 | FTE Administrator Departures 7/1/13 – 6/30/14 |
|--|--|---|
| 3  | 6  | 0   |

Thank you

# Appendix J: Uncertified Teachers

Created Tuesday, July 29, 2014

Updated Wednesday, July 30, 2014

## Page 1

Charter School Name: 310300861034 HARLEM HEBREW LANGUAGE ACADEMY

### Note Definition of FTE:

Full-time equivalent employees equal the number of employees on full-time schedules plus the number of employees on part-time schedules converted to a full-time basis. The number of full-time equivalent employees in each industry is the product of the total number of employees and the ratio of average weekly hours per employee for all employees to average weekly hours per employee on full-time schedules. An industry's full-time equivalent employment will be less than the number of its employees on full- and part-time schedules, unless it has no part-time employees (U.S. Commerce--Bureau of Economic Analysis at: [http://www.bea.gov/faq/index.cfm?faq\\_id=368#sthash.8Rbj89kq.dpuf](http://www.bea.gov/faq/index.cfm?faq_id=368#sthash.8Rbj89kq.dpuf))

How many UNCERTIFIED Full-Time Equivalent Teachers were employed in the charter school as of last day of school in 2013-14?

For each applicable category (i-iv), input the relevant full time equivalent (FTE) count of teachers.

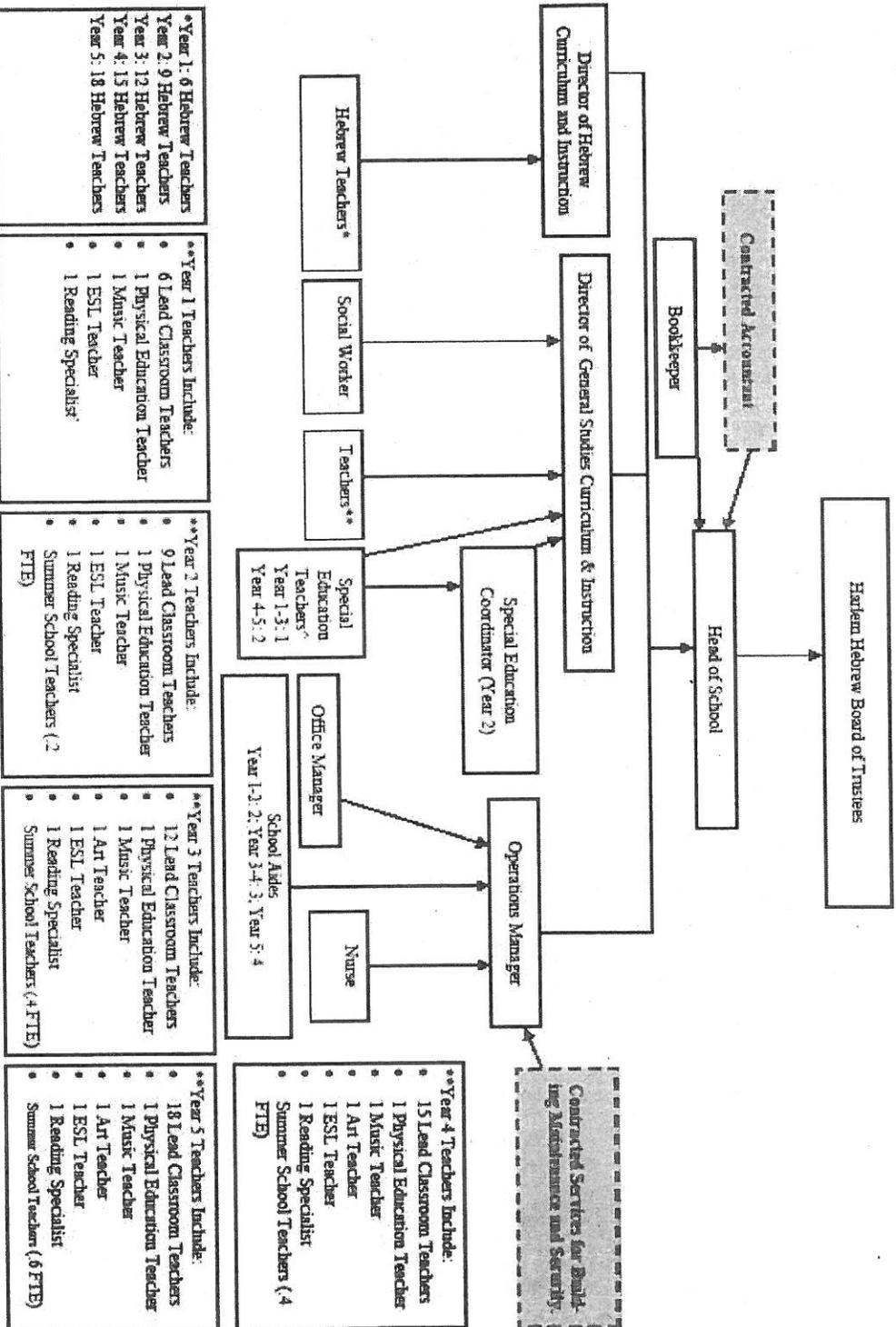
|   | FTE |
|---|-----|
| (i) uncertified teachers with at least three years of elementary, middle or secondary classroom teaching experience | 5   |
| (ii) tenured or tenure track college faculty  | 0   |
| Total FTE (Sum of all Uncertified Teaching Staff)   | 5   |

How many CERTIFIED Full-Time Equivalent Teachers were employed in the charter school as of the last day of school in 2013-14?

5

Thank you.

ORGANIZATIONAL CHART



# Required Form: 2013-14 Appendix E - Disclosure of Financial Interest Form

Created Saturday, July 26, 2014

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-trustee-disclosure-form/decbcedcec3e86abe34ce6f85af32219e48039437/>

## 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:

*Daniel M. Cohen*

### 2. Charter School Name:

*HARLEM HEBREW LANGUAGE ACADEMY*

### 3. Charter Authorizer:

*NYC Department of Education*

### 4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

### 5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

### 6. \*Daytime Phone Number:

### 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*

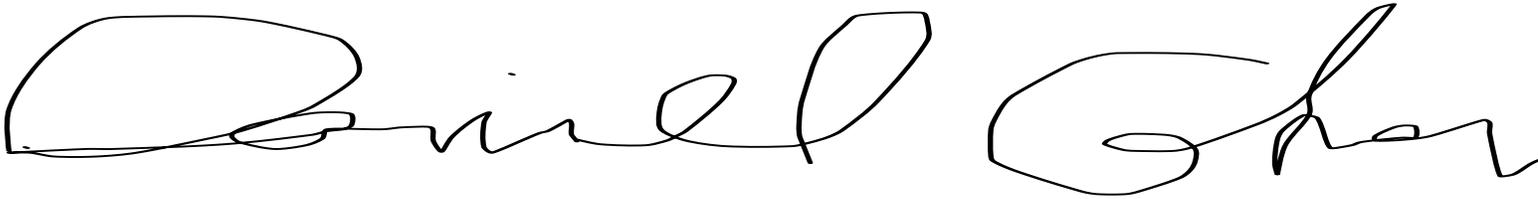
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

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 "Daniel Cohen". The signature is written in a cursive, flowing style with large, rounded letters.

# Required Form: 2013-14 Appendix E - Disclosure of Financial Interest Form

Created Monday, July 28, 2014

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-trustee-disclosure-form/0f376954f61dd2375b57d22f2f9a76aa075e0343/>

## 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:

*Sara Berman*

### 2. Charter School Name:

*HARLEM HEBREW LANGUAGE ACADEMY*

### 3. Charter Authorizer:

*Board of Regents*

### 4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

### 5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

### 6. \*Daytime Phone Number:

### 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*

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 | Hebrew Charter School Center                       | In-kind donation of professional development and curriculum development consulting services          | \$128,240                                   | self   | Conflict of Interest disclosed to board; recused self from all relevant votes and actions |
| 2 | Hebrew Charter School Center                       | In-kind donation of student data management software and support and website hosting and development | \$18,956                                    | self   | as above  |
| 3 | Friends of Hebrew Language Academy Charter Schools | In-kind donation of rent and property taxes  | \$766,665                                   | self   | as above  |
| 4 | Friends of Hebrew Language Academy Charter Schools | Grant  | \$300,000                                   | self   | as above  |
| 5 |  |  |   |  |   |

Signature of Trustee

A handwritten signature in black ink, consisting of a large, stylized initial 'S' followed by a series of connected, fluid strokes that form the rest of the name.

# Required Form: 2013-14 Appendix E - Disclosure of Financial Interest Form

Created Monday, July 28, 2014

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-trustee-disclosure-form/e4d68e8a9d8b98ce879bd2565ff9b93c7eea5225/>

## 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:

*David Gedzelman*

2. Charter School Name:

*HARLEM HEBREW LANGUAGE ACADEMY*

3. Charter Authorizer:

*Board of Regents*

4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

[REDACTED]

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?

*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?

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 | Hebrew Charter School Center                       | In-kind donation of professional development and curriculum development consulting services          | \$128,240                                   | self   | Conflict of Interest disclosed to board; recused self from all relevant votes and actions |
| 2 | Hebrew Charter School Center                       | In-kind donation of student data management software and support and website hosting and development | \$18,956                                    | self   | as above  |
| 3 | Friends of Hebrew Language Academy Charter Schools | In-kind donation of rent and property taxes  | \$766,665                                   | self   | as above  |
| 4 | Friends of Hebrew Language Academy Charter Schools | Grant  | \$300,000                                   | self   | as above  |
| 5 |  |  |   |  |   |

Signature of Trustee

*Handwritten signature or scribble*

# Required Form: 2013-14 Appendix E - Disclosure of Financial Interest Form

Created Tuesday, July 29, 2014

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-trustee-disclosure-form/1493385dbd5950898baa8b74ba151b83de984c87>

## 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:

*Giovanna Delucchi*

2. Charter School Name:

*HARLEM HEBREW LANGUAGE ACADEMY*

3. Charter Authorizer:

*NYC Department of Education*

4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

6. \*Daytime Phone Number:

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

---

• Other, please specify...: Chair of Education Committee

---

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

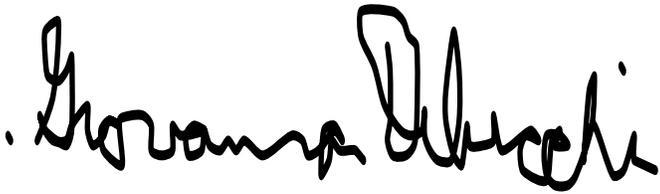
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

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 "Giovanna Alucchi". The signature is written in a cursive style with a large initial "G" and "A".