



SUMMARY OF FINDINGS AND RECOMMENDATIONS

PROPOSAL TO ESTABLISH
URBAN DOVE TEAM CHARTER SCHOOL V

EXECUTIVE SUMMARY

The applicants submitted the proposal to establish Urban Dove Team Charter School V (“Urban Dove Team V”) to the SUNY Charter Schools Institute (the “Institute”) on February 8, 2024, in response to the Institute’s [2024 Request for Proposals \(the “RFP”\)](#), released on behalf of the SUNY Trustees on December 6, 2023. The Institute makes copies of applications [available on its website](#).

Urban Dove Team V will open in July 2025 with 110 students, add students each year, and ultimately serve 305 students in New York City Community School District (“CSD”) 13 during its first charter term. The school, a transfer high school, will offer an ungraded cohort-based program. Urban Dove Team V will backfill seats that become available within their newly enrolled cohort through November of each school year. The school will replicate the highly effective instructional program implemented at Urban Dove Team Charter School (“Urban Dove Team I”) and Urban Dove Team II Charter School (“Urban Dove Team II”) which are both authorized by the New York State Board of Regents (the “Board of Regents”). As applicable, information regarding the renewal history, academic performance, and student discipline for the existing schools is presented in Appendix B.

Urban Dove will contract with the charter management organization (“CMO”) Urban Dove, Inc. (“Urban Dove;” the “CMO;” or, the “network”), a New York-based Internal Revenue Code § 501(c)(3) non-profit organization, which will provide leadership training and professional development, curriculum, operations, finance, and human resources.

After a thorough review process consistent with the New York Charter Schools Act of 1998 (the “Act”), the Institute finds that the proposal to establish Urban Dove Team V rigorously demonstrates the criteria detailed in the Institute’s 2024 RFP, which align with the Act.

Based on the proposal, as amended by the applicant, and the foregoing:

The Institute recommends that the SUNY Trustees approve the proposal to establish Urban Dove Team Charter School V.

TABLE OF CONTENTS

FINDINGS

| 2

PREFERENCE
SCORING

| 11

BACKGROUND &
DESCRIPTION

| 3

CONCLUSION &
RECOMMENDATIONS

| 11

NOTIFICATION &
PUBLIC COMMENTS

| 10

APPENDIX A

Summary of Public Comments
Received

APPENDIX B

Existing School Performance

APPENDIX C

Fiscal Dashboard

FINDINGS

Based on the comprehensive review of the proposal and interviews of the applicant and the education corporation board of trustees, the Institute makes the following findings.

1. The charter school described in the proposal meets the requirements of the Act and other applicable laws, rules, and regulations as reflected in (among other things):
 - the inclusion of appropriate policies and procedures for the provision of services and programs for students with disabilities and English language learners (“ELLs”);
 - the required policies for addressing the issues related to student discipline, personnel matters, and health services;
 - an admissions policy that complies with the Act and federal law;
 - the inclusion of the by-laws for the operation of the education corporation’s board of trustees; and,
 - the inclusion of an analysis of the projected fiscal and programmatic impact of the schools on surrounding public and private schools.
2. The applicant has demonstrated the ability to operate the school in an educationally and fiscally sound manner as reflected in (among other things):
 - an educational program that meets or exceeds the state performance standards;
 - a culture of self-evaluation and accountability at both the administrative and board level;
 - the student achievement goals articulated by the applicant;
 - appropriate rosters of educational personnel;
 - a sound mission statement;
 - a comprehensive assessment plan;
 - sound start-up, first-year, and five-year budget plans;
 - a plan to acquire comprehensive general liability insurance to include any vehicles, employees, and property;
 - evidence of adequate community support for, and interest in, the charter school sufficient to allow the school to reach anticipated enrollment;
 - descriptions of programmatic and independent fiscal audits, with fiscal audits occurring at least annually;
 - school calendar and school day schedule that provide at least as much instruction time during the school year as required of other public schools; and,
 - methods and strategies for serving students with disabilities in compliance with federal laws and regulations.
3. Granting the proposal is likely to: a) have a significant educational benefit to the students expected to attend the proposed charter school; b) improve student learning and achievement; and, c) materially further the purposes of the Act. This finding is supported by (among other things):
 - the existing schools’ demonstrated strong student outcomes and capacity to serve a population with limited high-quality options through rigorous academics and an innovative sports and team-based approach to school culture;
 - clear rationale for choosing the specific community and plans for how the proposed charter will fill a gap for students who do not fit the requirements of other programs;
 - a demonstrated significant need, as the proposed school would be the sole program in the community to serve fifteen-year-old students;

- sound curricular selections and strong assessment systems;
 - a coherent staffing plan with clearly delineated responsibilities; and,
 - a proposed board with demonstrated capacity to manage effective schools.
4. The proposed charter school would meet or exceed enrollment and retention targets, as prescribed by the SUNY Trustees, of students with disabilities, ELLs, and students who are eligible applicants for the federal Free and Reduced Price Lunch (“FRPL”) program as required by Education Law § 2852(9-a)(b)(i).
 5. The applicant has conducted public outreach for the school, in conformity with a thorough and meaningful public review process prescribed by the SUNY Trustees, to solicit community input regarding the proposed charter school and to address comments received from the impacted community concerning the educational and programmatic needs of students in conformity with Education Law § 2852(9-a)(b)(ii).
 6. The Institute has determined that the proposal rigorously demonstrates the criteria and best satisfies the objectives contained within the RFP, and, therefore, is a “qualified application” within the meaning of Education Law § 2852(9-a)(d) that should be submitted to the Board of Regents for approval.

The Institute developed the RFP “in a manner that facilitate[d] a thoughtful review of charter school applications, consider[ed] the demand for charter schools by the community, and s[ought] to locate charter schools in a region or regions where there may be a lack of alternatives and access to charter schools would provide new alternatives within the local public education system that would offer the greatest educational benefit to students,” in accordance with Education Law § 2852(9-a)(b). The Institute also posted the draft RFP for public comment and responded to same.

The Institute conducted a rigorous evaluation of the proposal under consideration including academic and fiscal soundness, and legal reviews. In addition, the Institute engaged independent consultants to evaluate the proposal based on the criteria set forth in the RFP. Pursuant to its protocols, the Institute conducted an interview with the founding team, including the applicant, the proposed board of trustees, and key Urban Dove Team V leadership. Trustee Joseph Belluck, Chairman of the SUNY Trustees’ Charter Schools Committee, also met with the founding team.

Amendments to the Act in 2015 restricted the total number of charter schools the SUNY Trustees and the Board of Regents may approve to open in New York City. Currently, nine charters remain available to be granted in New York City by the SUNY Trustees or the Board of Regents.

BACKGROUND & DESCRIPTION

Urban Dove currently manages four charter schools, all of which serve an overage and undercredited student population, which refers to high school students who are significantly behind in the number of credits accumulated toward graduation than appropriate for their age. Urban Dove Team I opened in 2012 under the authorization of the Board of Regents, and is currently authorized to serve 305 students. Urban Dove Team I operates in private space in CSD 22, and was awarded a full term five year renewal in May 2022 with authority to operate through June 30, 2027. Urban Dove Team II opened in 2018 under

the authorization of the Board of Regents, and is currently authorized to serve 305 students. Urban Dove Team II operates in private space in CSD 8, and was awarded a full term five year renewal in May 2023 with authority to operate through June 30, 2028.

In addition to the two schools above, Urban Dove assumed management responsibilities for New Visions AIM Charter High School II (“AIM II”), now known as Urban Dove Team III Charter School (“Urban Dove Team III”), and New Visions AIM Charter High School I (“AIM I”), now known as Urban Dove Team IV Charter School (“Urban Dove Team IV”), on July 1, 2024. The boards of AIM I and AIM II previously contracted with New Visions for Public Schools, Inc. (“New Visions”) for various charter management services. New Visions made the decision to no longer provide charter management services as of June 30, 2024. Therefore, the boards of AIM I and AIM II reviewed options for a new management organization and requested a charter revision to transition all applicable responsibilities to Urban Dove, change the education corporation and school names to reflect the new management agreement, revise enrollment, and move districts. The Institute approved the revision finding the schools would continue to operate in an educationally, fiscally, and legally sound manner. Urban Dove Team III will serve 150 students ages 15-21 for the 2024-25 school year and grow to serve 305 students ages 15-21 by the 2026-27 school year in a private facility in CSD 4. Urban Dove Team IV will serve 150 students ages 15-21 for the 2024-25 school year and grow to serve 305 students ages 15-21 by the 2026-27 school year in a private facility in CSD 24.

MISSION, PHILOSOPHY, AND KEY DESIGN ELEMENTS

The Urban Dove Team V mission states:

Urban Dove Team Charter School V energizes, educates, and empowers young people through our network of Charter Schools serving over-age/under-credited high school students. Urban Dove schools apply an innovative model that uses sports, teams, restorative practices and mentoring to create a culture of high expectations and shared responsibility. By instilling our core values of Teamwork, Leadership and Communication, we develop our students into confident young adults ready to reach their full potential.

Urban Dove Team V will implement the following key design elements:

- **Sports-based Youth Development:** Each student is placed on a same-sex team with a dedicated, full-time coach. Every team and its coach move through the school day together and the coach leads the team in 2-3 hours of sports-based youth development activities daily. Coaches and their team of students progress through grade levels together.
- **More Time on Task:** Urban Dove schools have an extended day/extended year schedule, with a school day beginning at 9:45 AM and ending at 4:00 PM, and sometimes later. Over the course of a Monday – Saturday week, students will receive intensive academic classroom instruction, career development training, one-on-one and group counseling, personalized academic support, internships, and instructional and competitive sports play.
- **Same-Sex Groupings:** Students move through their time at Urban Dove schools in same sex teams both for sports and academic classes. Gender bias and social norms reduce opportunities for young women to take leadership roles in co-ed environments, reinforcing negative stereotypes. Single sex environments have also been shown to break down stereotypes that might hinder students from choosing to pursue coursework and activities.

- **Differentiated Instruction:** Unlike other transfer schools where students are placed in classes by their individual credit needs and course content is static, at Urban Dove schools, students will move through classes with their teams and teachers will differentiate instruction to address the varying academic needs and learning styles of each student.
- **Targeted Interventions:** Upon enrollment, each student at Urban Dove schools takes a Reading and Math inventory, so that teachers have a starting point to differentiate instruction and the school can have baseline data. The results of the assessments provide students, teachers, as well as the entire school community and the board, valuable data on the success of Urban Dove schools and instructional practices. Ongoing data collection allows the school to know which students are in need of further intervention
- **Student Support Services:** Every Urban Dove school has a department of Student Support Services, composed of three full time counselors, a dean who focuses on youth development, and a director of youth development who focuses on the psychological and emotional needs of all students.
- **Restorative Practices:** Urban Dove utilizes a restorative practice, with coaches leading their teams of students in once-weekly ‘circles’ to connect with one another, process, and resolve conflicts openly. All staff members consistently attend restorative practice training to remain equipped to facilitate this critical work.

CALENDAR AND SCHEDULE

Urban Dove Team V will offer 185 days of instruction each year. The first day of instruction for the 2025 school year will be on or around September 4, 2025, and the last day will be on or around June 26, 2026. Subsequent school years will follow a similar calendar. The school day will begin each morning at 9:30 A.M. and end at 4:00 P.M. Urban Dove Team V will provide students with more than 1,125 hours of instruction per year, which meets the requirements of 990 instructional hours for 7th – 12th grades mandated by Education Law § 2851(2)(n) and 8 NYCRR § 175.5.

ACADEMIC PROGRAM

Urban Dove Team V will implement the highly effective academic program in place at Urban Dove Team I and Urban Dove Team II. The school will offer a rigorous three year high school program that allows some students to take a fourth year to complete graduation requirements as necessary. The program supports students in earning accelerated course credits to prepare to pass Regents exams required for graduation, while providing college and career planning support.

In recognition of the unique needs of the student population the school intends to serve, students in their first year focus on core academic courses to close skill gaps, build confidence, and rebuild academic engagement. Teachers, coaches, and counselors work closely with students at the time of enrollment to identify what credits they have in place and what credits and exams they need to graduate, and develop student-specific plans and timelines based on the analysis.

English Language Arts (“ELA”) (Reading and Writing)

Urban Dove Team V will use the network’s teacher-developed ELA curriculum that aligns with the New York State Learning Standards. The ELA program emphasizes development of students’ ability to understand and analyze texts across genres and to develop clear and compelling writing, and uses a practical task-based approach to support diverse learners. For example, students analyzing a play may

watch a stage performance and then act out and discuss key scenes in the classroom. Units of study address a wide range of genres and prepare students for the ELA Regents exam. In addition, students preparing for college take a College Ready ELA course in their third year which focuses on advanced reading and writing skills necessary for success in postsecondary education.

Mathematics

Urban Dove Team V will use the network's teacher-developed and standards aligned mathematics curriculum. The mathematics program starts with pre-algebra in students' first year to ensure students have strong foundational skills in place. Students then take Regents preparatory algebra in their second year to prepare them for successful completing of the algebra Regents exam. Third year math curriculum includes an economics and financial literacy course which provides students with practical mathematical skills and knowledge to support them in careers and life. Students preparing for higher education take College Ready mathematics in their third year to develop more advanced mathematics skills needed in college.

Science

Urban Dove Team V will use the network's teacher-developed and standards aligned science curriculum, which builds key scientific knowledge using practical applications and real world situations and problems. In year one, the school offers life science to prepare students for the Living Environment Regents exam. Students then take earth science in year three to prepare for the Earth Science Regents exam. Science teachers work closely with math teachers to ensure lessons reinforce and support current units and focus areas across courses.

Social Studies

Urban Dove Team V will use the network's teacher-developed social studies curriculum that aligns with the New York State Learning Standards. In year one and two, students take geography and global history in preparation for the Global History Regents exam. In Year 3, students take United States history and Participation in Government to prepare for the United States History Regents exam. Social studies teachers collaborate closely with ELA teachers to ensure lessons reinforce and support current units and focus areas across courses. For example, a unit plan focused on the Vietnam War may include study of a variety of sources such as books, maps, and podcasts, and culminate in students writing an essay or research paper responding to defined prompts.

At-Risk

Urban Dove Team V provides robust supports to students at-risk of failure in recognition of its intended student population of overage and undercredited students. Immediately upon enrollment, the school administers a Reading and Math Inventory assessment to each student to assess their current skills, while also assessing their credit accumulation status and developing an individualized plan to guide students toward Regents and high school completion. Leaders and teachers review students' inventory assessment results and differentiate class materials based on students' skill gaps, such as by providing phonics interventions and guided reading materials at an appropriate level as needed. Each classroom at the school operates an integrated co-teaching ("ICT") model with a general education and special education teacher to meet the needs of students with disabilities and to provide intervention services to support struggling students. Finally, the school implements an appropriate identification process for ELLs and provides individualized support using programs such as IXL, a web-based intervention tool.

Sports Based Youth Development

Urban Dove Team V will implement the innovative sports-based youth development approach, which includes daily and weekly time in a dedicated team of students, led by a coach in partnership with teachers and social workers. During this time, students participate in sports and fitness activities while also engaging in advisory and social-emotional content aimed at developing overall well-being as well as leadership and career skills.

HiRisers

HiRisers is a peer-mentoring program every student at Urban Dove Team V will participate in yearly, where students are trained to work with elementary age children to teach them literacy, life skills, and sports. This program helps the older students develop confidence while reinforcing academic and social emotional skills, and providing experience with professional responsibilities.

College All-Stars

College All-Stars (“CAS”) is a comprehensive college prep program offered to all students at Urban Dove Team V. During CAS, students participate in fun and informative workshops that begin by introducing the types of higher education opportunities available as well as other foundational information such as the difference between grants and loans to help prepare students for success in the college application process. As students progress, CAS content mirrors the progression through the college application and preparation process, integrating topics such as preparing for the SAT and filling out financial aid forms.

Creative Arts

In year 2, students at Urban Dove Team V will have an opportunity to take a creative arts sequence. Creative arts course plans and materials are developed by teachers and may include visual arts, drama, or other art forms based on the individual teaching staff expertise.

EXISTING SCHOOL PERFORMANCE

As transfer high schools, Urban Dove Team I and Urban Dove Team II have demonstrated the capacity to effectively serve overage and undercredited high school students through an innovative sports-based youth development model, which combines a rigorous academic program with active participation in sports and leadership development activities under the guidance of a dedicated coach. Through this model, both schools achieve graduation outcomes for their target population that surpass the average performance of similar peer populations within the district. Notably, according to the New York City Department of Education’s performance dashboard, Urban Dove Team II’s student impact (achievement adjusted for the performance level of students when they enter the school) in 2022-23 was slightly higher than average. Further, both schools posted student enrollment persistence rates that nearly match the citywide average for transfer high schools demonstrating validity for the schools’ sixth year graduation rate results.

Urban Dove Team I and Urban Dove Team II recently earned full-term renewals from their current authorizer, the Board of Regents. Both schools met or came close to meeting the goals set forth in their current charter contracts in place with the Board of Regents. In its most recent renewal review in 2021-22, Urban Dove Team I met nine of its 10 benchmarks with the Board of Regents noting the school is approaching its benchmark for student enrollment, recruitment, and retention based on the school’s enrollment of ELLs. The Board of Regents also granted a full-term renewal to Urban Dove Team Charter

School II in 2022-23, which met nine of ten benchmarks and was approaching its benchmark for student performance. The authorizer noted that there was limited data and information with which to make the determination following the interruption to data availability caused by the COVID-19 pandemic during the charter term.

SCHOOL CULTURE AND DISCIPLINE

Urban Dove Team V's school culture is rooted in its three core values of teamwork, leadership, and communication, which drive and inform the culture and climate of the school. The innovative sports-based youth development model emphasizes the importance of each cohort acting and functioning as a "team", and enacts a restorative and therapeutic approach to ensure it meets the unique needs of the school's overage and undercredited student population.

To ensure a safe and productive environment, coaches and teachers lead a "training camp" at the beginning of the year to introduce students to the culture and expectations, and hold weekly "team time" circles during which students meet with their coach and social worker to discuss topics such as conflict resolution, health issues, and current events. The school also enacts a school-wide incentive program called the "UD Cup," which is a points-based system that rewards students for positive actions such as attendance, performance, and exhibiting the core values. Finally, the school maintains regular communication with parents and guardians and maintains partnerships with external social service agencies to provide additional support for students.

ORGANIZATIONAL CAPACITY

Urban Dove Team V will replicate the leadership structure in place at the other schools managed by Urban Dove. The school leader manages the overall delivery of the school's program and mission and oversees a director of operations, director of curriculum and instruction, director of youth development, and director of college and career readiness who provide additional leadership in operations, academics, delivery of the sports-based youth development program aspects, and college and career planning supports. School leaders report to the board of trustees, with day to day support and evaluation from CMO staff. As the school grows over its first charter term, additional deans, teachers, coaches, and operational staff are added to support the growing student population. This organizational structure provides clear lines of reporting and oversight with sufficient staff to ensure effective delivery of the program in accordance with its key design elements.

The school will receive support from the Urban Dove CMO, which provides services including curriculum and assessment development, professional learning for leaders and teachers, operational support, technology and data management, financial management, student recruitment, and human resources.

GOVERNANCE

The by laws of Urban Dove Team V indicate that the education corporation board will consist of no fewer than 6 and no more than 13 voting members. The proposed members of the board of trustees are set forth below:

1. Michael Grandis, Board Chair

Michael Grandis is the Chief Legal and Administrative Officer at Tantalus Systems Inc. An attorney, Michael's practice focuses on corporate transactional work. In addition to mergers and acquisitions, venture capital and private equity investments, Mike's experience includes SPAC deals, divestitures, mezzanine debt transactions, joint ventures, recapitalizations, and financings.

2. Spencer Rothschild, Vice-Chair

Spencer Rothschild's career began in hospitality where he built and managed two multi-unit hospitality companies: Main Street Restaurant Partners and Barrio Foods Consulting. In 2017, Mr. Rothschild became CEO and Partner of Coalition Space/MicroOffice, a boutique real estate investment firm with a focus on commercial co working.

3. Patrick Fagan, Treasurer

Patrick Fagan is the Senior Manager of Field Support Budget and Human Resources at the NYCDOE Office of School Support. Patrick is a founding Board Member of Urban Dove Team I and has served on the board for 10 years. Patrick received his M.B.A. in Finance/Management at CUNY Baruch College – Zicklin School of Business.

4. Heather Bushong, Secretary

Heather Bushong is business affairs attorney in the Intellectual Property/Books Division of Creative Artists Agency where she handles contracts for authors whose works are optioned for film and television. Heather attended the University of Montana and received her B.A. in History and Linguistics. After working as an ESL teacher for several years, she attended Northeastern University School of Law and received a J.D.

5. Patricia L. Charlemagne, Ed.D., J.D., Trustee

Patricia is a founding member of the Board of Trustees of Urban Dove Team I, and is currently the President of Stoked Mentoring, Inc. where she focuses on fund development, strategic leadership, and diversity training. She brings an extensive legal background with a commitment to economic justice advocacy and education innovation.

6. Andrew Ehigiator, Trustee

Andrew Ehigiator is a Search Performance Manager at Walmart Connect, and has worked in various digital project management and e-commerce operations roles. Andrew has been involved with Urban Dove for over twenty years, dating to its genesis as a community based organization. After graduating from Widener University with a degree in Management Information Systems, Andrew returned to Urban Dove as a board member.

FACILITIES

Urban Dove Team V plans to secure private facilities in the proposed CSD. The existing schools all operate in private space, and the founding team and network have experience identifying facilities, negotiating private lease agreements, and overseeing building and renovations as required. The founding team has relationships with several local development companies and real estate agents to assist in the selection of a facility, including several local development companies that have located and renovated facilities for other area charter schools in the past. The proposed charter expects to engage in robust facility negotiations that will yield multiple suitable sites upon authorization. Additionally, the founding team will have support from the network and board in the facility acquisition process. If viable long-term private facilities are unavailable, the school will seek temporary incubation space in the proposed CSD while continuing to identify a long-term private facility.

FISCAL IMPACT

The fiscal impact of Urban Dove Team V on the district is summarized below.

Charter Year	A.	B.	C.	D.	E.	F.	G.
	Expected Number of Students	Basic Charter School Per Pupil Aid	Projected Per Pupil Revenue (AxB)	Other District Revenue (SPED, Food Service, Grants, etc.)	Total Project Funding from District to Charter School (C+D)	New York City School District Budget	Projected District Impact (E/F)
Year 1 (2025-26)	110	18,340	2,017,400	835,000	2,852,400	39,400,000,000	0.01%
Year 5 (2029-30)	305	18,340	5,593,700	2,320,000	7,913,700	39,400,000,000	0.02%

The Institute finds that the fiscal impact of the proposed school on the district, including charter, district, and nonpublic schools in the same geographical area will be minimal.

The Institute reviewed the school’s proposed startup and fiscal plans and supporting evidence for each year of the proposed charter term, as well as the network’s business plan and financial statements, and finds the budgets and fiscal plans are sound and sufficient startup funds will be available to the new charter school.

The Institute analyzed the existing education corporation and finds it fiscally strong as reflected in the fiscal dashboard included in Appendix C.

NOTIFICATION & PUBLIC COMMENTS

The Institute notified the district as well as public and nonpublic schools in the same geographic area of the proposed school about receipt of the proposal, and posted a public notice on the Institute’s website for public review. The district scheduled a public hearing pertaining to the proposed school for May 29, 2024. The Institute carefully reviews and considers all district and public comments received prior to finalizing its recommendation. Any district comments and a summary of public comments is provided in Appendix A.

PREFERENCE SCORING

Education Law § 2852(9-a)(c) requires authorizers to establish a scoring rubric and grant priority to applications meeting both statutory and authorizer standards. The purpose of the preference criteria is to prioritize proposals in the event that the number of proposals meeting the SUNY Trustees' requirements exceeds the maximum number of charters to be issued. The RFP identified the minimum eligibility requirements and mandated preference criteria required by Education Law § 2852(9-a)(c), as described in greater detail below, as well as SUNY's additional criteria. The Urban Dove Team V proposal met the eligibility requirements, as evidenced by the following:

- the proposal was sufficiently complete, i.e., it included a Transmittal and Summary form, Proposal Summary, and responses to all RFP requests as prescribed by the Institute;
- the proposal included a viable plan to meet the enrollment and retention targets established by the SUNY Trustees for students with disabilities, ELLs, and students who are eligible to participate in the FRPL program (as detailed in Request 5); and,
- the proposal provided evidence of public outreach that conforms to the Act and the process prescribed by the SUNY Trustees for the purpose of soliciting and incorporating community input regarding the proposed charter school and its academic program (as detailed in Request 4).

As Urban Dove Team V's proposal submission met the eligibility criteria, the Institute's evaluation continued with a full review of the proposal, an interview of the application team and proposed board of trustees, and requests for clarification and/or amendments to the proposal. The review process then continued with an evaluation of the proposal in relation to the 9 Preference Criteria contained in the RFP for which proposals can earn credit as described in the RFP's Preference Scoring Guidance. The Preference Criteria, in addition to eligibility criteria and the overall high standards established by the SUNY Trustees, include the mandatory objectives set forth in Education Law §§ 2852(9-a)(c)(i)-(viii).

Pursuant to the RFP, in compliance with the requirements for new charter applications set forth in Education Law § 2852(9-a)(b)(i-ii), (g), the Institute recommends the SUNY Trustees approve the application for one new charter as proposed. Urban Dove Team Charter School V earned a score of 30.75 preference points out of a maximum of 39.

CONCLUSION & RECOMMENDATIONS

Based on its review and findings, the Institute recommends that the SUNY Trustees approve the proposal to establish Urban Dove Team Charter School V to open in July 2025 .

APPENDIX A:

SUMMARY OF PUBLIC COMMENTS RECEIVED

SUMMARY OF PUBLIC COMMENTS RECEIVED DURING THE SUNY PUBLIC COMMENT PERIOD THROUGH JULY 10, 2024

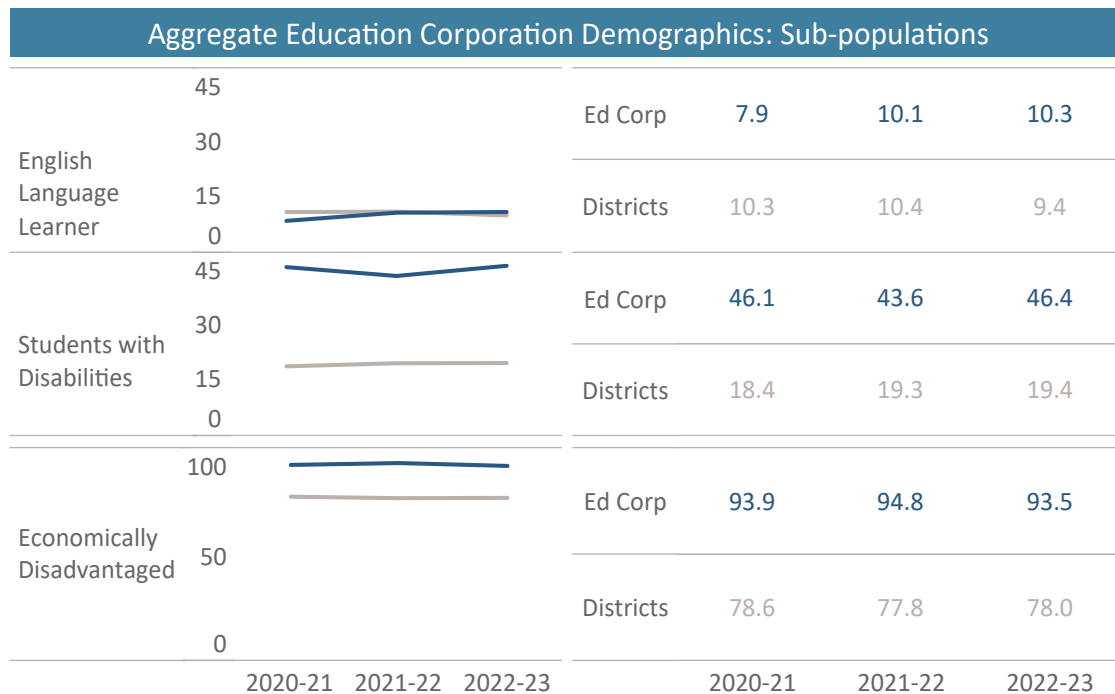
On or about March 7, 2024, in accordance with Education Law § 2857(1), the Institute notified the district as well as public and private schools in the same geographic area of the proposed school about receipt of the proposal to establish Urban Dove Team V. The notice reminded the district that the New York State Commissioner of Education's regulations require the school district to hold a public hearing within 30 days of the notice for each new charter application. A redacted copy of the Urban Dove Team V proposal was also posted on the [Institute's website](#) for public review.

The district scheduled a hearing pertaining to the proposed school for May 29, 2024 and provided the Institute a summary of comments made. The New York City Department of Education ("NYCDOE") held its required hearing on Urban Dove V's new charter school application on May 29, 2024 by video conference. The founder and executive director spoke about the network's history, especially in CSD 13, and the unique school model of a transfer high school for overage and undercredited high school students who are 15 and 16 years old. As NYCDOE serves older students in its overage and undercredited program, Urban Dove successfully partners with NYCDOE to serve more students. In its 12 years of operation, Urban Dove schools have received full-term renewals from the Board of Regents and have doubled the graduation rates of students in this population since opening. Three school representatives, including the board chair, spoke about the supports students receive at Urban Dove schools such as college enrollment and workforce readiness programs, internships, a special education teacher in every classroom, social and emotional supports, a community garden, and a dedicated coach for each student to help the student and family reengage and trust the schooling system. A letter of support from New York City's District 36 Council Member was read offering his full and enthusiastic support for the proposed Urban Dove V Charter School. He highlighted the great need for transfer schools, the excellent outcomes of the current Urban Dove schools, the impressive alumni he's met, and the school's outreach in the North Central Brooklyn area to receive advice and feedback on their plans. An alumni and current employee at an Urban Dove school spoke in support of the application and shared how life changing and amazing his school experience was and continues to be at Urban Dove. One member of the community spoke in opposition to the application and stated she believes in transfer schools, but not charter schools because they divert resources from district schools, handpick their students, and take over under-enrolled district schools.

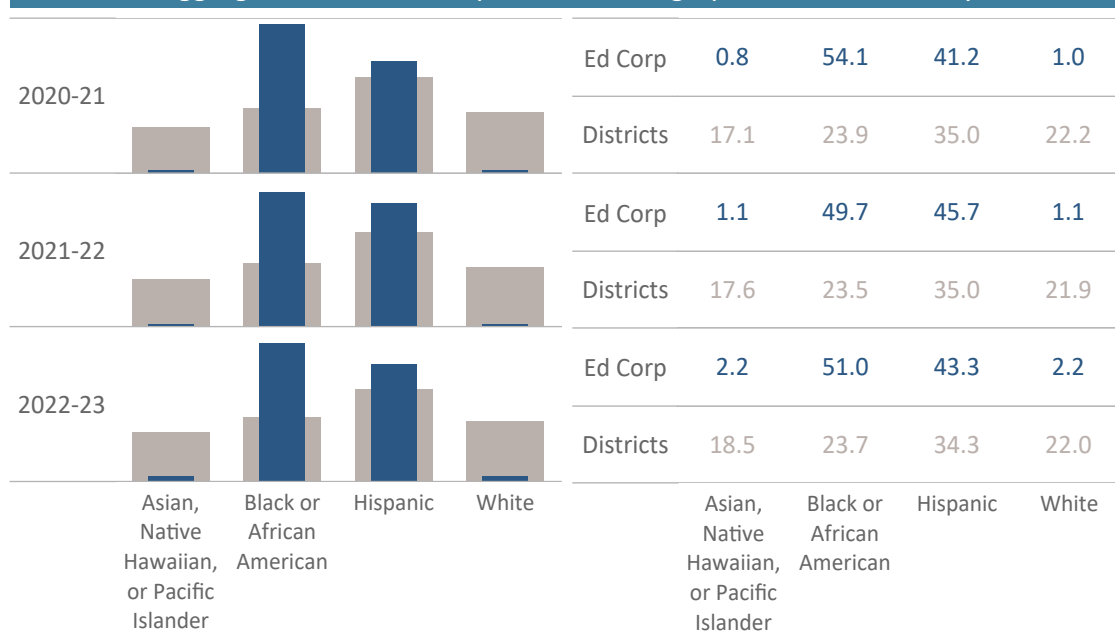
The applicants provided evidence of support for the proposed school in the form of letters from a variety of individuals and organizations including New York City Council Member Chi Osse; New York City Council Member Lincoln Restler; Diane Jacques, Pastor of Connect Life Church; Gena Jackson, Executive Director of JAIA Youth Brooklyn; Robinson Lynn, Executive Director of Momentum Education; Shneaqua Purvis, Executive Director of Both Sides of the Violence, Inc.; and, Marion Yuen, Executive Director of MYA Group. The Institute has received no direct comments in opposition to the application.

APPENDIX B: EXISTING SCHOOL PERFORMANCE

Urban Dove Team Charter Schools Aggregate Education Corporation Enrollment

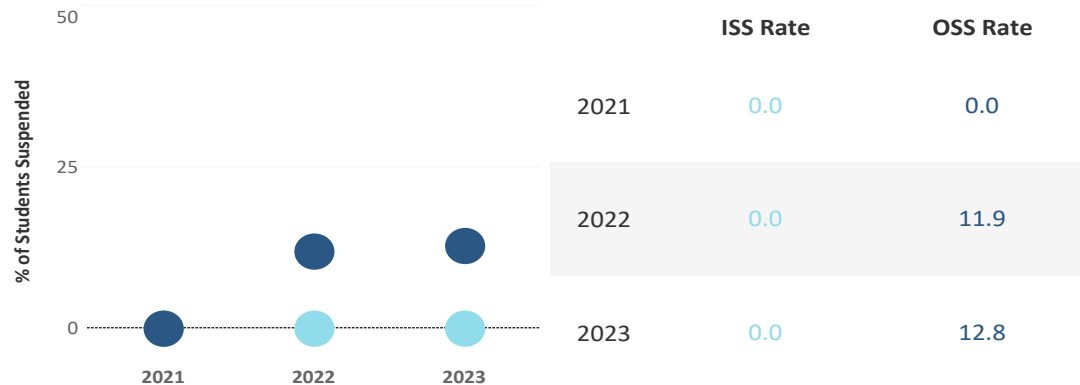


Aggregate Education Corporation Demographics: Race/Ethnicity



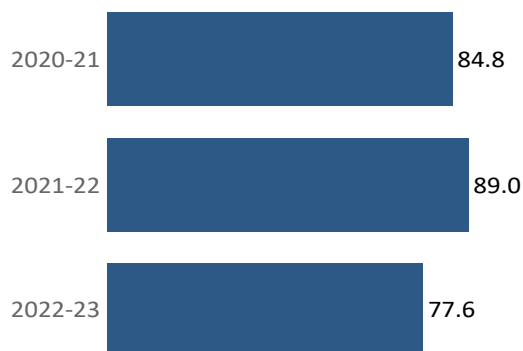
APPENDIX B: EXISTING SCHOOL PERFORMANCE

Urban Dove Team Charter Schools



Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

Persistence in Enrollment: The percentage of students eligible to return from previous year who did return



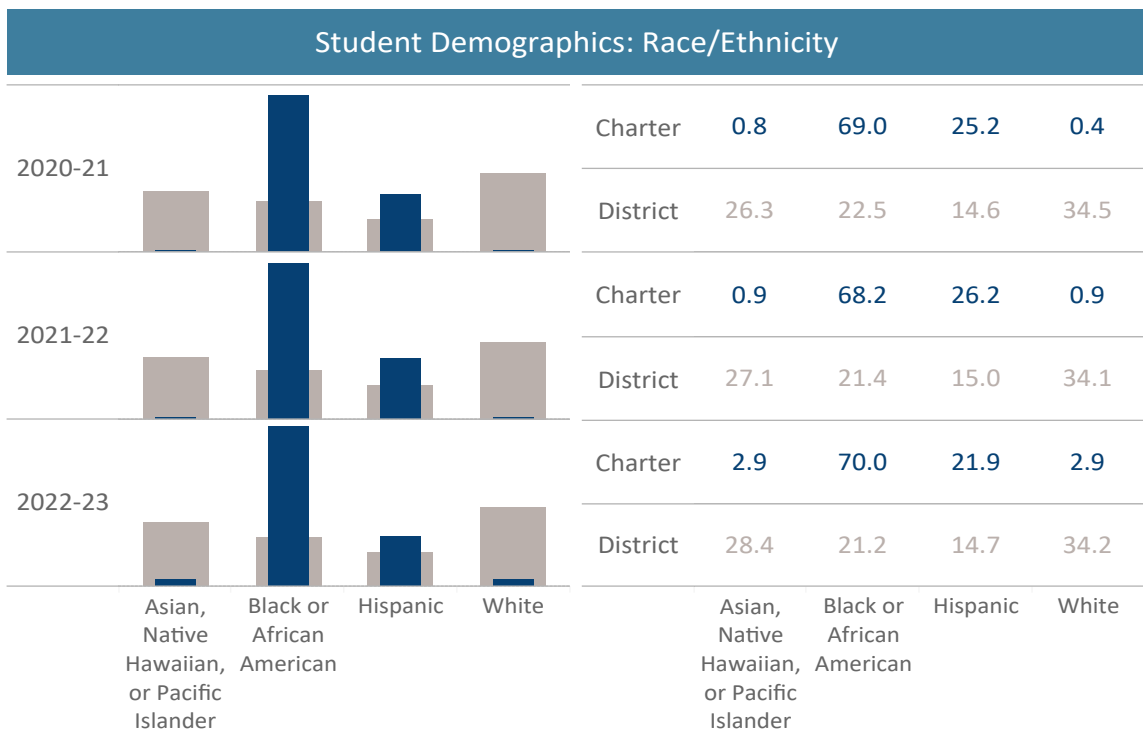
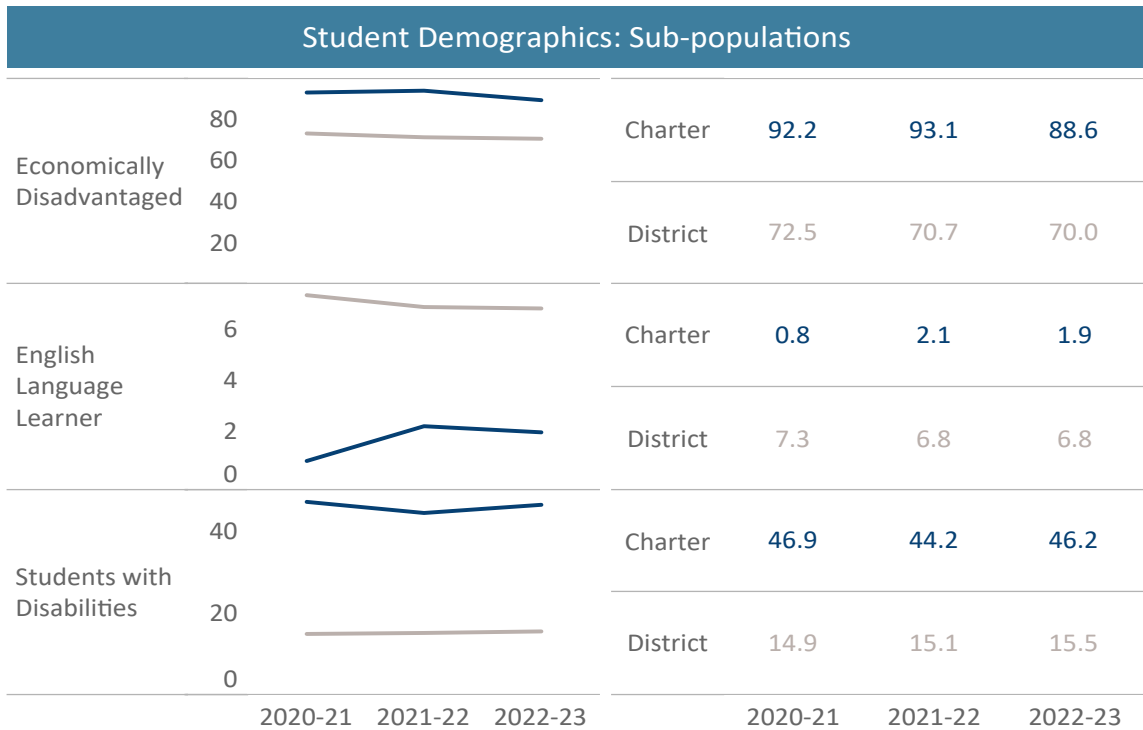
Expulsions: The number of students expelled from the charter each year

2021	2022	2023
0	7	13

APPENDIX B: EXISTING SCHOOL PERFORMANCE

Urban Dove Team Charter School

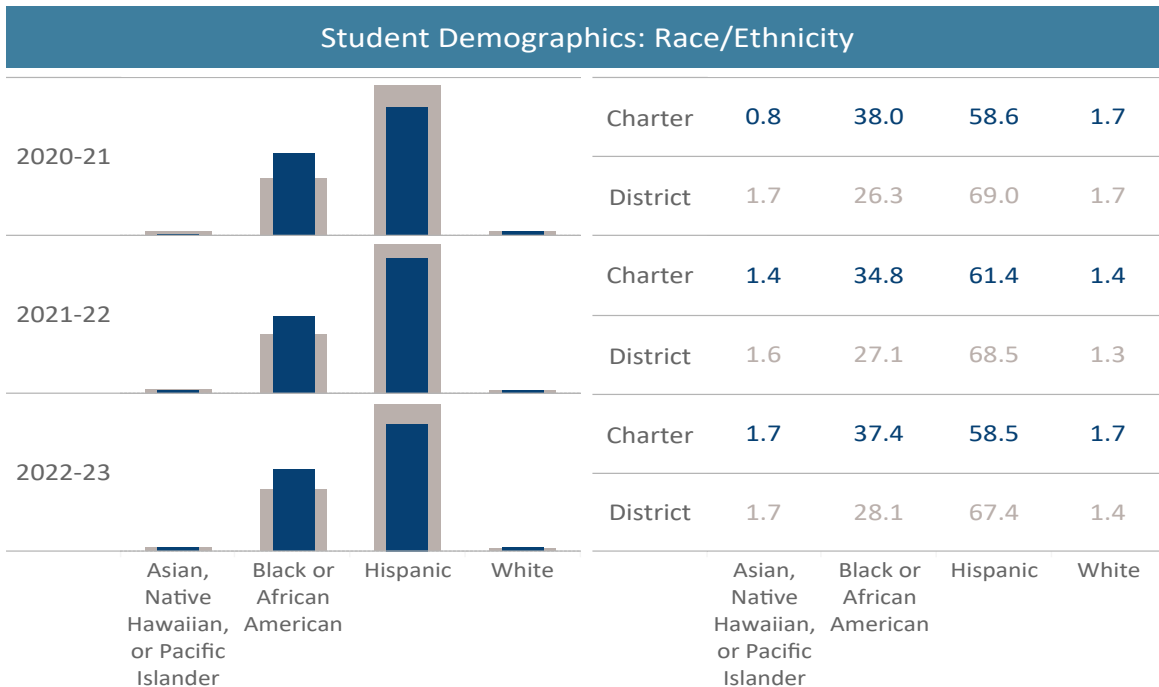
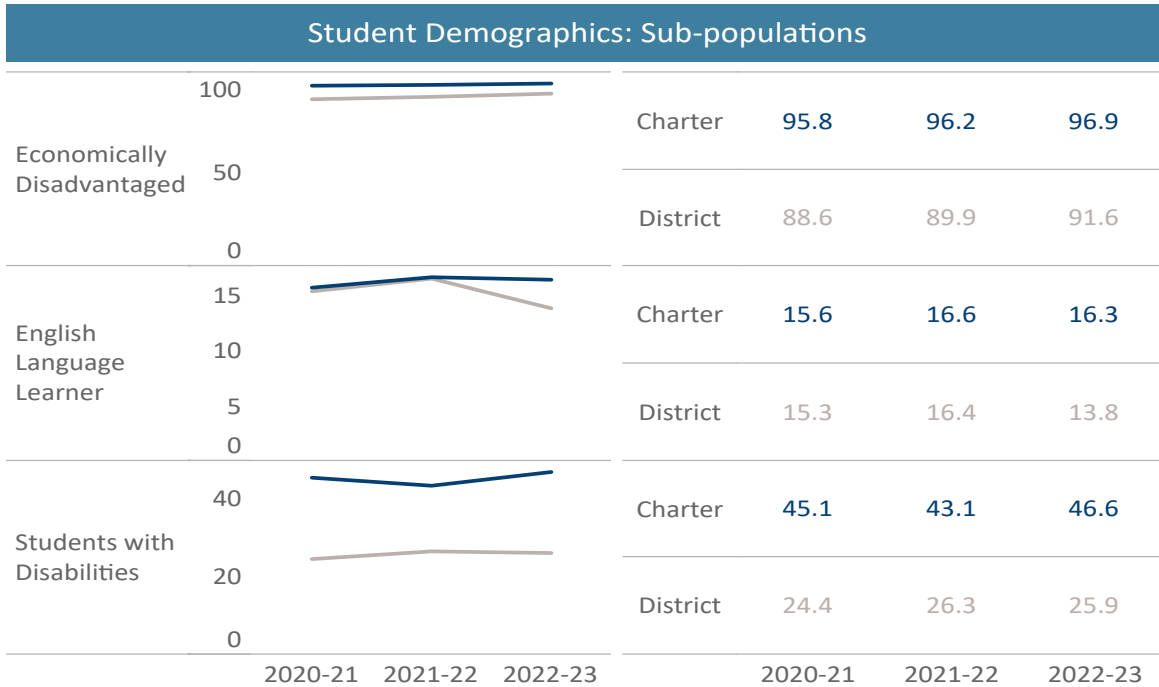
Brooklyn CSD 22



APPENDIX B: EXISTING SCHOOL PERFORMANCE

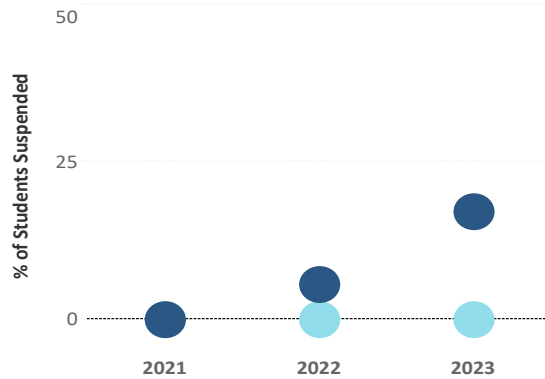
Urban Dove Team Charter School II

Bronx CSD 7



APPENDIX B: EXISTING SCHOOL PERFORMANCE

Urban Dove Team Charter School



Brooklyn CSD 22

ISS Rate

OSS Rate

2021

0.0

0.0

2022

0.0

5.6

2023

0.0

17.1

Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

Persistence in Enrollment: The percentage of students eligible to return from previous year who did return



Expulsions: The number of students expelled from the charter each year

2021

2022

2023

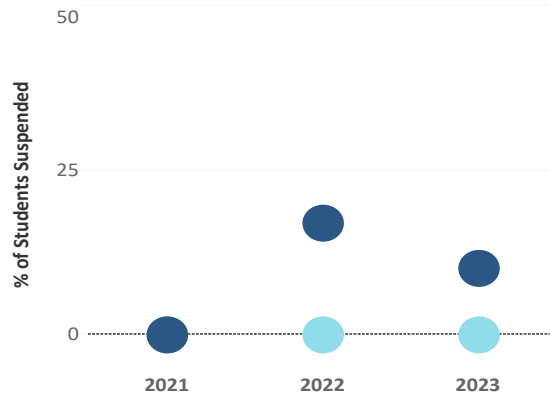
0

3

4

APPENDIX B: EXISTING SCHOOL PERFORMANCE

Urban Dove Team Charter School II



Bronx CSD 7

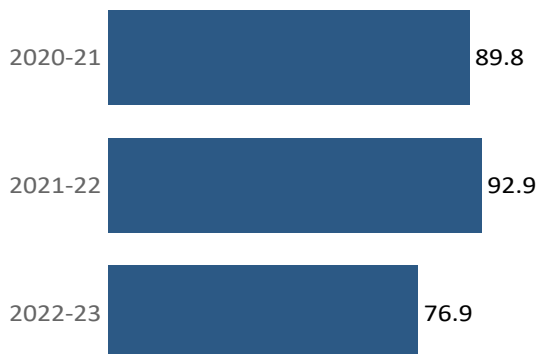
ISS Rate

OSS Rate

2021	0.0	0.0
2022	0.0	16.9
2023	0.0	10.1

Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

Persistence in Enrollment: The percentage of students eligible to return from previous year who did return



Expulsions: The number of students expelled from the charter each year

2021	2022	2023
0	4	9

APPENDIX C:

FISCAL DASHBOARD

Urban Dove Team Charter Schools

CHARTER INFORMATION

BALANCE SHEET

Assets

Current Assets

Cash and Cash Equivalents - **GRAPH 1**
 Grants and Contracts Receivable
 Accounts Receivable
 Prepaid Expenses
 Contributions and Other Receivables

Total Current Assets - GRAPH 1

Property, Building and Equipment, net
 Other Assets

Total Assets - GRAPH 1

Liabilities and Net Assets

Current Liabilities

Accounts Payable and Accrued Expenses
 Accrued Payroll and Benefits
 Deferred Revenue
 Current Maturities of Long-Term Debt
 Short Term Debt - Bonds, Notes Payable
 Other

Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability
 All other L-T debt and notes payable, net current maturities

Total Liabilities - GRAPH 1

Net Assets

Without Donor Restrictions
 With Donor Restrictions

Total Net Assets

Total Liabilities and Net Assets

ACTIVITIES

Operating Revenue

Resident Student Enrollment
 Students with Disabilities
Grants and Contracts
 State and local
 Federal - Title and IDEA
 Federal - Other
 Other
 NYC DoE Rental Assistance
 Food Service/Child Nutrition Program

Total Operating Revenue

Expenses

Regular Education
 SPED
 Other

Total Program Services

Management and General
 Fundraising

Total Expenses - GRAPHS 2, 3 & 4

Surplus / (Deficit) From School Operations

Support and Other Revenue

Contributions
 Fundraising
 Miscellaneous Income
 Net assets released from restriction

Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

Total Revenue - GRAPHS 2 & 3

Change in Net Assets

Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

Net Assets - End of Year - GRAPH 2

2018-19	2019-20	2020-21	2021-22	2022-23
2,058,603	4,244,162	4,873,153	3,894,225	4,244,335
277,275	347,299	517,565	352,194	752,505
7,679	20,145			
1,750	105,560	17,092	2,907	35,092
		1,056,214		1,736,766
2,345,307	4,717,166	6,464,024	4,249,326	6,768,698
162,615	175,683	381,600	2,387,234	45,291,216
125,152	227,047	227,222	359,149	1,299,154
2,633,074	5,119,896	7,072,846	6,995,709	53,359,068

111,551	108,129	550,875	258,917	240,107
723,502	952,378	1,158,172	1,258,771	1,153,865
5,740	225,212	55,781		
			55,781	
		1,600,525		
218,916	199,499		2,880	1,080,901
1,059,709	1,485,218	3,365,353	1,576,349	2,474,873
	278,906	167,344	111,563	44,798,286
	1,500,000			
1,059,709	3,264,124	3,532,697	1,687,912	47,273,159

1,573,365	1,855,772	3,540,149	5,307,797	6,085,909
1,573,365	1,855,772	3,540,149	5,307,797	6,085,909

2,633,074	5,119,896	7,072,846	6,995,709	53,359,068
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6,154,562	8,054,667	12,388,359	12,811,585	13,667,063
2,911,290	3,568,542			

2,049,415	645,168	1,613,469	1,919,117	2,064,352
		243,374		348,893
		531,565	2,386,527	1,618,350
				33,364
	1,190,013			
11,115,267	13,458,390	14,776,767	17,117,229	17,732,022

6,141,875	7,274,569	8,907,003	10,399,532	10,900,402
2,266,945	3,263,841	3,298,654	3,473,229	3,563,798
8,408,820	10,538,410	12,205,657	13,872,761	14,464,200
1,890,147	2,547,544	2,321,202	2,984,122	3,255,172
144,499	174,986	110,074	111,172	122,303
10,443,466	13,260,940	14,636,933	16,968,055	17,841,675

671,801	197,450	139,834	149,174	(109,653)
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350,560	84,764	44,019	17,798	
273	193	1,500,524	1,600,676	887,765
350,833	84,957	1,544,543	1,618,474	887,765

11,466,100	12,353,334	15,546,371	16,349,176	16,619,180
11,466,100	12,353,334	15,546,371	16,349,176	16,619,180

1,022,634	282,407	1,684,377	1,767,648	778,112
593,543	2,192,249	2,463,609	3,540,149	5,307,797
-	-	-	-	-
1,616,177	2,474,656	4,147,986	5,307,797	6,085,909

APPENDIX C: FISCAL DASHBOARD

CHARTER INFORMATION - (Continued)

Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
Total Salaries and Staff
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other
Total Expenses

2018-19	2019-20	2020-21	2021-22	2022-23
5,566,473	6,993,210	7,992,356	8,936,587	8,693,956
5,566,473	6,993,210	7,992,356	8,936,587	8,693,956
1,130,980	1,503,196	1,641,062	1,878,733	1,965,387
1,111,527	1,346,039	1,476,852	1,519,542	1,713,774
1,643,015	2,430,949	2,522,658	3,013,397	3,749,636
110,334	104,837		59,541	125,930
229,684	321,252	588,497	401,896	1,012,502
32,636	17,286	95,390	167,223	104,010
400,629	353,421	202,030	679,188	202,258
155,504	80,527	100,258	193,907	225,131
62,684	110,223	17,830	118,041	39,091
10,443,466	13,260,940	14,636,933	16,968,055	17,831,675

CHARTER ANALYSIS

Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

2.6	2.5	3.0	2.8	2.1
Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong

Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

1,285,598	3,231,948	3,098,671	2,672,977	4,293,825
11.2%	26.2%	19.9%	16.3%	25.8%
2.2	3.2	1.9	2.7	2.7
MEDIUM	LOW	MEDIUM	MEDIUM	MEDIUM
Good	Excellent	Good	Good	Good

Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

2.2	3.1	1.9	2.7	2.7
MEDIUM	LOW	MEDIUM	LOW	LOW
Good	Excellent	Good	Excellent	Excellent

Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.4	0.6	0.5	0.2	0.9
LOW	MEDIUM	MEDIUM	LOW	MEDIUM
Excellent	Good	Good	Excellent	Good

Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

2.4	3.8	4.0	2.8	2.9
MEDIUM	LOW	LOW	MEDIUM	MEDIUM
Good	Excellent	Excellent	Good	Good



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