

MASTERY SCHOOLS OF CAMDEN

Urban Hope Act Annual Report

August 1, 2016

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ANNUAL REPORT QUESTIONS

BASIC INFORMATION

a) Fill in the requested information below about the renaissance school project.

BASIC INFORMATION	
Name of Renaissance School Project	Mastery Schools of Camden
Year Opened	2014
Grade Level(s) Served in 2015-16	K-8
Final Enrollment Count for SY 2015-16 (last day of school)	1363
Projected Enrollment Count for SY 2016-17	1705
Mailing Address	5700 Wayne Avenue, Philadelphia, PA 19144
Website Address	www.masterynj.org
Name of Board President	Judy Tschirgi
Board President Email Address	jtschirgi@gmail.com
Board President Phone Number	(610) 324-1361
Name of Renaissance School Project Lead Person	Scott Gordon
Lead Person Email Address	Scott.Gordon@Masterycharter.org
Lead Person Phone Number	267-872-8710
Name of SBA	Jim Leonard
SBA Email Address	Jim.Leonard@Masterycharter.org
SBA Phone Number	(215) 356-2178

b) Fill in the requested information below about each of the renaissance school project sites. Please complete a separate chart for each site that will be operating in 2016-17.

SITE 1 BASIC INFORMATION	
Site Name	Cramer Hill Elementary
Year Opened	2014
Grade Level(s) Served in 2015-16	K-3
Grade Level(s) to Be Served in 2016-17	K-4
Street Address 1	1033 Cambridge Avenue
Address 2	
City	Camden
Zip	08105-3930
Site Lead or Primary Contact's Name	Meredith Howell-Turner
Site Lead's Phone Number	856-371-3678
Site Lead's Email Address	Meredith.Howell-Turner@MasteryNJ.org

SITE 2 BASIC INFORMATION	
Site Name	North Camden Elementary
Year Opened	2014
Grade Level(s) Served in 2015-16	K-6
Grade Level(s) to Be Served in 2016-17	K-7
Street Address 1	800 Erie Street
Address 2	
City	Camden
Zip	08102-1741
Site Lead or Primary Contact's Name	Brandon Cummings
Site Lead's Phone Number	856-371-3817
Site Lead's Email Address	Brandon.Cummings@MasteryNJ.org

SITE 3 BASIC INFORMATION	
Site Name	Molina Elementary
Year Opened	2015
Grade Level(s) Served in 2015-16	K-8
Grade Level(s) to Be Served in 2016-17	K-8
Street Address 1	601 Vine Street
Address 2	
City	Camden
Zip	08102-1801
Site Lead or Primary Contact's Name	Rickia Reid
Site Lead's Phone Number	(267) 535-0706
Site Lead's Email Address	Rickia.Reid@MasteryNJ.org

SITE 4 BASIC INFORMATION	
Site Name	East Camden Middle
Year Opened	2015
Grade Level(s) Served in 2015-16	6-8
Grade Level(s) to Be Served in 2016-17	6-9
Street Address 1	3064 Stevens Street
Address 2	
City	Camden
Zip	08105-2367
Site Lead or Primary Contact's Name	William Hayes
Site Lead's Phone Number	(856) 305 - 8576
Site Lead's Email Address	William.Hayes@MasteryNJ.org

SITE 5 BASIC INFORMATION	
Site Name	McGraw Elementary
Year Opened	2015
Grade Level(s) Served in 2015-16	K-5
Grade Level(s) to Be Served in 2016-17	K-5
Street Address 1	3051 Fremont Street
Address 2	
City	Camden
Zip	08105-2931
Site Lead or Primary Contact's Name	LaQuanda Jackson
Site Lead's Phone Number	(267) 414-4246
Site Lead's Email Address	LaQuanda.Jackson@MasteryNJ.org

1. EDUCATION PROGRAM AND CAPACITY

1.1 Mission

Describe how the renaissance school project has progressed towards achieving the mission, goals, and objectives as included in its application to the State. (Please limit your response to a 1-page maximum.)

THE MISSION

*All students learn the academic and personal skills they need
to succeed in higher education, compete in the global economy, and pursue their dreams.*

Serving the students of Camden towards our ambitious mission has meant providing robust programming for students with a variety of special education and English language needs. Our programming is designed on an individual basis to respond to the needs of each student, to meet them where they are academically, behaviorally, and socio-emotionally to support them in meeting our rigorous expectations. In addition to our academic programs, students engage in daily social-emotional learning through community and morning meetings, in which teachers develop social skills and support students in their interactions with peers and school staff. Students and families also have access to daily aftercare services, if needed, and summer programming that provide opportunities for enrichment, homework support, and joyful activities such as arts and crafts and sports. Our summer program prioritized the needs of students in reading and math and partnered with outside organizations to provide further enrichment. Furthermore, students experience a variety of enrichment courses throughout the year including Spanish, physical education, art and music - all designed to provide access to varied coursework to prepare our students beyond Mastery. Our sports and extracurricular programs also help ensure students have a robust and holistic experience.

1.2 Curriculum

- a) As Appendix A, provide a signed assurance that the renaissance school project's curriculum is aligned to current academic standards adopted by the State Board of Education. If the curriculum is not aligned, provide an explanation and timeline for the completion and implementation of the revised curriculum.

Our curriculum is aligned with New Jersey curriculum standards through grade 8. Because Mastery Schools of Camden only served grades K-8 in the 2015-16 school year and it was our second year of operation in New Jersey, our curriculum was not yet built out to 12th grade in a format that fully aligns with standards. We anticipate having a fully aligned curriculum by the beginning of the 2016-17 school year and have begun the process of creating and aligning our high school materials. Additionally, we have gone through a careful standards mapping process to ensure students are meeting all of the state mandated standards.

- b) Provide details about any planned changes to the curriculum and assessments for the 2016-2017 school year. (Please limit your response to a 1-page maximum.)

The majority of our curricular approach remains the same for the 2016-2017 school year. Changes are included below:

- Because we will be adding a 9th grade we will be adding high school level core and elective classes. Additionally we will be administering the appropriate 9th grade PARCC assessments.
- We will be increasing the number of extra-curricular activities for all students and growing competitive high school sports teams.
- We are investing heavily in technology with a goal of lowering our student to computer ration from 4:1 to 2:1.
- We are continuing to prioritize innovative approaches to reading, identifying best practices and programs to supplement our approach in early reading.

1.3 Instruction

Provide a brief description of the renaissance school project's instructional practices, and explain how it defines high quality instruction. (Please limit your response to a 1-page maximum.)

Our instructional program is rooted in balancing direct instruction with a constructivist or conceptual approach. Our program balances meeting students where they are against the rigorous bar set by the PARCC assessment and the NJ state standards. As such, all of our programming offers our students multiple experiences to ensure they are both growing and improving against the grade level bar. We balance all of our instruction with a culture of joy, play and enriching experiences that meet the holistic needs of our learners.

Literacy

Mastery believes the foundation of student achievement is reading. The National Research Council found that “Academic success, as defined by high school graduation, can be predicted with reasonable accuracy by knowing someone’s reading skill at the end of 3rd grade.”¹ With this in mind, one of our most important priorities is to develop all teachers as exceptional reading instructors, employing best practices in reading instruction.

One of the biggest challenges we will face will be addressing students’ reading deficits. Mastery’s reading program is purposefully designed to meet students’ needs in terms of decoding, comprehension, fluency, vocabulary and writing. At the K-2 level, Mastery dedicates nearly 200 minutes to literacy instruction. K-2 classrooms also have a higher teacher to student ratio and utilize self-directed computer-based instruction so the classroom can be subdivided into small reading groups. In grades 3-6, students have guided reading conferences, a text study course, and a daily writing course. Students with significant deficits in decoding will receive an additional targeted intervention through our RTII model.

Throughout the K-6 program, students’ reading is assessed in two important ways. First, we use the Fountas and Pinnell Assessment Benchmark Assessment System to constantly measure student reading levels on an A-Z continuum in order to identify specific strengths and weaknesses. Second, students take PARCC-aligned benchmark assessments every 8-10 weeks beginning in third grade. These assessments are used as the primary tool for teacher planning and instructional delivery in grades 3-6.

Math

Two blocks—enVision Math and number stories/fluency make up our math program and address three core considerations:

- 1) Cohesion—using a consistent program from kindergarten, students are systematically introduced to mathematical concepts broken apart by math topics that support teachers in assessing student mastery of key understandings.
- 2) Foundational Numeracy and Computation—using number stories and fluency as well as the enVision Math Program, students learn the foundations of numeracy and computation that set the stage for a lifetime of math excellence.
- 3) Critical Thinking and Problem Solving—most importantly, students are consistently pushed to think critically, employ math-attack strategies, and solve word problems with accuracy and thoroughness (using a variety of different methods to come to the same answer).

Students use manipulatives through the K-6 program and see math in a variety of important contexts. Math RTII is also in place at schools based on students’ needs.

¹ National Research Council (1998) <http://www.ed.gov/initiatives/americanreads/ReadDiff/> accessed on 12/14/04. In addition, in his review of high-performing, high poverty schools, Samuel Casey Carter, concludes that a laser focus on basic literacy and math in the early years of schools was a central commonality among high-performing elementary schools. Casey, *Ibid.*, p. 28.

1.4 Assessment

- a) Discuss the renaissance school project’s 2014-2015 statewide assessment results (PARCC). Consider the following: 1. What percent of students met or exceeded grade-level expectations in Math and ELA?; 2. How do those scores compare to the scores of the resident district? 3. What were the school’s growth scores in Math and ELA? How do they compare to the district’s growth scores? ***If you do not have state assessment data from 2014-2015, indicate that below and move on to question 1.4b.)***

Grade	Subject	Mastery Pct Met/Exc	CCSD Pct Met/Exc
3	Math	1%	6%
3	ELA	7%	5%
4	Math	6%	5%
4	ELA	20%	7%
5	Math	14%	5%
5	ELA	19%	6%
3-5	Math	6%	4%
3-5	ELA	14%	6%

- b) Provide a list of diagnostic, formative, and summative assessments by grade level administered during the 2015-16 year, and describe how results from these assessments are used to improve instructional effectiveness and student learning.
- Quarterly Fountas and Pinnell Reading assessment data drives guided reading instruction
 - Quarterly benchmarks in reading, writing, science and math starting in 3rd grade (math starts in first grade with a performance task for kindergarten) are used to align students’ strengths and deficits to the PARCC rigor bar
 - MAP assessment at the beginning and end of each school year measures progress against a national bar
 - Daily and periodic assessments serve as a formative assessment for teachers to utilize to adjust instruction.

1.5 Organizational Capacity

- a) As Appendix B, provide an organizational chart of the renaissance school project for the 2016-2017 school year.
- b) As Appendix C, provide a list of the lead person(s), teachers, and professional support staff if any renaissance school project staff has changed. ***If you have updated this information in NJSMART, please indicate that this information has already been submitted.***

Already submitted in NJSMART.

1.6 2016-2017 School Calendar

As Appendix D, please provide the 2016-2017 school calendar.

2. SCHOOL CULTURE AND CLIMATE

2.1 School Culture and Climate

- a) Describe how the school promotes a culture of learning, scholarship, and high expectations. Evidence may include, but is not limited to, student-led organizations, student achievements and recognition, levels of disciplinary referrals, class and staff attendance, and participation in school events and activities. (Please limit your response to a 1-page maximum.)

Student Achievement Above All Else—our number one value as an organization is the success of our students rooted firmly in our mission statement: All students learn the academic and personal skills they need to succeed in higher education, compete in the global economy, and pursue their dreams.

A culture of achievement begins with airtight school policies and procedures *and* instruction that is rigorous, standards-based, and always drives towards measurable outcomes. Our program is designed to build skills report period by report period, grade by grade, in order to prepare students for college and beyond.

In line with this, we use rigorous benchmark assessments, reading growth assessments, and portfolio assignments that push students to produce challenging work that represents the high instructional bar that Mastery sets. We celebrate our academic successes and we target deficits strategically and urgently, constantly focusing on moving students forward in measurable ways. Every minute counts—children’s futures depend on it.

That said, we measure our success and progress across our schools in a variety of formats. All of our schools in Camden have dramatically improved student attendance, decreased incidence of disciplinary infractions, and improved the climate and culture of their buildings. Our leader retention is among the highest in the country amongst our peers.

- b) Describe how the renaissance school project provides the social and emotional supports and health services to adequately meet the needs of its students. Please include the categories and types of services available. (Please limit your response to a 1-page maximum.)
- Students identified as having emotional support needs participate in a therapeutic program driven by their individual needs as laid out in the individualized education plans.
 - Students are engaged in Second Step programming during morning meeting to build a core set of grade-level appropriate social emotional skills.
 - Additionally, students with counseling needs receive counseling services. A designated school social worker provides additional support to students in need.
 - Our school nurse meet the needs outlined in students’ health plans, as well as daily medication needs, and all screening requirements.

2.2 Family and Community Engagement

a) Fill in the requested information below regarding parental involvement.

Parent Involvement	
<p>Major activities/events offered to parents during 2015-16 school year.</p>	<ul style="list-style-type: none"> • Monthly food bank November-June (52K lbs distributed, roughly 40 families at each event), • Coat Giveaway • Mother/Daughter Health Party • Hispanic Heritage Month Celebration • Kindergarten Orientation • Student Achievement Breakfasts • Principal's Roundtable • Back to School Night (Title 1) • Parent/Teacher Conferences • Thanksgiving Basket Giveaway • Breakfast Club Parent Informational Meeting • Parent Meeting for English as a Second Language • Donuts with Dads • Student Progress Workshops • Kindergarten Open House • Father/Daughter Dance • Holiday food baskets (distributed to 20 families) • Read Across America week (book fair with families) • Spelling Bee <p>Weekly Stop the Violence (7th grade club)</p>
<p>Major activities/events conducted by the parents to further the school's mission and goals, such as fundraising, volunteering, etc.</p>	<ul style="list-style-type: none"> • (McGraw) Parent Center Ribbon Cutting Ceremony • BOOK Giveaway • Winter Scholastic Book Fair (volunteers) • Candy Sale • Mother's Day Gift Shop • Father/Daughter Dance • Volunteered at monthly food bank <p>Established Parent Organization</p>

b) Fill in the requested information below regarding partnerships with other educational or community institutions.

Community Involvement		
Partnering Organization	Description of the Partnership	Level of Involvement: # students or/and staff involved, approx. # hours per month, resources involved, etc.
EDUCATIONAL INSTITUTIONS:		
Rutgers-Camden	Rutgers Future Scholars mentoring of 8 th grade students; Ignite daily after-school program; Volunteer readers and collaboration during Read Across America Week	Two college student interns (school culture and 4 th grade learning support); Eight 8 th grade students received mentoring in the RFS program; Approximately 90 students in grades 4-8 attended the Ignite program throughout the year; Twenty 2 nd grade students attended Dr. Seuss' Birthday Party on Rutgers Camden (bussing provided by Rutgers) and 5 volunteers read to 6 classrooms (kindergarten, 1 st , 2 nd and bilingual 1 st /2 nd grade); The Office of Civic Affairs promoted summer program services to families at the 6/15/16 food bank event. In the coming year, we plan to work with Ignite, the Read Across America Week project and the Hill Family Foundation for College Access at RU-C.
BookMates Literacy Support	Literacy support and mentoring	Two volunteers came into the school weekly (January-June) to read to students for 30 minutes each; 6 students involved
Camden County College	Human Services Interns	One intern worked ~100 hours with the food bank program to organize and plan the program activities. A 2 nd intern worked with the Read Across America activities to involve families.
NJ Center for Aquatic Sciences	Education Works Aftercare Program	40 Students were given an opportunity to apply to be a student ambassador delivering learning projects to younger students based on environmental sciences and aquamarine life.
HISPA	Hispanics Inspiring Students' Performance and Achievement	44 students received class presentations from Latino STEM professionals to encourage students in pursuing Science, Technology, Engineering and MathCareers.
Education Works	Aftercare Program	280 students 30 staff 50 parents Provides aftercare services to our students on daily basis during the hours of 3pm to 6pm

		Mondays, Tuesdays, Thursdays and Fridays and 1pm-6pm on Wednesdays.
Anointed News Newspaper	School information sessions	Media outlet opportunities to share resources and information to the Camden Community
Puerto Rican Panarama	School information session	Media outlet opportunities to share resources and information to the Camden Community
Philadelphia University	Intern	One student intern provided services to students in coordination and collaboration with the school psychologist.
COMMUNITY INSTITUTIONS		
Food Bank of South Jersey	Monthly food pantry events at Molina for all Mastery families and community	40-45 students' families received food each month, in addition to approximately 50 community households each month. The program started in November 2015. Through June 2016, we distributed 52,146 pounds of food and household items. The events will continue over summer to assist families who rely on the school for resources.
Office of the US Attorney	Donation	The Office of the US Attorney donated 30 belts to the students of Molina for their uniforms. We are working on a plan to implement the Legal Enrichment and Decision-Making (LEAD) program in the 2016-2017 school year.
Cure 4 Camden	Presentation	Cure 4 Camden, led by Mr. Charles Thomas, presented to nine 7 th grade students in the "Stop the Violence" club on violence interrupting and other advocacy projects in the City on 5/5/16.
Center for Family Services	Collaboration	CFS partnered with the school after students and staff were witness to a shooting at the Pyne Poynt Park on 4/21/16. CFS Trauma Response Team provided emotional support for staff on 4/22/16 and conducted a three-part trauma response program with the five students involved.
Catholic Charities	Information on Services	CC promoted services to families at the 4/20/16 food bank event, especially the rapid rehousing and homelessness prevention program for veterans. Information on services was distributed to families and community members.
TD Bank	Information on	TD Bank promoted services to families at the

	Services	6/15/16 food bank event. Information on services was distributed to families and community members.
Six Flags	Collaboration	66 students participated in the Six Flags "Read to Succeed" Program. Students completed a reading log showing 6+ hours of reading outside of school and received a free ticket to the Six Flags park.
Hopeworks 'N Camden	Collaboration	Hopeworks presented to 7 th and 8 th grade students on 4/22/16 about their after-school program and paid summer jobs; One student attended the HW training day on 4/16/16; Hopeworks hosted tours for interested students; four students enrolled in Hopeworks programs; HW presented information on summer programs at the 6/15/16 food bank; a plot at the HW community garden has been dedicated to Molina School; we are exploring the trauma training for staff in the 2016-2017 school year.
Kroc Center	Collaboration	We referred families who were in need of emergency food to the Kroc Center's food pantry program. Families were seen immediately, one of which was personally delivered food by the FCE manager as a single mom was recovering from surgery.
Metro Police	Collaboration	Metro Police began patrolling the school for 40 minutes each day in late April 2016.
Philadelphia Soul	School Presentation	Two representatives from the Philadelphia Soul presented to K-6 students and teachers on 5/12/16. We opened the presentations with data from Molina's physical education classes. Our 8th graders are only 30% proficient according to the Pacer and MyPlate tests, so this presentation as an effort to close the 70% gap in student awareness and fitness.
Legacy Tennis	Collaboration	LT provided regular tennis activities for students in collaboration with the Ignite after-school program; LT provided a full day of tennis lessons to grades 1, 5, and 7 on 2/23/16; LT hosted a family fun night for 11+ families with a healthy dinner, nutrition quiz and games on 4/19/16
Neighborhood Center	Information on Services	The Neighborhood Center promoted summer program services to families at the 6/15/16 food bank event.

Steve's Club Cross Fit for Youth	Information on Services	Both locations of Steve's Club welcomed site visits and shared information on how students can enroll in their free exercise and mentorship program.
Pyne Poynt Documentary	Collaboration	After the screening of "Pyne Poynt," the documentary about the North Camden Little League at Mastery's North Camden School, the Director worked with Molina to arrange a screening of the documentary in grades 6, 7 and 8 on 6/17/16 and a Q&A session with the Director. Next year, we will develop more ways that students can represent their community through arts and media as a continuation of this project.
YMCA	Family Health Retreat	3 students 1 staff 3 parents Families spent a weekend at the YMCA Camp in Catskills, NY to learn how to live a healthier life style.
Epiphany Fellowship Church	Food and Human Services Outreach	187 students, 30 staff, 70 parents Pastor Ernie Grant III community outreach director for Epiphany Fellowship Church has sponsored 3 motivational events during the aftercare program and during parent teacher conferences. These events provided food baskets and other household needs for families.
MD Anderson Cancer Institute/Cooper Hospital	Mother/Daughter Health Party	21 students, 1 staff, 30 parents Members of the Camden County Cancer Screening Project gave two presentations (English and Spanish) on the importance of breast, colon, and prostate health and HPV education.
Top Notch Barbers	Free Hair Cuts for boys	Local businesses and parents provide haircuts for students in grades Kindergarten to 8 th grade (45 students)
WEB Cycling	Aftercare	30- 50 students learn bike safety and explore the local bike trails part of Camden and Gloucester County
Gold Boots and others	Mastery Move Mountains Project	Local businesses adopted a needy family for the holidays -providing dinner, gifts and holiday decorations (7 families)
Calvary	The Basket Bunch	School wide project involving the entire staff in

Assembly of God Church	Project	fundraising and collecting donations to prepare 70 baskets for families during Thanksgiving.
Cousins Supermarket	The Basket Bunch Project	School wide project involving the entire staff in fundraising and collecting donations to prepare 70 baskets for families during Thanksgiving.
Work Zone Construction	The Basket Bunch Project	School wide project involving the entire staff in fundraising and collecting donations to prepare 70 baskets for families during Thanksgiving.
Soccer for Success	Education Works After Care Program	100 students in grades K through 6 participate in soccer camps and play intramural games.
Zumba Fitness	Education Works After Care Program	15 students, 1 staff, 4 parents Physical activity and fun with families during the aftercare program.
San Juan Bautista Parade	School Pride and parent participation in cultural activities	17 parents, 3 staff and 25 students. Mastery families prepared a float to represent schools.
Office of the Mayor of Camden	Y2G Young, Gifted and Girls Empowerment Conference	Panel of community leaders and motivational speakers holding self-awareness workshops for teen girls of Camden City.
Office of the Mayor of Camden	NorthGate Park Cleanup	Thirty 8 th grade students, two parents, and eight staff participated in the NorthGate Park Cleanup on 5/4/16. Students met with Mayor Redd and received certificates from the City.
Rutgers School of Social Work	Social Work Interns	Social worker will oversee direct services to students in exploring life skills through supervised workshops. This project will continue into the next academic year
Unforgotten Haven	Unforgotten Haven	Unforgotten Haven is very special non-profit ran completely by volunteers that provide an array of human services to the underserved populations within Camden County. Over 150 families benefited from Thanksgiving baskets, coats, clothes and emergency aid.

3. BOARD GOVERNANCE

- a) Fill in the requested information below regarding the renaissance school project's Board of Trustees.

Board of Trustees				
Member's Name	Effective Start Date (when individual started on board)	Current Term Expiration Date (if applicable)	Officer Role (e.g. President, Vice President, Secretary, Treasurer)	Email Address
Judith Tschirgi	6/16/2014	N/A	President	jtschirgi@gmail.com
Reuel Robinson	6/16/2014	N/A	Director/Member	miciaha@yahoo.com
Stacy Holland	6/16/2014	N/A	Director/Member	stacyelaina@comcast.net
Graham Finney	6/16/2014	N/A	Director/Member	finney6109@comcast.net
James Reynolds	5/18/2016	5/18/2018	Director/Member	jmreynolds@jmreynolds.com
Sharell Sharp	5/18/2016	5/18/2018	Director/Member	trose910@gmail.com
Jim Sheward	6/15/2016	6/15/2018	Director/Member	jim@shewardfamily.com

- b) As Appendix E, provide a signed assurance that the board of trustees operates in accordance with the School Ethics Act, *N.J.S.A. 18A: 12-23*, and the Open Public Meetings Act, *N.J.S.A. 10:4-6 et seq.*
- c) As Appendix F, provide a copy of any amendments to the bylaws the board of trustees adopted during the 2015-2016 school year.

4. ENROLLMENT

- a) Fill in the requested information below with enrollment information for each grade level by site. Please complete a separate chart for each site that will be operating in 2016-17.

Site 1 North Camden Enrollment		
Grade	Enrollment Count on Last Day of the 2015-2016 School Year	Projected Enrollment for the 2016-2017 School Year
K	41	50
Grade 1	52	50
Grade 2	46	50
Grade 3	49	50
Grade 4	74	55
Grade 5	54	75
Grade 6	55	55
Grade 7	0	55
Grade 8	0	0

Grade 9	0	0
Grade 10	0	0
Grade 11	0	0
Grade 12	0	0
Total	371	440

Site 2 Cramer Hill Enrollment		
Grade	Enrollment Count on Last Day of the 2015-2016 School Year	Projected Enrollment for the 2016-2017 School Year
K	44	50
Grade 1	42	48
Grade 2	25	47
Grade 3	27	25
Grade 4	0	25
Grade 5	0	0
Grade 6	0	0
Grade 7	0	0
Grade 8	0	0
Grade 9	0	0
Grade 10	0	0
Grade 11	0	0
Grade 12	0	0
Total	138	195

Site 3 Molina Enrollment		
Grade	Enrollment Count on Last Day of the 2015-2016 School Year	Projected Enrollment for the 2016-2017 School Year
K	44	50
Grade 1	52	50
Grade 2	46	50
Grade 3	48	50
Grade 4	40	50
Grade 5	40	50
Grade 6	45	50
Grade 7	53	50
Grade 8	29	50
Grade 9	0	0
Grade 10	0	0
Grade 11	0	0

Grade 12	0	0
Total	397	450

Site 4 McGraw Enrollment		
Grade	Enrollment Count on Last Day of the 2015-2016 School Year	Projected Enrollment for the 2016-2017 School Year
K	45	50
Grade 1	55	50
Grade 2	43	50
Grade 3	50	50
Grade 4	51	55
Grade 5	37	55
Grade 6	0	0
Grade 7	0	0
Grade 8	0	0
Grade 9	0	0
Grade 10	0	0
Grade 11	0	0
Grade 12	0	0
Total	281	310

Site 5 East Camden Enrollment		
Grade	Enrollment Count on Last Day of the 2015-2016 School Year	Projected Enrollment for the 2016-2017 School Year
K	0	0
Grade 1	0	0
Grade 2	0	0
Grade 3	0	0
Grade 4	0	0
Grade 5	0	0
Grade 6	31	50
Grade 7	90	75
Grade 8	55	85
Grade 9	0	100
Grade 10	0	0
Grade 11	0	0
Grade 12	0	0

Total	176	310
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- b) Describe how the school monitors and minimizes attrition rates to ensure stable enrollment. (Please limit your response to a 1-page maximum.)

To ensure a stable enrollment for the Mastery Schools of Camden, each school works diligently to track closely their attendance, enrollment, and attrition rates. There are a variety of tactics leveraged to ensure that the school enrollment is healthy throughout the year:

Enrollment monitoring

- The school actively takes and monitors attendance on a daily basis, as it is an essential lead indicator of healthy enrollment. Attendance is completed by 8:30am, and follow ups to absent students happen during that morning. If students are absent for 3 consecutive days, letters are set home and meetings with the family are scheduled.
- Enrollment tracking, particularly around new enrollments and withdraws, occurs in real-time in the Mastery student information system (SIS), ESchools. Regular discussions around this data occurs between leaders in the school on a daily (at the start of the year) to weekly (later in the year) basis to ensure that trends are identified and acted upon.
- Applications and new enrollments are closely tracked throughout the year, so that appropriate outreach actions are taken to support members of the community to join the school.

Attrition minimization

- Students and parents are frequently engaged in conversations about the school community to ensure that their needs are met and they play a strong part in their education.
- For students who elect to leave the community, part of the withdraw process is an opportunity to share with the school why this withdraw occurred. This data is collated in the Mastery SIS for analysis. If trends are demonstrated (I.E. transportation, bullying, etc.), actions are taken by the school leader to mitigate these concerns/issues.

5. FACILITIES

5.1. Funding

Describe any anticipated change(s) in the renaissance school project’s facility financing.

For the new construction project (Cramer Hill Elementary), there is a construction loan from M&T Bank. For the 3 significant reconstruction projects, we are currently evaluating financing options.

5.2 Structural Changes

- a) List renaissance school project sites that will be undergoing construction between July 2016 and June 2017.

The construction of the new Cramer Hill Elementary school is currently underway. The anticipated completion date is Fall 2017.

- b) Provide assurances that site plans and/or substantial reconstruction plans have been submitted to NJDOE for each site.

Site plans and approvals have been submitted to New Jersey DoE and the Camden City School District for all projects.

- c) Please provide details of any modifications to existing site plans and/or substantial reconstruction plans that have been submitted to NJDOE. ***If there are no modifications to the existing plans, simply indicate that here by writing "N/A" next to numbers 1-4.***

For new construction, Cramer Hill Elementary: N/A for Questions #1-4.

1. Provide the facility name and address.
 - a. Molina Elementary – 601 Vine Street Camden, NJ 08102
 - b. McGraw Elementary – 3051 Fremont Avenue Camden, NJ 08105
 - c. East Camden Middle – Stevens Street Camden, NJ 08105

2. Provide a description of changes/modifications to the facility(ies).
 - a. Molina - There will be a gym/ 4-8 classroom addition.
 - b. McGraw - There will be a classroom addition, and HVAC improvements.
 - c. East Camden Middle - There will be gym renovation, windows and HVAC improvements, and a new entrance.

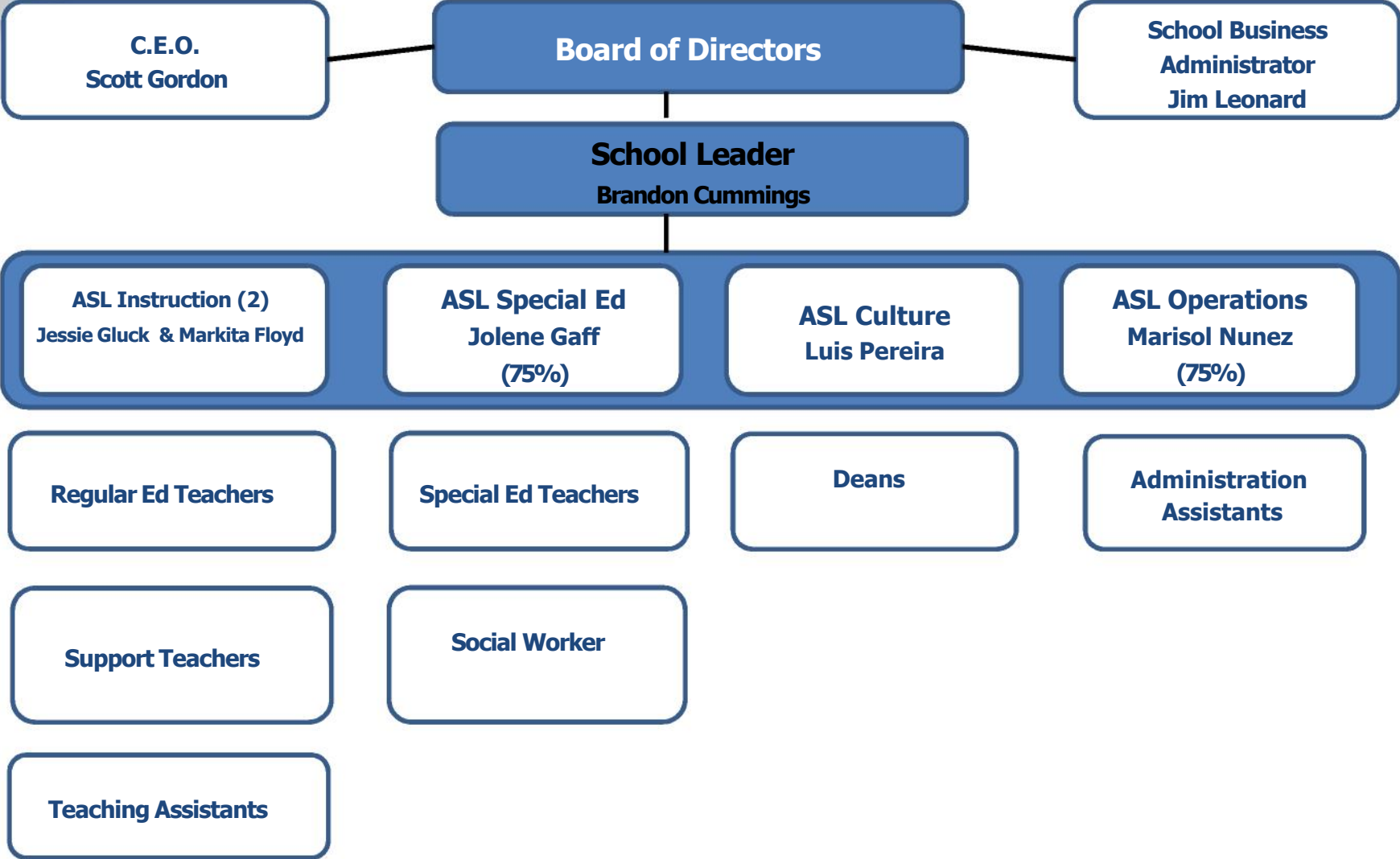
3. Provide assurances that the facility meets regulations pertaining to the health and safety of pupils, per *N.J.S.A. 18A:36C-4.b(11)*.

N/A - No changes.

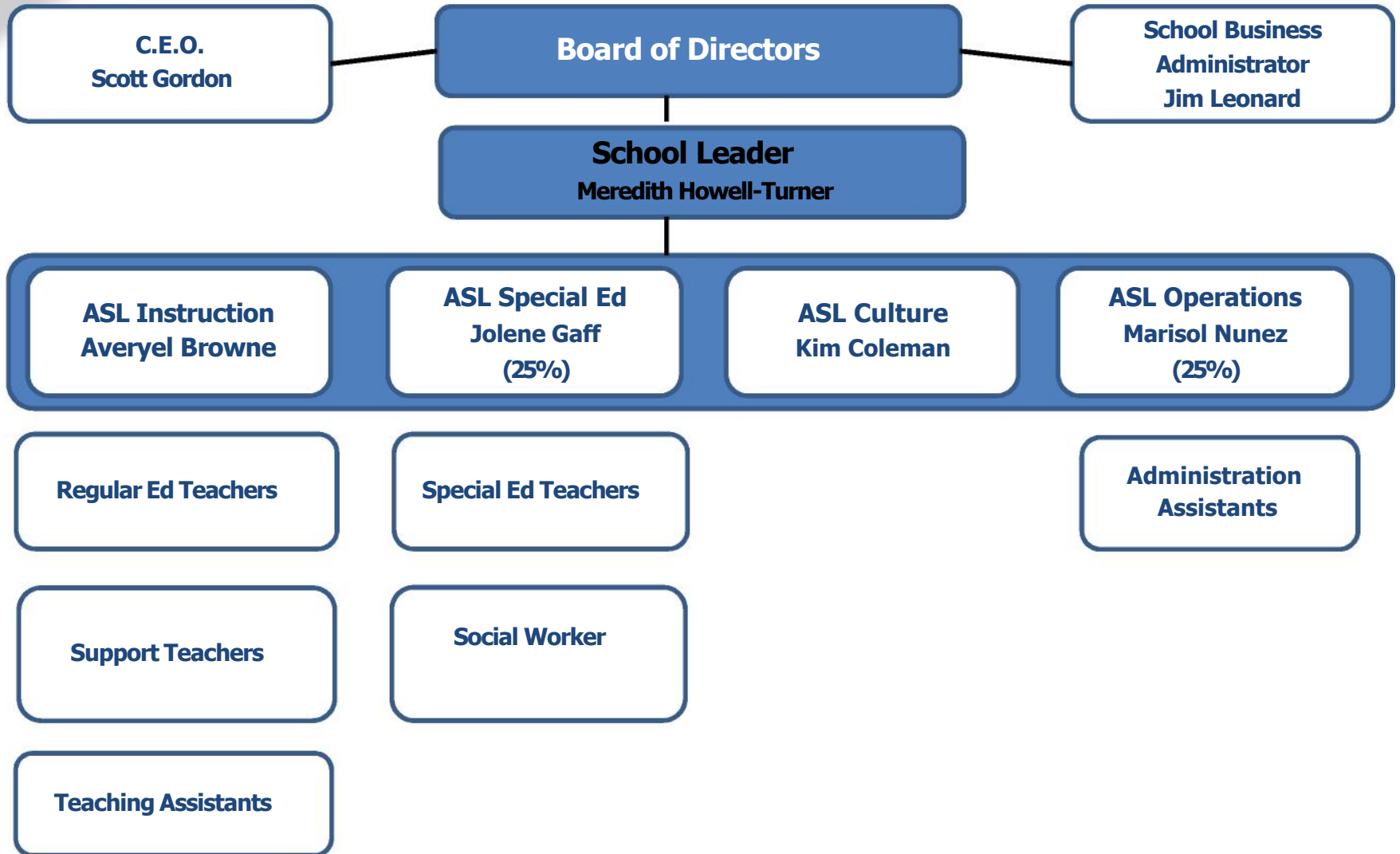
4. As Appendix G, provide a revised timeline for implementing the changes.

Attached

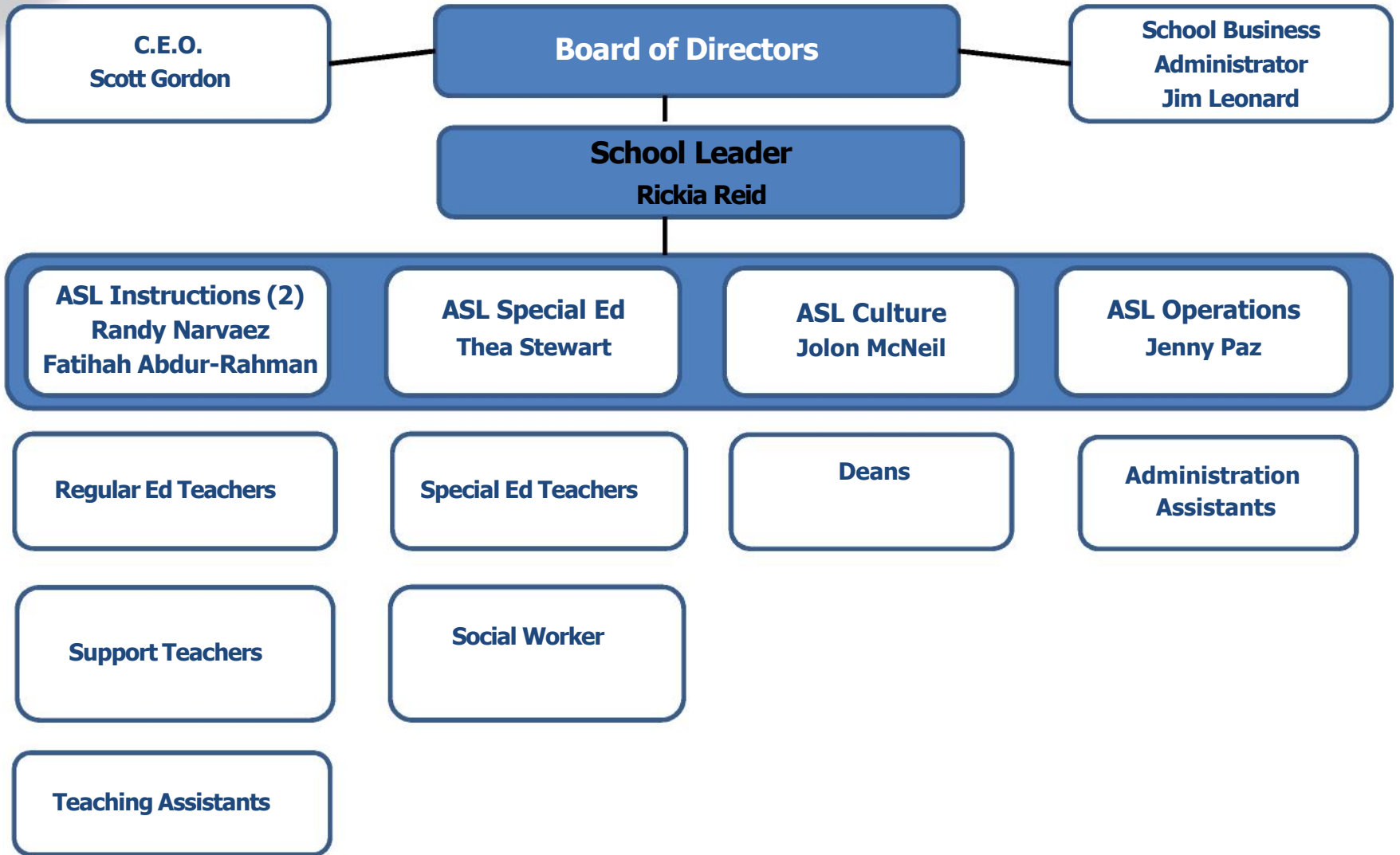
North Camden



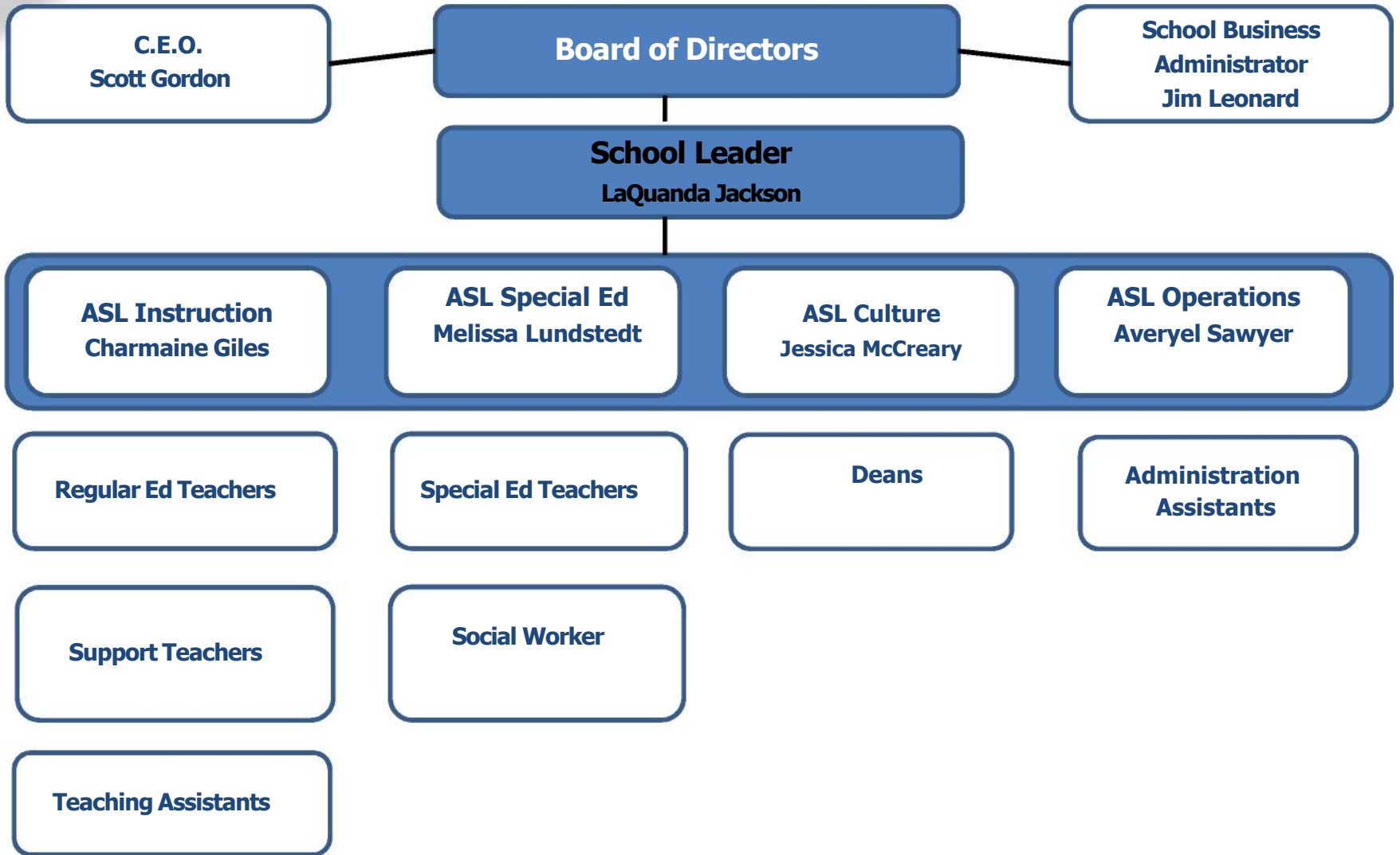
Cramer Hill



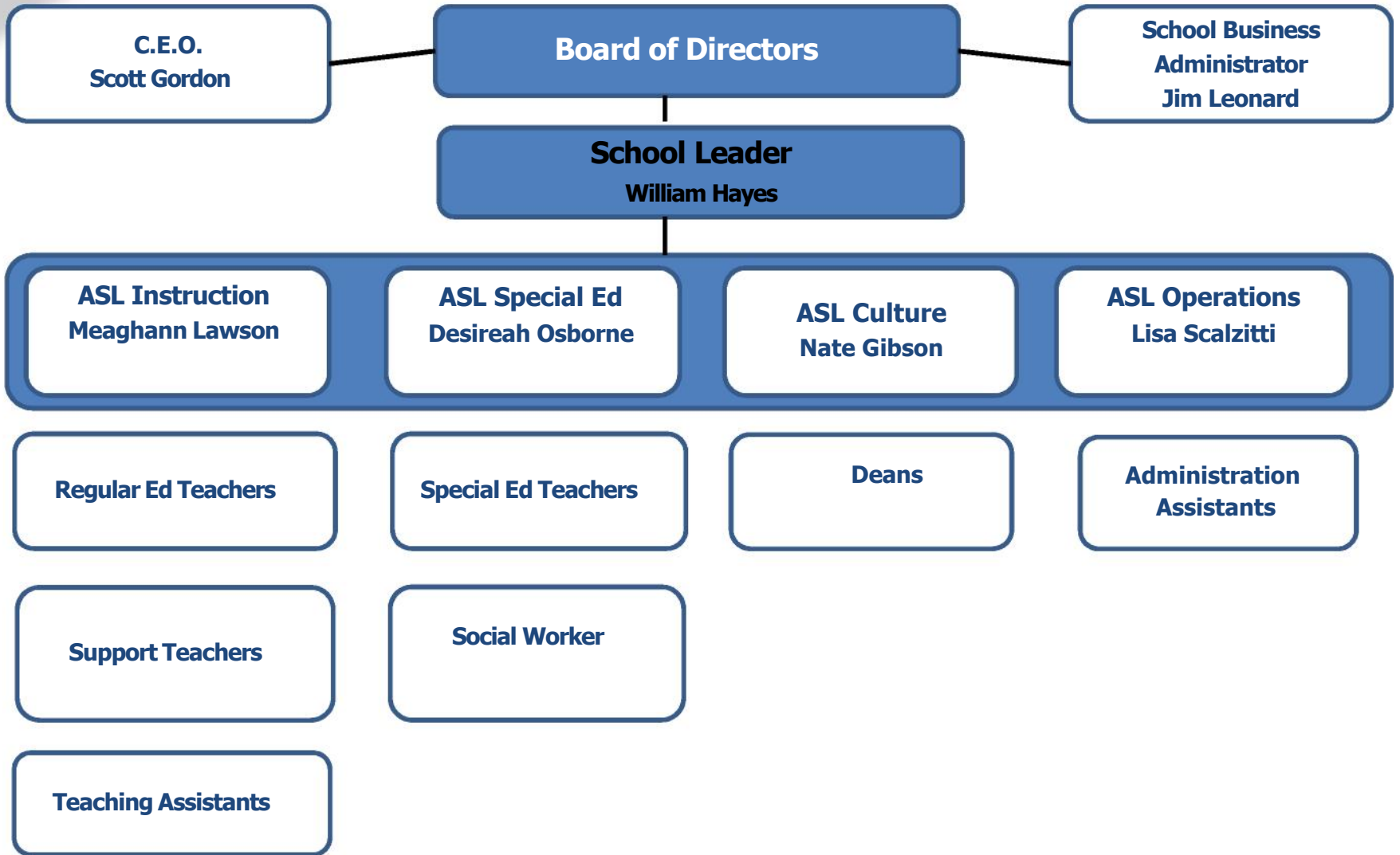
Molina Elementary



McGraw Elementary



East Camden Middle



MASTERY CHARTER SCHOOLS - NJ

2016-2017 Staff Calendar

SUMMARY OF CALENDAR		
Report Period Detail		
Report Period	Start/Stop	# of Instructional Days
1	8/22-10/20	39
2	10/24-12/22	38
3	1/3-3/23	52
4	3/27-6/22	56
Total Instructional Days		185
SCHOOLS CLOSED (no staff, no students)		
Shutdown Week	6/27-7/1	
Independence Day	7/4	
Labor Day	9/5	
Eid al-Adha	9/12	
Rosh Hashanah	10/3-10/4	
Yom Kippur	10/12	
Veterans Day	11/11	
Thanksgiving Break	11/23-11/25	
Winter Break	12/26-1/2	
Martin Luther King Jr. Day	1/16	
Mid-Winter Break	2/20-2/22	
Spring Break	4/14-4/21	
Memorial Day	5/29	
STAFF PROFESSIONAL DEVELOPMENT (all staff, no students)		
New Teacher Orientation	8/8-8/12	
Teacher Orientation	8/15-8/19	
Staff Professional Development Days		
RP 1	10/21, 10/31	
RP 2	11/8, 12/23, 1/6	
RP 3	2/1, 3/24, 4/3	
RP 4	6/23	
Last Day for Teachers	6/23	
ASSESSMENT SCHEDULE		
RP1		
F&P #1 (Baseline)	8/23-9/16	
Benchmark Exams	10/17-10/19	
RP2		
F&P #2	12/7-12/22	
Benchmark/Midterm Exams	12/19-12/21	
RP3		
F&P #3	3/8-3/23	
Benchmark Exams	3/20-3/22	
RP4		
PARCC	4/4-4/28	
ASPIRE (9-10)	4/4-5/26	
AP Exams	5/2-5/13	
MAP Spring (3-8)	5/8-6/2	
NJ ASK (Sci 4,8)	5/24	
F&P #4	6/5-6/21	
Benchmark/Final Exams	6/12-6/14	
PARENT EVENTS		
Parent/Teacher Conference Night Windows		
RP 1	11/2-11/9	
RP 2	1/11-1/18	
RP 3	4/5-4/12	

2016	M	T	W	Th	F	S
June	20	21	22	23	24	25
	27	28	29	30		
July					1	2
	4	5	6	7	8	9
	11	12	13	14	15	16
	18	19	20	21	22	23
	25	26	27	28	29	30
Aug	1	2	3	4	5	6
	8	9	10	11	12	13
	15	16	17	18	19	20
	22	23	24	25	26	27
	29	30	31			
Sept				1	2	3
	5	6	7	8	9	10
	12	13	14	15	16	17
	19	20	21	22	23	24
	26	27	28	29	30	
Oct	3	4	5	6	7	8
	10	11	12	13	14	15
	17	18	19	20	21	22
	24	25	26	27	28	29
	31					
Nov		1	2	3	4	5
	7	8	9	10	11	12
	14	15	16	17	18	19
	21	22	23	24	25	26
	28	29	30			
Dec				1	2	3
	5	6	7	8	9	10
	12	13	14	15	16	17
	19	20	21	22	23	24
	26	27	28	29	30	31
2017	2	3	4	5	6	7
Jan	9	10	11	12	13	14
	16	17	18	19	20	21
	23	24	25	26	27	28
	30	31				
Feb			1	2	3	4
	6	7	8	9	10	11
	13	14	15	16	17	18
	20	21	22	23	24	25
	27	28				
Mar			1	2	3	4
	6	7	8	9	10	11
	13	14	15	16	17	18
	20	21	22	23	24	25
	27	28	29	30	31	
Apr						1
	3	4	5	6	7	8
	10	11	12	13	14	15
	17	18	19	20	21	22
	24	25	26	27	28	29
May	1	2	3	4	5	6
	8	9	10	11	12	13
	15	16	17	18	19	20
	22	23	24	25	26	27
	29	30	31			
June				1	2	3
	5	6	7	8	9	10
	12	13	14	15	16	17
	19	20	21	22	23	24
	26	27	28	29	30	
July						1
	3	4	5	6	7	8
	10	11	12	13	14	15
	17	18	19	20	21	22
	24	25	26	27	28	29
	31					
Aug		1	2	3	4	5
	7	8	9	10	11	12
	14	15	16	17	18	19
	21	22	23	24	25	26
	28	29	30	31		
Sept					1	2
	4	5	6	7	8	9

DATE	EVENT	
June 23	Last day for students	
24	Last day for staff	
27-7/1	Shutdown Week	
July 4	Independence Day	Admin Training / Summer School
5-7	New Admin Training	
11-14	All Admin Training	
18-21, 25-28	Content Specialist Training	
5-29	Summer School (secondary)	
7/5-8/12	Summer School (elementary window)	
Aug 1-5	School Team Prep Week	Teacher Orientation
8-12	New Teacher Orientation	
15	All Mastery Day	
15-19	Teacher Orientation	
22	RP 1 Start	Report Period 1
23-31	F&P #1 (Baseline)	
Sept 1-16	F&P #1 (Baseline)	
5	Labor Day	
6	First Day for Kindergarten	
12	Eid al-Adha	
Oct 3-4	Rosh Hashanah	
12	Yom Kippur	
17-19	RP 1 Benchmarks (ELE: M-W, SEC: T-W)	
21	Staff Professional Development	
24	RP 2 Start	
31	Staff Professional Development	
Nov 2-9	RP 1 Parent/Teacher Conf Window	Report Period 2
8	Staff Professional Development	
11	Veterans Day	
23-25	Thanksgiving Break	
Dec 7-22	F&P #2	
19-21	RP 2 Benchmarks (ELE: M-W, SEC: T-W)	
23	Staff Professional Development	
26-30	Winter Break	
Jan 2	Winter Break	
3	RP 3 Start	
6	Staff Professional Development	
	Three Kings Day	
11-18	RP 2 Parent/Teacher Conf Window	
16	Martin Luther King Jr. Day	
Feb 1	Staff Professional Development	Report Period 3
20-22	Mid-Winter Break	
March 8-23	F&P #3	
20-22	RP 3 Benchmarks (ELE: M-W, SEC: T-W)	
24	Staff Professional Development	
27	RP 4 Start	
April 3	Staff Professional Development	
5-12	RP 3 Parent/Teacher Conf Window	
4-28	PARCC	
4-28	ASPIRE (9-10)	
14-21	Spring Break	
May 1-26	ASPIRE (9-10)	Report Period 4
2-3	PSSA: Science (4, 8)	
2-13	AP Exams	
8-31	MAP Spring (3-8)	
24	NJ ASK (Sci 4,8)	
29	Memorial Day	
June 1-2	MAP Spring (3-8)	
5-21	F&P #4	
12-14	RP 4 Benchmarks (ELE: M-W, SEC: T-W)	
22	Last day for students	
23	Staff Professional Development	
Summer 2017 Overview		
June 26-30	Shutdown Week	Summer 2017
July 3-28	Summer School	
4	Independence Day	
5-7	New Admin Training	
10-13	All Admin Training	
17-20, 24-27	Content Specialist Training	
Aug 7/31-8/4	School Team Prep Week	
7-11	New Teacher Orientation	
14-18	Teacher Orientation	
21	RP 1 Start	Report Period 4
Sept 4	Labor Day	
5	First Day for Kindergarten	

DRAFT: 4/20/16

School Ethics Act Statement of Assurance

Mastery Schools of Camden

We affirm that the board of trustees for Mastery Schools of Camden operates in accordance with the School Ethics Act, N.J.S.A. 18A: 12-23, and the Open Public Meetings Act, N.J.S.A. 10:4-6 et seq.

A handwritten signature in black ink, appearing to read 'S. Gordon', written over a horizontal line.

School Lead, Scott Gordon

A handwritten signature in black ink, appearing to read 'J. Tschirgi', written over a horizontal line.

Board President, Judith Tschirgi

BYLAWS
of
MASTERY SCHOOLS OF CAMDEN, Inc.
A New Jersey Nonprofit Corporation

ARTICLE I

NAME AND ACTIVITIES

Section 1. Name. The name of the corporation is Mastery Schools of Camden, (the "Corporation"). The Corporation shall have the right, from time to time, to operate under such other names as it may receive authorization to use pursuant to applicable law.

Section 2. Activities and Purposes. The Corporation has been organized exclusively for charitable purposes as an exempt organization under Section 501(c)(3) of the Internal Revenue Code, or corresponding section of any further federal tax code. The nature of the activities to be conducted by the Corporation shall be consistent with the purposes specified in the New Jersey Nonprofit Corporation Act, *N.J.S.A. 15A:1-1, et seq.* (the "Act"), and shall be as set forth in its Articles of Incorporation. The Corporation shall operate in accordance with the New Jersey Urban Hope Act, *N.J.S.A. 18A:36C-1 et seq.* Specifically this Corporation's purposes are:

- A. To deliver a unique and excellent education to the children of Camden and surrounding communities.
- B. To conduct any and all activities deemed necessary as appropriate to accomplish the foregoing.
- C. The School admits the students of any race to all the rights, privileges, programs, and activities generally accorded or made available to students at the School and the School does not discriminate on the basis of race in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

ARTICLE II

OFFICES AND REGISTERED AGENT

Section 1. Registered Office. The address of the registered office of the Corporation in New Jersey shall be as set forth in the Articles of Incorporation or shall be at such location as the Board of Trustees (the "Board") may from time to time determine and register with the State of New Jersey.

Section 2. Other Offices. The Corporation may also have offices at such other places that the Board may from time to time authorize as the charitable business of the Corporation may require.

Section 3. Registered Agent. The registered agent of the Corporation shall be as set forth in the Articles of Incorporation or shall be such person as the Board may from time to time determine and register with the State of New Jersey.

ARTICLE III

PURPOSE OF BYLAWS

Section 1. Purpose. These Bylaws establish rules and procedures for conducting the affairs of the Corporation. They are binding on the members of the Board, members of any committees established by the Board, and on the Corporation's officers and employees, whether those persons served in the applicable capacity at the time these Bylaws were adopted or were appointed or elected to the position at a later date. These Bylaws are subject to the provisions of the Act and the Corporation's Articles of Incorporation, as either may be amended from time to time. If any provision in these Bylaws is inconsistent with a provision in the Act or the Articles of Incorporation, the provision of the Act or the Articles of Incorporation shall govern to the extent of such inconsistency.

ARTICLE IV

MEMBERS

Section 1. Members. The Corporation shall not have members entitled to vote on any matter. Any provision of the Act, or any other provision of law requiring notice to, the presence of, or the vote, consent, or other action by members of the Corporation, shall be satisfied by notice to, the presence of, or the vote, consent, or other action by the Board.

ARTICLE V

BOARD OF TRUSTEES

Section 1. General Powers. All powers of the Corporation shall be exercised by or under the authority of the Board and the activities, property, management, and affairs of the Corporation shall be managed by or under the direction of the Board. The Board may exercise all such powers and may delegate any and all such powers as it sees fit, subject to restrictions imposed by the Articles of Incorporation, these Bylaws, the Act, and Section 501(c)(3) of the Internal Revenue Code. All meetings of the Board shall be duly noticed and convened in accordance with the New Jersey Open Public Meetings Act, N.J.S.A. 10:4-6.

Section 2. Number, Qualification, Election and Tenure. The Board shall consist of no less than 3 and no more than 7 Trustees, with the actual number of Trustees constituting the Board to be fixed by a vote of the Board from time to time. Elections of

Trustees shall be by the Board at the annual meeting of the Board for a term that shall last for two (2) years from appointment or reappointment. Except in the case of resignation or removal under these Bylaws, each Trustee shall hold office until the expiration of his or her term and the election of his or her successor. Trustees may serve an unlimited number of terms. Trustees may also be elected at regular or special meetings of the Board, pursuant to appropriate notice.

Section 3. Resignation and Removal. A Trustee may resign by delivering his resignation in writing to the Corporation, its President, or its Secretary at the Corporation's principal office. Such resignation shall be effective upon receipt or upon, or at the option of the Board before, such date (if any) as is stated in such resignation. A Trustee may be removed with cause by vote of a majority of the Board at a duly held meeting with a quorum present

Section 4. Annual Meetings. The purpose of the annual meeting of Trustees is to elect Trustees and to transact such other matters as may properly come before the Board. The annual meeting of the Trustees of the Corporation shall be held at the time and place designated by the Board or the President of the Corporation. The annual meeting of Trustees for any year shall be held no later than thirteen (13) months after the last annual meeting. However, failure to hold a timely annual meeting shall in no way affect the terms of officers or Trustees of the Corporation or the validity of actions of the Corporation.

Section 5. Regular Meetings. Meetings of the Board may be held at the registered office of the Corporation or at such other place or places as the Board may from time to time designate. In addition to the Annual Meeting, there shall be regular meetings of the Board, the date, time, and place of which shall be fixed by resolution of the Board upon proper notice pursuant to Section 7 of this Article.

Section 6. Special Meetings. Special meetings of the Board may be called at any time by the President of the Corporation or a by a petition of a majority of the then serving trustees.

Section 7. Notice. When required, notice of regular, special, and annual meetings of the Board shall be given to each Trustee by personal delivery, mail, fax, overnight express, or by electronic mail. All notices shall be given at least two (2) days prior to any meeting, or as soon as reasonably possible. Notices sent by mail shall be deemed delivered when deposited in the United States mail, addressed to the Trustee's last known address in the records of the Corporation, postage prepaid. Notices sent by fax or electronic mail shall be deemed delivered when sent as determined by appropriate confirmation. All public notice of the meetings shall comply with the New Jersey Open Public Meetings Act, *N.J.S.A. 10:4-6*.

Section 8. Quorum and Voting. Unless otherwise required by law or by these Bylaws, the quorum necessary for the transaction of business shall consist of a majority of the number of Trustees on the Board. A Trustee may participate in a meeting of the Board by means of a conference telephone or other means of communication enabling all participating Trustees to simultaneously communicate with

one another, and such participation shall constitute presence in person. Unless otherwise provided by law, the Articles of Incorporation, or these Bylaws, the affirmative vote of a majority of the Trustees present at a meeting duly held at which a quorum is present shall be the act of the Board.

Section 9. Vacancies. Any vacancy on the Board, including, but not limited to, a vacancy resulting from the enlargement of the Board, may be filled by the affirmative vote of a majority of the remaining Trustees. A Trustee elected to fill any vacancy shall hold office for the unexpired term of his or her predecessor, or as determined by the Board if the vacancy was created by the enlargement of the Board.

Section 10. Compensation. No Trustee shall receive compensation for services rendered to the Corporation in the capacity of a Trustee, but Trustees, at the discretion of the Board, may be entitled to reimbursement for reasonable and necessary expenses actually incurred in connection with the performance of their duties in the manner and to the extent that the Board may authorize, and in conformity with any applicable state laws or regulations. Notwithstanding the foregoing, the Corporation shall neither authorize nor provide reimbursement for expenses or compensation other than those reasonable and necessary in furthering the Corporation's purposes.

Section 12. Loans. The Corporation shall not make any loans to any Trustee.

Section 13. Minutes. The Board shall keep regular minutes of its proceedings, which shall be filed in the minute book of the Corporation.

ARTICLE VI

COMMITTEES

Section 1. Creation of Committees. The Board of Trustees may, by resolution passed by a majority of the whole Board, designate a committee. Committees shall have such functions and may exercise such power of the Board of Trustees as can be lawfully delegated and to the extent provided in the resolution or resolutions creating such committee or committees. A committee shall be comprised of less than a quorum of the majority of the whole Board. A committee may be comprised of persons not serving as trustees of the Board.

Section 2. Vacancies. Vacancies on committees shall be filled by the President.

Section 3. Minutes. The Executive Committee (if there is one) and the other committees shall keep regular minutes of their proceedings and report the same to the Board of Trustees when required.

ARTICLE VII

OFFICERS AND AGENTS

Section 1. Titles and Election. The Trustees shall elect from among the Trustees a President who shall also serve as Chairperson of the Board. The Trustees shall elect a Treasurer, a Vice President, and a Secretary from among the remaining Trustees. The term of such officers shall be one year and until a successor is duly elected and qualified. As it deems necessary from time to time, the Board may elect additional Vice Presidents, an Assistant Secretary, and an Assistant Treasurer or such other officers as deemed necessary, for terms to be decided by the Board. The person(s) serving as Treasurer, Secretary, Assistant Secretary or Assistant Treasurer need not be a member of the Board. Any two or more offices may be held by the same person, but instruments must be executed, acknowledged, or verified by two or more officers.

Section 2. President. The President shall serve as the chief voluntary officer of the Corporation and have general charge and supervision over and responsibility for the affairs of the Corporation, subject to the approval of the Board. The President shall have the general powers and duties of management usually vested in the office of the President of a nonprofit corporation. The President may enter into and execute in the name of the Corporation contracts or other instruments in the regular course of business which are authorized by the Board. The President, may, from time to time, delegate any or all of his or her duties and authority to any other officer.

Section 3. Treasurer. The Treasurer shall, subject to oversight by the Board, maintain general supervision over the financial affairs of the Corporation and shall cause to be kept accurate books and records. The Treasurer shall oversee the disbursement of funds of the Corporation and shall from time to time, or upon request from the Board, account for all financial transactions and the financial condition of the Corporation. The Treasurer shall be a Trustee. The duties of the Treasurer may be delegated to any Assistant Treasurer or Assistant Treasurers as may be designated by the Board. The Treasurer shall be subject to and satisfy any requirements applicable to treasurers of public schools pursuant to the Urban Hope Act, *N.J.S.A. 18A:36C-1 et seq.*

Section 4. Secretary. The Secretary shall cause notices of all meetings of the Board (except for notices of special meetings of the Board which are called by the requisite number of Trustees) to be sent, shall cause minutes to be kept of all meetings of the Board, shall have responsibility for general supervision and charge of the corporate records of the Corporation, and shall make such reports and perform such other duties as are incident to the office, or are properly required of the Secretary by the Board. The Secretary shall be subject to and satisfy any requirements applicable to board secretaries of public schools pursuant to the Urban Hope Act, *N.J.S.A. 18A:36C-1 et seq.*

Section 5. Delegation. If any officer of the Corporation is absent or unable to act, and no other person is authorized to act in such officer's place by the provisions of these Bylaws, the Board may delegate the powers or duties of such officer to any Trustee, officer, or officers it may select.

Section 6. Resignation and Removal. An officer may resign by delivering his or her resignation in writing to the Corporation at its principal office or to the President or Secretary of the Corporation. Such resignation shall be effective upon receipt or upon, or at the option of the Board before, such date (if any) as is stated in such resignation. The Board may remove any officer with or without cause upon action of the Board following seven (7) days prior notice to the officer.

Section 7. Vacancies. Vacancies in any office, arising from any cause, may be filled by the Board at any regular or special meeting of the Board.

Section 8. Agents. The Board may appoint such agents, with such powers and to perform such acts and duties on behalf of the Corporation, as the Board may determine from time to time.

ARTICLE VIII

CONFLICTS OF INTEREST

Section 1. Conflicts. Occasions may arise when a Trustee or an officer of the Corporation has a financial interest or has a familial relationship with a person who has a financial interest in a transaction involving the Corporation. In such cases, it is the policy of the Corporation and of its Board that:

(a) Any material facts as to such financial interest shall be disclosed by such interested Trustee or officer to the Board.

(b) The Trustee or officer having such financial interest in any matter shall not vote or use any personal influence with regard to the matter (except that he or she may state a position on the matter and respond to questions about it); however, such interested Trustee or officer may be counted in determining the quorum for the meeting at which the matter is voted upon. At the Board's discretion, the interested Trustee or officer shall leave the meeting room during discussion and voting on the matter subject to the conflict of interest. The minutes of the meeting shall reflect that the disclosure was made and that such Trustee or officer abstained from voting.

(c) In addition to the foregoing provisions in this Article, Trustees must also abide by the New Jersey School Ethics Act, *N.J.S.A. 18A:12-23.1*

ARTICLE IX

EXCULPATION, INDEMNIFICATION AND INSURANCE

Section 1. Exculpation. No Trustee or officer shall be personally liable to the Corporation for damages for breach of any duty owed to the Corporation, except that this provision shall not relieve a Trustee or officer from liability for any breach of duty based upon an act or omission (1) in breach of such person's duty of loyalty to the Corporation, (2) not in good faith or involving a knowing violation of law, or (3) resulting in receipt by such person or an improper personal benefit.

Section 2. Indemnification. The Corporation shall indemnify, in the manner and to the full extent permitted by the Act, any "corporate agent" of the Corporation (as such term is defined in Section 15A:3-4 of the Act) who was or is a party to, or is threatened to be made a party to, any "proceeding" (as such term is defined in said Section 15A:3-4), whether or not by or in the right of the Corporation, by reason of the fact that such person is or was a corporate agent of the Corporation. Where required by law, the indemnification provided for herein shall be made only as authorized in the specific case upon a determination that indemnification of the corporate agent is proper in the circumstances. To the full extent permitted by law, the indemnification provided herein shall include "expenses" (as such term is defined in said Section 15A:3-4) and in the manner provided by law, including the receipt of any undertaking that may be required by law, any such expenses may be paid by the Corporation in advance of the final disposition of such proceeding. The indemnification provided herein shall not be deemed to limit the right of the Corporation to indemnify any other person for any such expenses, nor shall it be deemed exclusive of any other rights to which any person seeking indemnification from the Corporation may be entitled under any agreement, corporate resolution, or otherwise, both as to action in such person's official capacity, and as to action in another capacity while holding such office. The Board shall also indemnify Trustees in accordance with *N.J.S.A. 18A et seq.*

Section 3. Insurance. The Corporation shall have the power to purchase and maintain insurance on behalf of any corporate agent against any expense incurred in any proceeding and any liabilities asserted by reason of the agent's being or having been a corporate agent, whether or not the corporation would have the power to indemnify the agent against those expenses and liabilities under the provisions of these Bylaws, and to purchase and maintain insurance to cover the Corporation, including for indemnification of corporate agents.

ARTICLE X AMENDMENTS

Section 1. Vote Required. The Board shall have the power to make, alter, amend, and repeal the Bylaws of the Corporation by a vote of at least two-thirds (2/3) of all the Trustees.

ARTICLE XI GENERAL PROVISIONS

Section 1. Construction. Unless these Bylaws expressly or by clear construction or implication so provide, nothing contained in these Bylaws is intended to or shall limit, qualify, or restrict any power or authority granted or permitted to nonprofit Corporations by the Act. References in these Bylaws to the Articles of Incorporation shall include all amendments thereto unless specifically excepted. Should any of the provisions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions shall be unaffected by such holding.

Section 2. Books and Records. The Corporation shall keep correct and complete books and records of account, and shall keep minutes of the proceedings of its Board and Committees; and shall keep at its registered office or principal place of business, a record of its Trustees, names and addresses of all Trustees, a copy of the application for tax-exemption, with all correspondence to and from the IRS in connection with the application, and a copy of the annual reports of the corporation filed with the IRS for the previous three years. Such records must be disclosed to the public upon request in accordance with IRS public disclosure requirements.

Section 3. Contributions. The Corporation shall have the power to solicit and accept contributions from third parties. All monies thus received will be used in furtherance of the Corporation's purpose as hereinabove stated. The Corporation shall have the right, however, to use a reasonable amount of any sums received for the payment of administrative expenses.

Section 4. Checks, Bank Accounts and Investments. The monies and other assets of the Corporation shall be deposited in the name of the Corporation in such bank or banks, financial institutions, or trust companies as the Board shall designate, and shall be drawn from such accounts only by check or money transfer with proper signatory authority, as shall be determined by resolution of the Board. The funds of the Corporation may be retained in whole or in part in cash or be invested and reinvested from time to time in such property, real, personal or otherwise, including stocks, bonds or other securities, as the Board may from time to time authorize, and in conformity with any applicable laws and regulations governing public schools created pursuant to the Urban Hope Act, N.J.S.A. 18A:36C-1 *et seq.*

Section 5. Fiscal Year. The fiscal year for the Corporation shall be from July 1 through June 30 of the next year.

Section 6. Dissolution of the Corporation. Upon dissolution of the Corporation, the Board of Trustees shall utilize the Corporation's assets for the payment of all obligations and liabilities. Any remaining assets will be disposed of in a manner consistent with the Corporation's purpose as hereinabove stated, and the terms of the Certificate of Formation either in the form of direct expenditures or by disbursement to one or more organizations organized and operated exclusively for charitable, scientific, educational, or religious purposes so as to qualify as an exempt organization under Section 501(c)(3) of the Internal Revenue Code or any corresponding provision of a future law of similar import, or to the United States, or a state or local government, for a public purpose.

Section 7. Applicability of New Jersey Law. The Corporation has been formed pursuant to the laws of the State of New Jersey. These Bylaws shall be construed in accordance with the New Jersey Nonprofit Corporation Act, the New Jersey Urban Hope Act, and any other applicable laws.

These bylaws were adopted by resolution of the Board of Trustees of the Corporation on May 18, 2016.

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessor	July 1 6/7	8/16	November 21 10/25	1/3	April 11 3/13	5/22	September 1 7/31	10/9	January 21 12/18	2/26	June 11 5/7	7/16	November 9/24
1		Molina Elementary School	406 days	Thu 9/10/15	Thu 3/30/17														
2		Phase 1 - Summer Work 2016	5 days	Mon 7/11/16	Fri 7/15/16														
3		Install Additional Electric Outlets	5 days	Mon 7/11/16	Fri 7/15/16														
4		Project Addition 2017	406 days	Mon 1/25/16	Mon 8/14/17														
5		Pricing Set of Drawings from BHA	25 days	Mon 1/25/16	Fri 2/26/16														
6		Submission for Planning Board Meeting Due	1 day	Fri 2/19/16	Fri 2/19/16														
7		Community Meetings	42 days	Fri 2/19/16	Mon 4/18/16														
8		Property/Newspaper Notice Date - If Required	1 day	Mon 2/29/16	Mon 2/29/16														
9		Bid Set of CD's Issued	68 days	Mon 2/29/16	Wed 6/1/16														
10		Approval Processes	118 days	Thu 3/10/16	Mon 8/22/16														
11		City of Camden Planning Board Approval	1 day	Thu 3/10/16	Thu 3/10/16														
12		Resolution Adoption (35 consecutive days)	26 days	Thu 3/10/16	Thu 4/14/16														
13		45-Day Appeal Period (45 consecutive days)	33 days	Tue 4/19/16	Thu 6/2/16														
14		April 26, 2016 Camden County Planning Board	118 days	Thu 3/10/16	Mon 8/22/16														
15		Resolution Complainece	43 days	Thu 3/10/16	Mon 5/9/16														
16		SESC Permit Application	16 days	Tue 4/26/16	Tue 5/17/16														
17		City Engineer Complainece	43 days	Thu 3/10/16	Mon 5/9/16														
18		Planning Board Engineer Complainece	43 days	Thu 3/10/16	Mon 5/9/16														
19		Performance Bond and Construction Escrow Estimate	16 days	Mon 5/9/16	Mon 5/30/16														
20		Performance Bond and Construction Escrow Submittal	23 days	Mon 5/30/16	Wed 6/29/16														
21		Permit Set of CD's Issued	1 day	Fri 6/24/16	Fri 6/24/16														
22		City Fees	23 days	Mon 5/9/16	Wed 6/8/16	17FS-1													
23		Signed Plans	23 days	Wed 6/8/16	Fri 7/8/16	22FS-1													
24		Building Permits	32 days	Fri 7/8/16	Mon 8/22/16	23FS-1													
25		Bid Process	49 days	Thu 6/2/16	Tue 8/9/16														
26		Bidding	44 days	Thu 6/2/16	Tue 8/2/16	9													
27		Bid Descope	4 days	Wed 8/3/16	Mon 8/8/16	26													
28		Construction Team Selected	1 day	Tue 8/9/16	Tue 8/9/16	27													
29		Construction	236 days	Mon 9/5/16	Mon 7/31/17														
30		Exterior Addition & Renovations	176 days	Mon 9/5/16	Mon 5/8/17														
31		Interior Renovations	26 days	Mon 6/26/17	Mon 7/31/17														
32		Phase 2 - Autumn or Spring of 2017 (School Occupied)	5 days	Mon 4/17/17	Fri 4/21/17														
33		Phase 3 - Interior Summer 2017	1 day	Fri 6/23/17	Fri 6/23/17														
34		Post-Construction	10 days	Tue 8/1/17	Mon 8/14/17														
35		Project Punchlist	5 days	Tue 8/1/17	Mon 8/7/17	30,31													
36		Construction Close-Out	5 days	Tue 8/8/17	Mon 8/14/17	35													

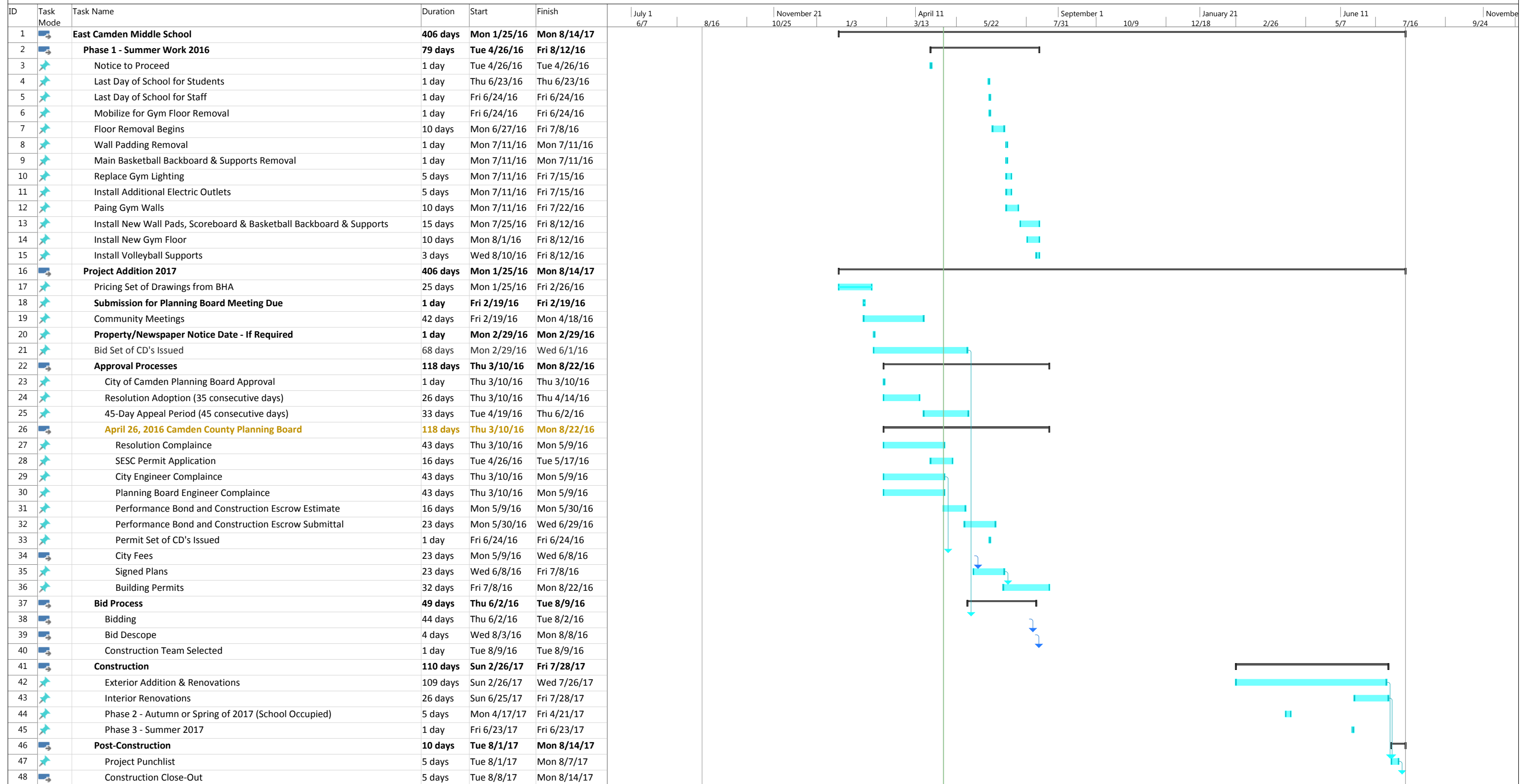
Date: Mon 5/9/16

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessor	July 1 6/7	8/16	November 21 10/25	1/3	April 11 3/13	5/22	September 1 7/31	10/9	January 21 12/18	2/26	June 11 5/7	7/16	November 9/24
1		McGraw Elementary School	410 days	Thu 9/10/15	Wed 4/5/17														
2		Phase 1 - Summer Work 2016	5 days	Mon 7/11/16	Fri 7/15/16														
3		Install Additional Electric Outlets	5 days	Mon 7/11/16	Fri 7/15/16														
4		Project Addition 2017	410 days	Mon 1/25/16	Fri 8/18/17														
5		Pricing Set of Drawings from BHA	25 days	Mon 1/25/16	Fri 2/26/16														
6		Submission for Planning Board Meeting Due	1 day	Fri 2/19/16	Fri 2/19/16														
7		Community Meetings	42 days	Fri 2/19/16	Mon 4/18/16														
8		Property/Newspaper Notice Date - If Required	1 day	Mon 2/29/16	Mon 2/29/16														
9		Bid set of CD's Issued	68 days	Mon 2/29/16	Wed 6/1/16														
10		Approval Processes	118 days	Thu 3/10/16	Mon 8/22/16														
11		City of Camden Planning Board Approval	1 day	Thu 3/10/16	Thu 3/10/16														
12		Resolution Adoption (35 consecutive days)	26 days	Thu 3/10/16	Thu 4/14/16														
13		45-Day Appeal Period (45 consecutive days)	33 days	Tue 4/19/16	Thu 6/2/16														
14		April 26, 2016 Camden County Planning Board	118 days	Thu 3/10/16	Mon 8/22/16														
15		Resolution Complainece	43 days	Thu 3/10/16	Mon 5/9/16														
16		SESC Permit Application	16 days	Tue 4/26/16	Tue 5/17/16														
17		City Engineer Complainece	43 days	Thu 3/10/16	Mon 5/9/16														
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19		Performance Bond and Construction Escrow Estimate	16 days	Mon 5/9/16	Mon 5/30/16														
20		Performance Bond and Construction Escrow Submittal	23 days	Mon 5/30/16	Wed 6/29/16														
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27		Bid Descope	4 days	Wed 8/3/16	Mon 8/8/16	26													
28		Construction Team Selected	1 day	Tue 8/9/16	Tue 8/9/16	27													
29		Construction	135 days	Mon 2/13/17	Fri 8/18/17														
30		Exterior Addition & Renovations	135 days	Mon 2/13/17	Fri 8/18/17														
31		Interior Renovations	26 days	Mon 6/26/17	Mon 7/31/17														
32		Phase 2 - Autumn or Spring of 2017 (School Occupied)	5 days	Mon 4/17/17	Fri 4/21/17														
33		Phase 3 - Interior Summer 2017	1 day	Fri 6/23/17	Fri 6/23/17														
34		Post-Construction	10 days	Tue 8/1/17	Mon 8/14/17														
35		Project Punchlist	5 days	Tue 8/1/17	Mon 8/7/17	30,31													
36		Construction Close-Out	5 days	Tue 8/8/17	Mon 8/14/17	35													

Date: Mon 5/9/16

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			



Date: Mon 5/9/16

Task	Summary	Inactive Milestone	Duration-only	Start-only	External Milestone	Manual Progress
Split	Project Summary	Inactive Summary	Manual Summary Rollup	Finish-only	Deadline	
Milestone	Inactive Task	Manual Task	Manual Summary	External Tasks	Progress	