American Dream Charter School

ADCS Board of Trustees Monthly Meeting

SY26-27

Published on November 16, 2026 at 5:19 PM EST

Date and Time

Monday November 16, 2026 at 5:30 PM EST

Location

Join Zoom Meeting
https://us02web.zoom.us/j/3880187236

Meeting ID: 892 3909 4103

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**5:30 PM**
A.	Record Attendance Guests: Dr. Melissa melkonian - Founder & E.D. Nicholas Gallagher - Chief of Staff			1 m
B.	Call the Meeting to Order			

		Purpose	Presenter	Time
C.	Approve Minutes	Approve Minutes		1 m
II.	**Educational Success**			**5:32 PM**
A.	Benchmark 1: Student Performance	FYI	Nicholas Gallagher	3 m
B.	Benchmark 2: Teaching and Learning **2026 Summer Boost Program Results**	Discuss	Melissa Melkonian	5 m
C.	BENCHMARK 3: Culture, Climate, and Student and Family Engagement Important Upcoming Dates: • HS Potluck - 11/23 • HS Day of Service for Students - 11/24 • MS Potluck - 11/12 • School Closed 25th - 27th • FaSC #2 December 10th • MS Winter Showcase is 12/23 • 12/24-1/1/27: Winter Break		Melissa Melkonian	5 m
III.	**Organizational Soundness**			**5:45 PM**
A.	BENCHMARK 4: Financial Condition • **Account balances**		Nicholas Gallagher	5 m
B.	BENCHMARK 5: Financial Management • ADCS Financial Report at 10-31-2026 ◦ For questions to be sent to ASNY • Dr. Melkonian's cumulative donations raised since her fundraising efforts began (unrestricted funds)	Discuss	Nicholas Gallagher	5 m
C.	BENCHMARK 6: Board Oversight and Governance: Review of the District Wide Safety Plan	Vote	Nicholas Gallagher	5 m

		Purpose	Presenter	Time
D.	BENCHMARK 7: Organizational Capacity New hires: • MS Visual Arts Teacher • HS AP Science teacher • MS/HS ENL Teacher	FYI	Nicholas Gallagher	5 m
IV.	**Faithfulness to Charter & Law**			**6:05 PM**
A.	BENCHMARK 8: Mission and Key Design Elements			5 m
B.	BENCHMARK 9: Enrollment, Recruitment, and Retention **Current Enrollment: 540 Total** • 6th - 50 • 7th - 74 • 8th - 90 • 9th - 89 • 10th - 69 • 11th - 85 • 12th - 83	FYI	Nicholas Gallagher	3 m
C.	BENCHMARK 10: Legal Compliance	FYI	Nicholas Gallagher	5 m
V.	**Other Business**			
VI.	**Closing Items**			
A.	Adjourn Meeting	Vote		

Coversheet

Benchmark 2: Teaching and Learning

Section:	II. Educational Success
Item:	B. Benchmark 2: Teaching and Learning
Purpose:	Discuss
Submitted by:	
Related Material:	2026_Summer Boost_American Dream Charter School.pdf

SUMMER 2026 Summer Boost Program Results

Grantee: American Dream Charter School

About Summer Boost 2026

Summer Boost is a private philanthropic initiative supported by Bloomberg Philanthropies in partnership with co-funders. Originally launched in response to COVID learning loss, the program continues to support charter students in select cities across the nation to accelerate learning and drive academic recovery in English Language Arts and Math while providing engaging enrichment activities. The 2026 Summer Boost program served 38,499 students across 210 grantees and 464 schools in 7 cities. All sections of this report reflect academic outcomes for students who completed both the pre- and post-assessments defined as valid data.*

Grantee Summary

Enrollment

Actual Enrollment: 127

Rising Grade-Levels Served: 6-9

Attendance

Average Daily Attendance (ADA): 91%

Assessment Participation

ELA Assessment Completion Rate: 89%

Math Assessment Completion Rate: 88%

*A student's assessment data is considered valid when both a submitted and graded pre-assessment and a submitted and graded post-assessment are available for the same assessment administration and therefore count toward 'completion.' Students who completed only a pre-assessment or only a post-assessment are excluded from analyses requiring growth calculations because individual growth cannot be measured from a singular assessment. Since this report only includes valid data, not all student data, note that percentages may not match LinkIt dashboards.

SUMMER 2026 Summer Boost Program Results

Grantee: American Dream Charter School

Academic Performance Overview

Grantee ELA Results

Rising Grades Served	Total # of Students who Completed Pre & Post Tests
6-9	113

Metric	Grantee Pre-Test	Grantee Post-Test	Grantee PP Growth	National Lavinia PP Growth
Average Assessment Score	39.2%	55.7%	16.4	14.4
% Proficient	5.3%	21.2%	15.9	18.1
% Basic or Proficient	33.6%	69.9%	36.3	23.3

Grantee Math Results

Rising Grades Served	Total # of Students who Completed Pre & Post Tests
6-9	112

Metric	Grantee Pre-Test	Grantee Post-Test	Grantee PP Growth	National Lavinia PP Growth
Average Assessment Score	36.5%	57.0%	20.5	15.4
% Proficient	4.5%	32.1%	27.7	22.2
% Basic or Proficient	29.5%	61.6%	32.1	22.9

Key Terminology:

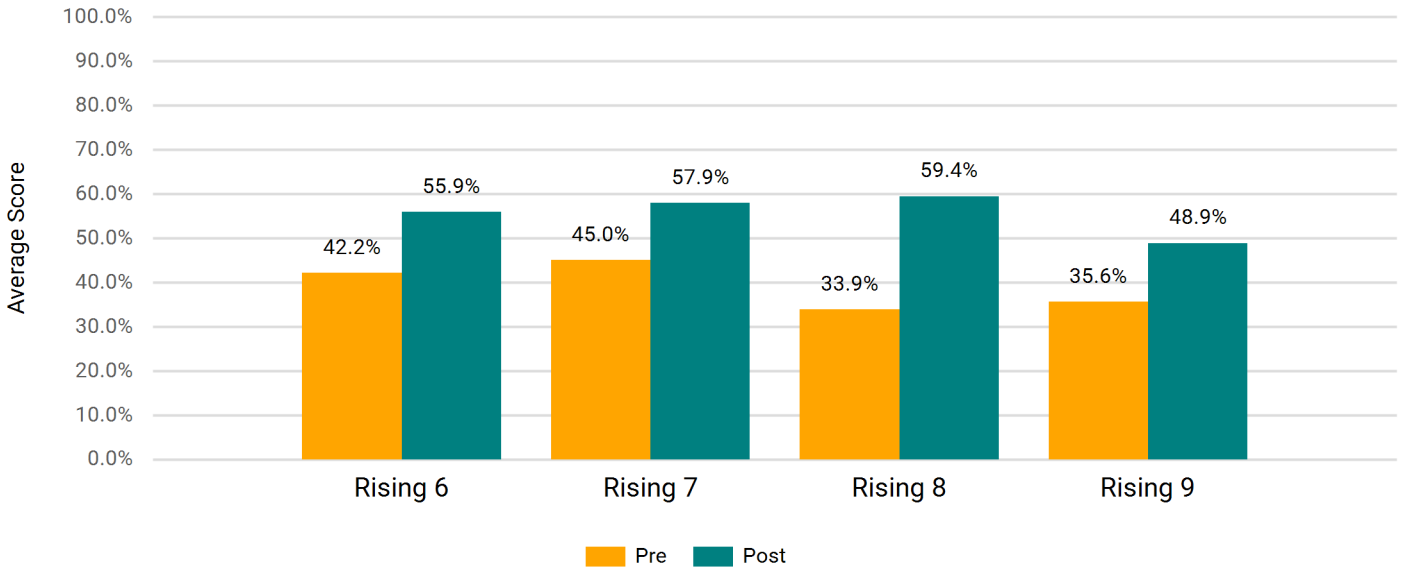
- **Score Growth:** Score Growth is the percentage point change between the average score earned on the pre-assessment and the average score earned on the post-assessment among students with valid assessment data.
- **Proficiency Growth:** Proficiency Growth is the percentage point change between the percentage of students who meet or exceed the proficiency benchmark on the pre-assessment and the percentage of students who meet or exceed the proficiency benchmark on the post-assessment among students with valid assessment data.

SUMMER 2026 Summer Boost Program Results

American Dream Charter School ELA Academic Performance

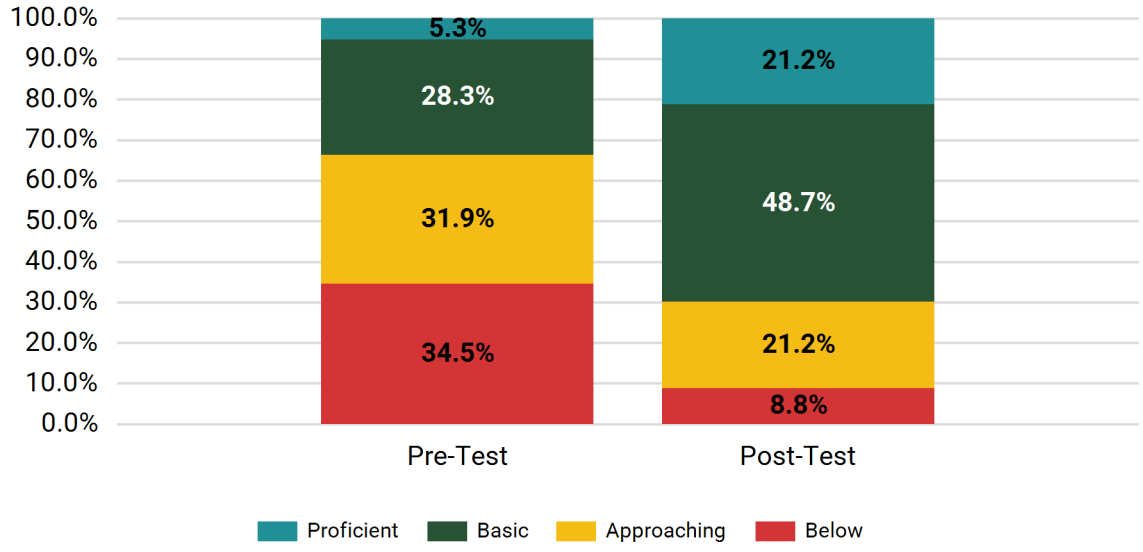
The graph below depicts the percentage point change between the average score on the pre-assessment and the average score on the post-assessment for each grade level. Data may be missing due to blank or ungraded tests.

Pre vs Post Average Scores by Grade



The graph below depicts the percentage of students in each performance band on the pre-assessment and post-assessment side-by-side.

Grantee Proficiency Band Growth



+15.9 pp increase in proficiency

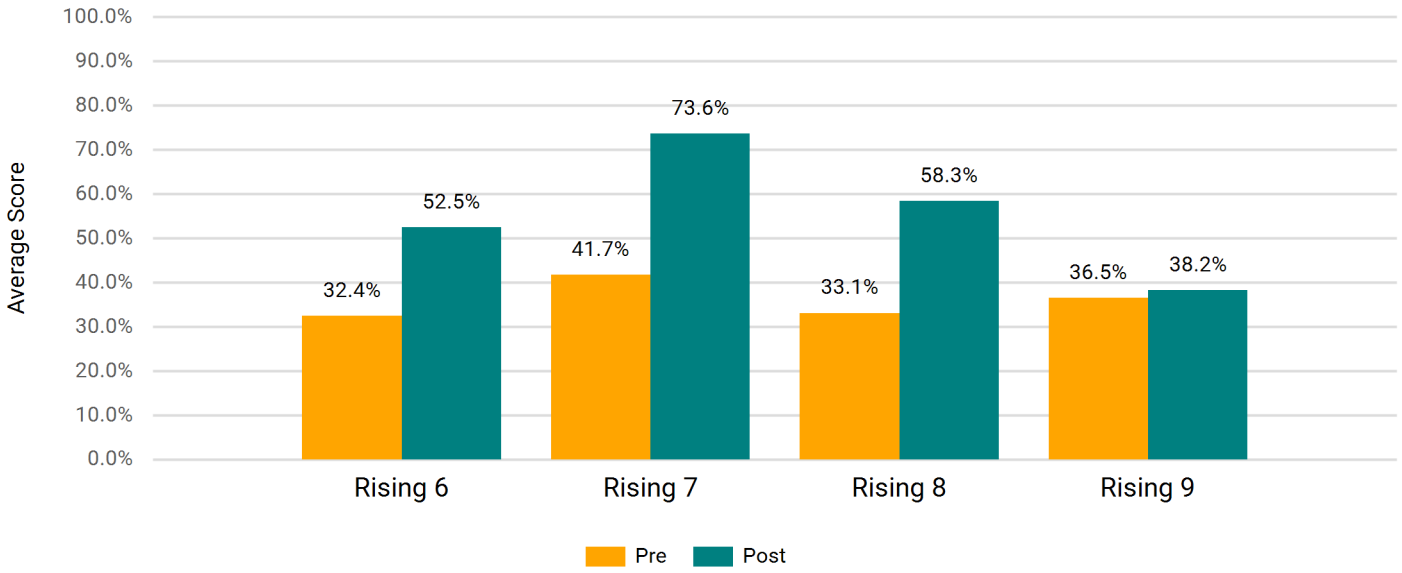
Note: performance band percentages may not add up to 100% due to rounding

SUMMER 2026 Summer Boost Program Results

American Dream Charter School Math Academic Performance

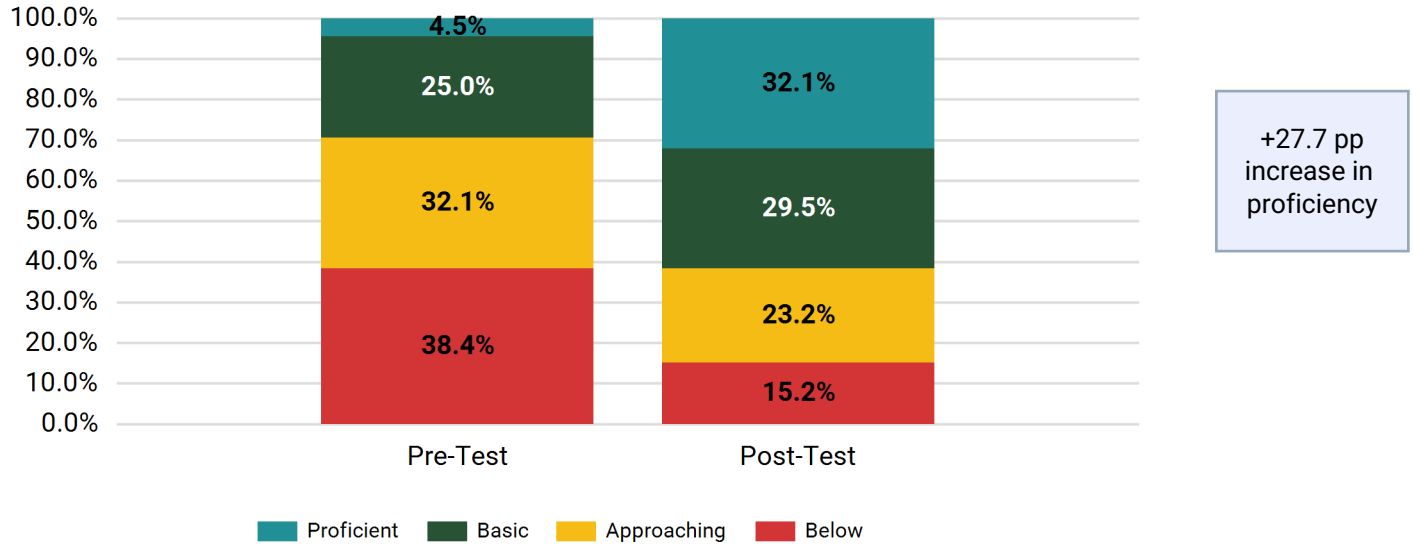
The graph below depicts the percentage point change between the average score on the pre-assessment and the average score on the post-assessment for each grade level. Data may be missing due to blank or ungraded tests.

Pre vs Post Average Scores by Grade



The graph below depicts the percentage of students in each performance band on the pre-assessment and post-assessment side-by-side.

Grantee Proficiency Band Growth



+27.7 pp increase in proficiency

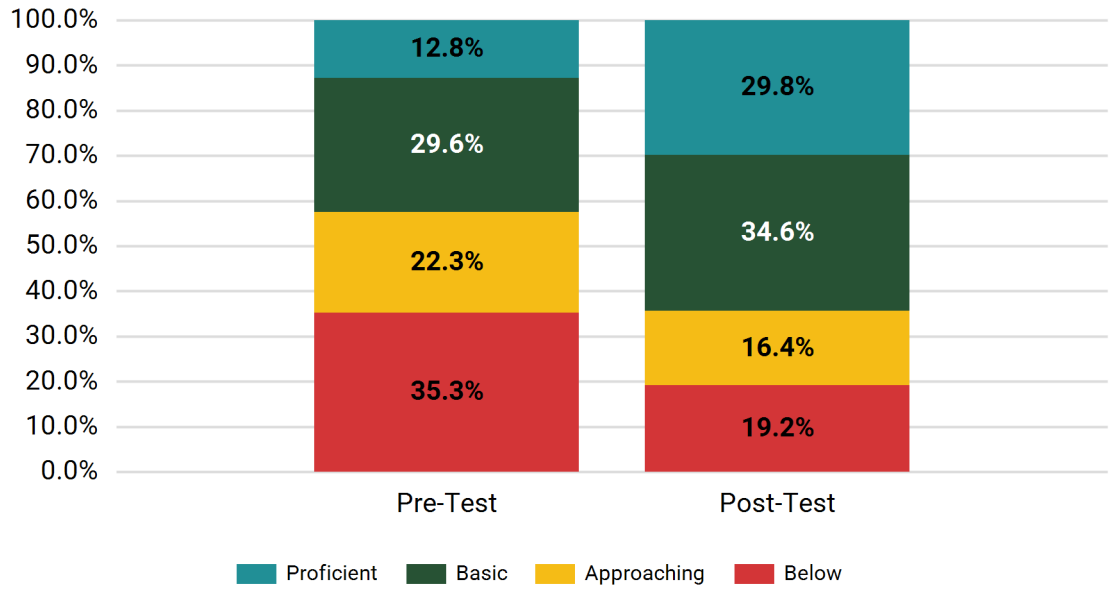
Note: performance band percentages may not add up to 100% due to rounding

SUMMER 2026 Summer Boost Program Results

Summer Boost Overall Program Performance

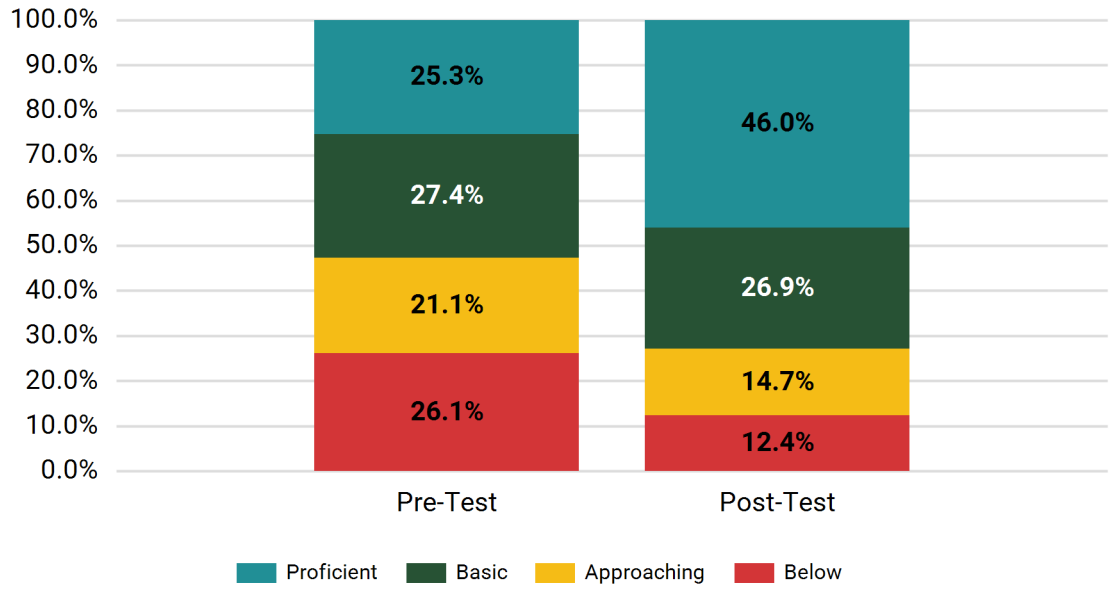
The graph below shows the percentage of students in each performance band on the pre-assessment and post-assessment across the entire Summer Boost. Only valid tests with both a submitted and graded pre-assessment and a submitted and graded post-assessment at the same grade level were included in the analysis.

Summer Boost ELA Proficiency Band Growth



+17.0 pp increase in proficiency

Summer Boost Math Proficiency Band Growth



+20.7 pp increase in proficiency

Coversheet

BENCHMARK 5: Financial Management

Section:	III. Organizational Soundness
Item:	B. BENCHMARK 5: Financial Management
Purpose:	Discuss
Submitted by:	
Related Material:	ADCS Financial Report at 10-31-2026.pdf

The American Dream School
Live the Dream

Financial Report
For the Period Ending October 31, 2026
Fiscal Year 2026-27
with Fiscal Year Ended June 30, 2026 Comparison

Table of Contents

Financial Report for the Period Ending October 31, 2026 (Narrative).

Statements of Financial Position (Balance Sheets) at October 31, 2026 (Unaudited) and June 30, 2026 (Audited).

Summary Statements of Revenue, Support and Expenses at October 31, 2026 (Unaudited) and June 30, 2026 (Audited).

Detailed Statements of Revenue, Support and Expenses at October 31, 2026 (Unaudited) and June 30, 2026 (Audited)

Cash Flow Projection for the Period November 1, 2026 to January 31, 2027

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Notes to Financial Report

For the Period Ending October 31, 2026

Unencumbered Cash		
Total Cash and Equivalents	**$ 8,445,347**	**[a]**
Encumbrances to Cash		
Restrictions:		
Escrow	1,041	
Unearned Revenue (Advances Received but not Earned)	2,329,790	
	2,330,831	**[b]**
Current Obligations:		
Accounts Payable and Accrued Expenses	634,346	**[c]**
Total Cash Encumbrances	**2,965,177**	**[d] {[b] + [c]}**
Unencumbered Cash Balance	**$ 5,480,169**	**[a] - [d]**

Days of Cash on Hand	
Total Fiscal Year 2026-27 Projected Cash Expenditures (excludes Depreciation and Deferred Rent; include Escrow addition and Capital Expenditures)	$ 15,548,932
Average Daily ***Cash*** Expenses (*Total Projected Expenses ÷ 365*)	$ 42,600
Total Cash Available for Operating Use (*Total Cash - Escrow - Board Reserve*)	$ 8,444,306
Number of Days of Unrestricted Cash Available (*Total Cash Available ÷ Average Daily Expenses*)	**198**

Enrollment as Reported on Invoice # 3 to the DOE

General Education (GenEd):

- Enrollment at October 31, 2026 totaled ***529.125*** which is ***99%*** of the School's Fiscal Year 2026-27 estimate of 535.
- Middle School enrollment was ***200.875*** or ***100%*** of the Fiscal Year 2026-27 budget estimate of 200 students.
- High School enrollment was ***328.250*** or ***98%*** of the Fiscal Year 2026-27 budget estimate of 335 students.

Special Education:

- Special Ed enrollment totaled ***85.800*** of which ***15.100*** students were in the 20%-60% and ***64.800*** in the >60% Categories.
- Total Middle School enrollment was ***35.900*** of which ***7.100*** students were in the 20%-60% and ***25.800*** in the >60% Categories.
- Total High School enrollment was ***49.900*** of which ***8.000*** students were in the 20%-60% and ***39.000*** in the >60% Categories.

The American Dream School

Notes to Financial Report

For the Period Ending October 31, 2026

Revenue and Support							
Year-to-date, revenue from all sources total	$	4,911,223	or	32%	of the forecasted total of	$	15,582,449
Tuition:							
• Tuition revenue (GenEd + SpEd) totals	$	4,232,419	or	33%	of the full year's forecast of	$	12,737,316
• General Education revenue totals	$	3,692,212	or	33%	of the full year's forecast of	$	11,053,635
• Special Education revenue totals	$	540,208	or	32%	of the full year's forecast of	$	1,683,681
Lease Assistance:							
• DOE Lease assistance currently totals	$	309,569	or	20%	of the full year's forecast of	$	1,547,843
Title and Other Government Grants:							
• Government revenue earned totals	$	79,744	comprised of the following:				
• $ - in IDEA Special Needs funding has been received to date.							
• $ 74,872 in Title I, II, III and IV funding have been earned but not received to date.							
• $ - in ESSER Grant funding has been earned but not received to date.							
Local and Other Revenue:							
• Contributions & Donations currently total	$	199,239					
• Interest and other income at totals	$	73,747					
• eRate reimbursements currently totals	$	16,506					

Expenses							
Salaries and Wages:							
• Salaries and wages total	$	2,594,491	or	29%	of the full year's budget of	$	9,077,537
The year-to-date numbers and forecast include rrecent adjustments							
Payroll Taxes and Fringe Benefits:							
• Payroll taxes and fringe benefits total	$	567,137	or	31%	of the full year's budget of	$	1,815,507
Contracted Services:							
• Contracted services total	$	170,938	or	25%	of the full year's budget of	$	676,796
Included in this category are accounting, audit, legal, temporary staff, academic consultants and other professionals.							
School Operations:							
• School operating costs currently total	$	731,094	or	35%	of the full year's budget of	$	2,063,205
Facility Operations:							
• Facility related costs total	$	714,857	or	37%	of the full year's budget of	$	1,915,887

Net Operating Position		
• The School's net operating position at October 31, 2026 before GAAP adjustments was a surplus of:	$	132,706
• The School's net operating position at October 31, 2026, inclusive of GAAP adjustments totaling	$	(50,653)
is a ***surplus*** of $ 82,053		

The American Dream School

Statements of Financial Position

At Period Ending October 31, 2026 and Fiscal Year Ended June 30, 2026

	[Unaudited] 10/31/2026	[Audited] 6/30/2026
ASSETS		
Current Assets:		
Cash and cash equivalents (Unrestricted)	$ 8,444,306	$ 6,664,485
Cash and cash equivalents (Restricted)	1,041	99,968
Cash and cash equivalents (Board Designated CDs)	-	-
Receivables	1,023,807	879,846
	9,469,154	**7,644,299**
Other Assets:		
Prepaid Expenses and other receivables	171,319	34,077
Fixed Assets (Net)	211,777	262,429
Right-of-use assets - operating leases	27,758,354	28,062,630
Security Deposit	466,598	422,085
	28,608,048	**28,781,221**
TOTAL ASSETS	**$ 38,077,202**	**$ 36,425,520**
LIABILITIES AND NET ASSETS		
Liabilities		
Current Liabilities:		
Accounts Payable and Other Liabilities	$ 64,813	$ 131,847
Accrued Salaries and Related Expenses	536,593	978,778
Accrued Expenses	32,940	81,799
Current portion of lease obligations - operating leases	586,899	569,218
Deferred Revenue	2,329,790	14,370
	3,551,035	**1,776,012**
Long-Term Liabilities:		
Long-term lease obligations - operating leases	30,100,556	30,305,952
Deferred Rent	(0)	-
	30,100,555	**30,305,952**
Total Liabilities	**33,651,591**	**32,081,964**
Beginning of the year	4,343,559	5,181,048
Change in net assets during current fiscal year	82,052	(837,492)
Total net assets	**4,425,611**	**4,343,556**
Total liabilities and net assets	**$ 38,077,202**	**$ 36,425,520**

The American Dream School

Summary Statements of Revenue, Support and Expenses at Period Ending October 31, 2026
with Fiscal Year Ended June 30, 2026 Budget v Actuals

	Fiscal Year 2025-26			Fiscal Year 2026-27		
	Approved Budget	Audited Actuals	Actual as a % of Budget	Approved Budget	Actual at 10/31/2026	Actual as a % of Budget
Total Revenue	**$ 16,100,178**	**$ 15,581,841**	**96.8%**	**$ 15,582,449**	**4,911,223**	**32%**
Total Expenses	**16,239,228**	**16,000,145**	**98.5%**	**15,548,932**	**4,778,518**	**31%**
Net Operating Position before GAAP Adjustments	***(139,050)***	***(418,304)***	***300.8%***	***33,518***	***132,706***	***396%***
GAAP Adjustments	**(100,000)**	**(419,188)**	**419.2%**	**(449,684)**	**(50,653)**	**11%**
Net Operating Position after GAAP Adjustments	***$ (239,050)***	***$ (837,492)***	***350.3%***	***$ (416,166)***	***82,053***	***-20%***
Student Enrollment	**585.00**	**555.80**	**95.0%**	**585.00**	**555.80**	**95%**
Revenue and Support						
Tuition Revenue	$ 13,288,389	$ 12,746,068	**95.9%**	$ 12,737,316	4,232,419	33%
State and City Government Grants	1,510,091	1,510,091	**100.0%**	1,547,843	309,569	20%
Federal Government Grants	748,598	779,248	**104.1%**	781,940	79,744	10%
Donations and Contributions	240,600	258,189	**107.3%**	250,600	199,239	80%
Other Sources of Revenue and Support	312,500	288,245	**92.2%**	264,750	90,253	34%
Total Revenue and Support	**16,100,178**	**15,581,841**	**96.8%**	**15,582,449**	**4,911,223**	**32%**
Expenses						
Staff Salaries and Wages	9,913,648	9,447,926	**95.3%**	9,077,537	2,594,491	29%
Payroll Taxes	892,228	941,375	**105.5%**	907,754	242,453	27%
Fringe Benefits	1,048,705	953,601	**90.9%**	907,754	324,684	36%
Professionals Services	653,850	636,877	**97.4%**	676,796	170,938	25%
Academic Operations	1,156,041	1,172,518	**101.4%**	1,131,265	353,748	31%
Recruitment and Professional Development	105,475	108,572	**102.9%**	88,120	38,667	44%
Information Technology	390,274	506,473	**129.8%**	471,120	107,624	23%
Administrative Expenses	182,212	226,421	**124.3%**	226,201	97,784	43%
General Insurance	144,147	129,846	**90.1%**	146,499	133,271	91%
Facility Operations	1,752,649	1,876,536	**107.1%**	1,915,887	714,857	37%
Other Expenses	-	-		-	-	
Total Operating Expenses	**16,239,228**	**16,000,145**	**98.5%**	**15,548,932**	**4,778,518**	**31%**
Excess/(Deficit) of Revenue over Expenses *before* GAAP Adjustments	**(139,050)**	**(418,304)**	**300.8%**	**33,518**	**132,706**	**396%**
GAAP Adjustments	*(100,000)*	*(419,188)*	***419.2%***	*(449,684)*	*(50,653)*	*11%*
Excess/(Deficit) of Revenue over Expenses *after* GAAP Adjustments	**$ (239,050)**	**$ (837,492)**	**350.3%**	**$ (416,166)**	**82,053**	**-20%**

The American Dream School

Summary Statements of Revenue, Support and Expenses at Period Ending October 31, 2026
with Fiscal Year Ended June 30, 2026 Budget v Actuals

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GAAP Adjustments	$ (100,000)	$ (419,188)	419.2%	$ (449,684)	$ (50,653)	11%
Net Operating Position after GAAP Adjustments	***$ (239,050)***	***$ (837,492)***	***350.3%***	***$ (416,166)***	***$ 82,053***	***-20%***
Student Enrollment	585.00	555.80	95.0%	585.00	555.80	95%
Revenue and Support						
Tuition Revenue:						
GenEd Tuition	$ 11,643,255	$ 11,071,820	95.1%	$ 11,053,635	$ 3,692,212	33%
SpEd Tuition	1,645,134	1,674,248	101.8%	1,683,681	540,208	32%
	13,288,389	**12,746,068**	**95.9%**	**12,737,316**	**4,232,419**	**33%**
State and City Government Grants:						
Stimulus		-	0.0%		-	
NYC DoE Lease Assistance	1,510,091	1,510,091	100.0%	1,547,843	309,569	20%
	1,510,091	**1,510,091**	**100.0%**	**1,547,843**	**309,569**	**20%**
Federal Government Grants						
IDEA Special Needs	127,017	113,008	89.0%	113,008	-	0%
Title I	381,581	380,902	99.8%	378,489	60,582	16%
Title II	-	48,562	0.0%	47,789	7,555	16%
Title III		11,755		13,657	1,902	14%
Title IV	-	29,001	0.0%	28,997	4,833	17%
Other Federal Sources (PPP, CARES Act, ESSER II and ESSER III)	-	-	0.0%	-	-	0%
Child Nutrition Reimbursement Program	240,000	196,020		200,000	4,872	2%
	748,598	**779,248**	**104.1%**	**781,940**	**79,744**	**10%**
Donations and Contributions:						
Individuals	35,000	59,359	169.6%	50,000	11,139	22%
Corporations	20,000	13,230	66.2%	15,000	2,500	17%
Foundations and Charitable Trusts	185,600	185,600	100.0%	185,600	185,600	100%
	240,600	**258,189**	**107.3%**	**250,600**	**199,239**	**80%**
Other Sources of Revenue and Support:						
Erate Reimbursement	80,000	55,620	69.5%	60,000	16,506	28%
Interest and Dividends and Other Income	232,500	232,625	100.1%	204,750	73,747	36%
	312,500	**288,245**	**92.2%**	**264,750**	**90,253**	**34%**
Total Support and Revenue	**16,100,178**	**15,581,841**	**96.8%**	**15,582,449**	**4,911,223**	**32%**
Expenses						
Staff Salaries and Wages:						
Administrative Staff:						
Executive Management	481,083	492,374	102.3%	500,326	166,775	33%
Instructional Management	483,777	480,158	99.3%	503,128	167,709	33%
Deans, Directors & Coordinators	219,580	259,080	118.0%	261,010	87,558	34%

The American Dream School

Summary Statements of Revenue, Support and Expenses at Period Ending October 31, 2026
with Fiscal Year Ended June 30, 2026 Budget v Actuals

	Fiscal Year 2025-26			Fiscal Year 2026-27		
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Net Operating Position after GAAP Adjustments	***$ (239,050)***	***$ (837,492)***	***350.3%***	***$ (416,166)***	***$ 82,053***	***-20%***
Student Enrollment	585.00	555.80	95.0%	585.00	555.80	95%
Director of Operations	176,800	152,638	86.3%	183,872	61,291	33%
Operation Manager	-	-	0.0%	-	-	0%
Administrative Staff	492,712	688,188	139.7%	478,661	202,295	42%
	1,853,952	**2,072,438**	**111.8%**	**1,926,997**	**685,628**	**36%**
Instructional Staff:						
Teachers - Regular	4,546,849	3,848,955	84.7%	3,987,789	1,046,143	26%
Teachers - SPED	664,557	705,651	106.2%	539,178	96,900	18%
Substitute Teachers	-	570		-	-	0%
Teaching Assistants	63,273	62,377	98.6%	65,803	21,551	33%
Aides	-	-	0.0%	-	-	0%
Art Teacher	125,399	125,339	100.0%	131,335	35,819	27%
Music Teacher	-	-	0.0%	-	-	0%
Gym Teacher	276,757	276,722	100.0%	281,175	77,743	28%
Spanish Teacher	579,296	680,965	117.6%	625,730	202,240	32%
Therapists & Counselors	750,789	630,517	84.0%	487,345	123,952	25%
Interns	-	-	0.0%	-	-	0%
	7,006,920	**6,331,096**	**90.4%**	**6,118,355**	**1,604,348**	**26%**
Non-Instructional Staff:						
Custodian	160,777	167,314	104.1%	166,667	59,552	36%
Security	116,480	145,334	124.8%	122,484	41,528	34%
Other	252,518	209,911	83.1%	178,033	46,563	26%
	529,775	**522,559**	**98.6%**	**467,184**	**147,643**	**32%**
Additional Payments and Incentives:						
Sports Coaching		34,404	0.0%	50,000	2,520	5%
Science Olympiad		-	0.0%		-	0%
Living Environment		-	0.0%		-	0%
Summer School	128,000	144,612	113.0%	150,000	130,715	87%
Afterschool	100,000	69,272	69.3%	65,000	10,837	17%
Coverage	50,000	54,795	109.6%	40,000	12,800	32%
Advisory Committee		-	0.0%		-	0%
Lunch Duty		-	0.0%		-	0%
Returning Bonus	207,500	188,750	91.0%	215,000	-	0%
Spring Bonus	-	-	0.0%	45,000	-	0%
Longevity Bonus	37,500	30,000	80.0%	-	-	0%
	523,000	**521,833**		**565,000**	**156,872**	**28%**

The American Dream School

Summary Statements of Revenue, Support and Expenses at Period Ending October 31, 2026
with Fiscal Year Ended June 30, 2026 Budget v Actuals

	Fiscal Year 2025-26			Fiscal Year 2026-27		
	Approved Budget	Audited Actuals	Actual as a % of Budget	Approved Budget	Actual at 10/31/2026	Actual as a % of Budget
Total Revenue	$ 16,100,178	$ 15,581,841	96.8%	$ 15,582,449	$ 4,911,223	32%
Total Expenses	$ 16,239,228	$ 16,000,145	98.5%	$ 15,548,932	$ 4,778,518	31%
Net Operating Position before GAAP Adjustments	***$ (139,050)***	***$ (418,304)***	***300.8%***	***$ 33,518***	***$ 132,706***	***396%***
GAAP Adjustments	$ (100,000)	$ (419,188)	419.2%	$ (449,684)	$ (50,653)	11%
Net Operating Position after GAAP Adjustments	***$ (239,050)***	***$ (837,492)***	***350.3%***	***$ (416,166)***	***$ 82,053***	***-20%***
Student Enrollment	585.00	555.80	95.0%	585.00	555.80	95%
Total Salaries and Wages	**9,913,648**	**9,447,926**	**95.3%**	**9,077,537**	**2,594,491**	**29%**
Payroll Taxes:						
Employer FICA, Unemployment, Disability, Workers Comp	892,228	941,375	105.5%	907,754	242,453	27%
Fringe Benefits:						
Medical, Dental and Vision	900,000	800,506	88.9%	771,591	280,293	36%
Retirement Plan Match	148,705	153,095	103.0%	136,163	44,390	33%
	1,048,705	**953,601**	**90.9%**	**907,754**	**324,684**	**36%**
Total Payroll Taxes and Benefits	**1,940,933**	**1,894,976**	**97.6%**	**1,815,507**	**567,137**	**31%**
Professionals Services:						
Accounting and Audit	249,850	258,688	103.5%	259,344	73,322	28%
Legal	40,000	42,768	106.9%	50,000	6,906	14%
Special Ed Services	-	-	0.0%	-	-	0%
School Food	-	-	0.0%	-	19	0%
Other Purchased Services	260,000	235,047	90.4%	259,500	60,150	23%
Payroll Services	104,000	100,374	96.5%	107,952	30,542	28%
	653,850	**636,877**	**97.4%**	**676,796**	**170,938**	**25%**
Academic Operations:						
Classroom / Teaching Supplies & Materials	38,150	39,669	104.0%	40,651	19,156	47%
Special Ed Supplies & Materials	-	-	0.0%	-	-	0%
Textbooks / Workbooks	23,326	21,048	90.2%	23,019	16,289	71%
Classroom Equipment and Furniture	-	-	0.0%	-	-	0%
Student Testing & Assessment	17,897	42,759	238.9%	41,180	2,134	5%
Field Trips	293,759	281,951	96.0%	211,465	106,641	50%
Student Services	69,033	42,676	61.8%	13,511	4,565	34%
Transportation (student)	2,458	882	35.9%	1,098	-	0%
Clinical Supervision	-		0.0%	-		0%
Staff Services	31,771	35,185	110.7%	37,213	14,181	38%
Nurse Services	-		0.0%	-		0%
Student Uniforms	43,053	92,008	213.7%	110,782	5,697	5%
School Meals	300,000	227,330	75.8%	230,000	45,858	20%
Student Recruitment	15,584	107,818	691.9%	58,471	37,327	64%
Marketing and Advertising	142,531	134,223	94.2%	154,138	12,181	8%
Memberships	178,479	146,969	82.3%	199,324	65,869	33%
Alumni Activities	-	-	0.0%	10,413	23,850	229%

The American Dream School

Summary Statements of Revenue, Support and Expenses at Period Ending October 31, 2026
with Fiscal Year Ended June 30, 2026 Budget v Actuals

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Net Operating Position after GAAP Adjustments	***$ (239,050)***	***$ (837,492)***	***350.3%***	***$ (416,166)***	***$ 82,053***	***-20%***
Student Enrollment	585.00	555.80	95.0%	585.00	555.80	95%
	1,156,041	**1,172,518**	**101.4%**	**1,131,265**	**353,748**	**31%**
Recruitment and Professional Development:						
Staff Development	47,105	27,422	58.2%	29,382	21,929	75%
Staff Recruitment	56,235	78,963	140.4%	57,032	14,162	25%
Travel (Staff)	2,136	2,187	102.4%	1,706	2,577	151%
	105,475	**108,572**	**102.9%**	**88,120**	**38,667**	**44%**
Information Technology:						
Telephone & Internet	29,734	89,580	301.3%	91,120	30,548	34%
Technology	360,541	416,893	115.6%	380,000	77,076	20%
Computer Equipment, Supplies and Accessories	-		0.0%	-		0%
Software	-		0.0%	-		0%
	390,274	**506,473**	**129.8%**	**471,120**	**107,624**	**23%**
Administrative Expenses:						
Office Expense	174,606	206,450	118.2%	205,616	85,229	41%
Postage and Shipping	7,502	12,335	164.4%	13,770	6,811	49%
Fundraising	-		0.0%			0%
Board Expenses	104	7,636	7342.3%	6,815	5,745	84%
Office Equipment Rent/Lease	-		0.0%	-		0%
Staff Events	-		0.0%	-		0%
Staff Meals	-		0.0%	-		0%
Office Furniture and Equipment	-		0.0%	-		0%
	182,212	**226,421**	**124.3%**	**226,201**	**97,784**	**43%**
General Insurance:						
Directors and Officers, Liability, Property and Content	144,147	129,846	90.1%	146,499	133,271	91%
General Liability	-		0.0%	-		0%
Professional Liability	-		0.0%	-		0%
Property and Content	-		0.0%	-		0%
	144,147	**129,846**	**90.1%**	**146,499**	**133,271**	**91%**
Facility Operations:						
Rent	1,510,091	1,510,095	100.0%	1,547,843	632,509	41%
Utilities	119,465	135,260	113.2%	127,578	36,969	29%
Storage and Moving	16,780	10,172	60.6%	9,056	2,240	25%
Repairs & Maintenance	53,458	144,862	271.0%	100,723	30,014	30%
Building Furniture and Equipment	35,433	47,656	134.5%	50,687	-	0%
Janitorial Services and Supplies	17,422	28,491	163.5%	80,000	13,125	16%

The American Dream School

Summary Statements of Revenue, Support and Expenses at Period Ending October 31, 2026
with Fiscal Year Ended June 30, 2026 Budget v Actuals

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Net Operating Position after GAAP Adjustments	***$ (239,050)***	***$ (837,492)***	***350.3%***	***$ (416,166)***	***$ 82,053***	***-20%***
Student Enrollment	585.00	555.80	95.0%	585.00	555.80	95%
Security	-	-	0.0%	-	-	0%
	1,752,649	1,876,536	107.1%	1,915,887	714,857	37%
Other Expenses:						
Bad Debt	-	-	0.0%	-	-	0%
Interest and Finance Charges	-		0.0%	-		0%
Donated Goods and Services	-		0.0%	-		0%
	-	-	0.0%	-	-	0%
Total Operating Expenses	16,239,228	16,000,145	98.5%	15,548,932	4,778,518	31%
Excess/(Deficit) of Revenue over Expenses before GAAP Adjustments	(139,050)	(418,304)	300.8%	33,518	132,706	396%
GAAP Adjustments						
Add:						
Capital Expenses	100,000	163,676	163.7%	100,000	0	0%
Less:						
Deferred Rent		(387,432)	0.0%	(349,684)		0%
Depreciation	(200,000)	(195,432)	97.7%	(200,000)	(50,653)	25%
Total GAAP Adjustments	(100,000)	(419,188)	419.2%	(449,684)	(50,653)	11%
Excess/(Deficit) of Revenue over Expenses after GAAP Adjustments	(239,050)	(837,492)	350.3%	(416,166)	82,053	-20%

The American Dream School

Cash Flow Projection for the Period November 1, 2026 to January 31, 2027

	Nov-26	Dec-26	Jan-27	Summary
[a] Cash available for operating use at beginning of month[1]	**$8,444,306**	**$7,302,181**	**$8,512,727**	**$8,444,306**
Projected cash inflows:				
Per-Pupil Tuition (GenEd and SpEd)		2,020,221		2,020,221
Lease Assistance		309,569		309,569
Title Reimbursements	74,872			74,872
Stimulus Grants Reimbursements				-
Interest	13,000	13,000	13,000	39,000
Contributions				-
[b] Total Projected Cash Inflows	**87,872**	**2,342,789**	**13,000**	**2,443,661**
Projected cash outflows:				
Payment of existing obligations (accounts payable, accrued expenses)	97,753			97,753
Personnel costs	756,461	756,461	756,461	2,269,384
School operating costs	216,125	216,125	216,125	648,375
Facility costs	159,657	159,657	159,657	478,972
[c] Total Projected Cash Outflows	**1,229,996**	**1,132,244**	**1,132,244**	**3,494,484**
[d] Net Cash Flows from Operating Activities = [b] - [c]	**(1,142,124)**	**1,210,546**	**(1,119,244)**	**(1,050,823)**
Cash available for operating use at end of month = [a] + [d]	**$ 7,302,181**	**$ 8,512,727**	**$ 7,393,483**	**$ 7,393,483**

[1] Excludes Escrow and Board Reserve totaling ***$ 1,041***

Coversheet

BENCHMARK 6: Board Oversight and Governance:

Section:	III. Organizational Soundness
Item:	C. BENCHMARK 6: Board Oversight and Governance:
Purpose:	Vote
Submitted by:	
Related Material:	ADS District-Wide School Safety Plan 2026–27 — Public Draft.docx ADS District-Wide School Safety Plan 2026–27 — Public Draft.pdf

The American Dream School

District-Wide School Safety Plan • 2026–27

I. Purpose, scope and plan administration

The American Dream School (ADS) establishes this public framework for prevention, emergency response and recovery at its Bronx middle and high school campuses under Education Law §2801-a and Commissioner's Regulation §155.17.

Middle School:
510 E 141st Street,
Bronx, NY 10454; main office
(718) 585-3071.
The middle school shares a facility with P.S. 30.

High School:
403 Concord Avenue,
Bronx, NY 10454; main office
(718) 924-2809.
The high school occupies a privately leased school facility.

Confidential Building-Level Emergency Response Plans contain each campus's maps, response assignments, emergency contacts, evacuation routes, accessibility arrangements and reunification details. They are maintained separately and disclosed only as authorized by law. ADS coordinates planning with shared-building occupants and responsible safety personnel.

Safety teams and leadership

School Leaderships appoints the District-Wide School Safety Team, with representatives of the board, teacher, administrator and parent organizations, school safety personnel and other school personnel, including transportation personnel where applicable. School leadership supports its work. The team reviews this plan annually and recommends changes. Student participation, if authorized by the board, excludes confidential building-plan information.

Building Directors coordinate building-level emergency response planning teams with required school, parent, community and emergency-service representation. Building teams designate response and post-incident teams and maintain their confidential plans.

Chief Emergency Officer: Dr. Melissa Melkonian, Executive Director.

The Chief Emergency Officer coordinates staff and first-responder communications; leads annual district-wide planning and coordination with building plans; ensures staff understanding and timely completion and updating of building plans; assists with security technology and

procedures; coordinates safety training and required trauma-informed drills; and oversees corrective action. Campus Directors and Operations Managers support implementation.

Review, adoption and filing

The safety team reviews this plan at least annually and after significant incidents, exercises or operational changes. The draft must be available for public comment for at least 30 days before adoption, and at least one public hearing must allow participation by school personnel, parents, students and other interested parties. Annual adoption is due by September 1. The approved public plan is posted on the school website, and its URL and required information are submitted to NYSED within 30 days of adoption and no later than October 1.

The Chief Emergency Officer is responsible for arranging confidential building-plan submission to State Police and appropriate local law enforcement within 30 days of adoption and no later than October 1. For the co-located middle school, ADS must confirm inclusion in NYCDOE's joint building plan and filing. The independently housed high school requires SED Monitoring submission and separate NYPD delivery. Filing remains an outstanding action to verify and complete.

Approval and posting dates for this version are recorded only after the relevant actions occur.

II. Prevention, intervention and reporting

ADS promotes a safe learning environment through age-appropriate instruction, counseling, conflict resolution, family engagement and supportive interventions. Campus leadership reviews incidents with teachers, deans, counselors and social workers. Student discipline follows the Code of Conduct and applicable student rights, including protections for students with disabilities.

Students and families may report safety concerns privately to a teacher, dean, counselor, Campus Director or either main office. Staff promptly notify the Campus Director/designee, assess needed support and share information only as necessary for safety or legal obligations. Immediate threats to life require a 911 call.

Campus Directors explain reporting routes through student orientation, advisory, family communications and staff training. Students may seek support from a trusted adult or request a private meeting with student-support personnel. The safety team gathers student, family and staff feedback to improve communication and prevention.

The Campus Director coordinates threat assessment with qualified student-support staff and appropriate responders. ADS's multidisciplinary behavioral assessment team evaluates concerning behavior and recommends support or intervention. Its membership, referral and response procedures must be documented, described in this plan and covered in annual staff

training. Assessment considers behavior, context and credible information; a diagnosis alone does not establish dangerousness.

Campus Directors distribute early-warning and reporting information to students and families through orientation and family communications, and to staff through annual training and written materials, including transportation staff where applicable. Materials address relevant family, community and environmental factors without stereotyping. The safety team reviews hazards and incident information and assigns corrective actions.

III. Security and emergency preparedness

ADS uses secured entry and security cameras. Security staff check visitor identification, keep visitor logs and direct visitors to the appropriate office. Proposed visitor procedures include visible passes, destination verification and sign-out. Unauthorized persons are reported to leadership/security. Camera locations and operational security details remain in controlled records.

ADS directly employs two security agents. Administrators retain authority for student discipline. Appendix B contains a proposed responsibilities memorandum for the required stakeholder review and adoption; the finalized agreement must be incorporated into the public plan.

Security duties include visitor control, assigned patrols, camera monitoring, assistance to ill or injured persons within training, summoning emergency services, supervisor notification and incident reports. Agents use de-escalation and act within their lawful authority and training. School leadership assigns supervision and coverage.

The two security employees have been fingerprinted and background checked. Hiring qualifications include a high-school diploma/GED and applicable New York State security credentials. HR and supervisors verify credentials and required training, including emergency procedures, de-escalation, reporting, student rights and the boundary between security and discipline.

For security hiring, HR and the supervisor review qualifications, interview candidates, check references and relevant employment history, and complete applicable fingerprinting, background clearance and credential checks before assignment. Job-related selection criteria are applied consistently. Supervisors document orientation, training and renewal requirements; personnel records remain confidential.

The safety team considers panic-alarm installation, responder connections and staff training during annual review and records its decision and follow-up.

The Chief Emergency Officer coordinates emergency assistance and available personnel, accessible transportation, communications, facilities and medical supplies. Operations Managers maintain resource and contact information and coordinate with NYC emergency-management officials and affected educational agencies.

IV. Emergency response and communication

Command and immediate action

ADS uses the National Incident Management System/Incident Command System. The building incident commander and alternates coordinate with responding agencies. Staff call 911 immediately for a threat to life or medical emergency, then notify leadership when safe. Staff act within training and do not enter unsafe areas to investigate or search for an intruder.

Building plans specify internal and external communications and backups. School command supports responder access, follows lawful responder directions and maintains student and staff accountability.

Standard protective actions

ADS uses five protective actions: Shelter for protection in a safe location; Hold to keep movement areas clear; Evacuate to move to safety; Secure Lockout for an external threat; and Lockdown for an immediate threat of violence. Building plans and training provide implementation, accountability and release procedures.

Threats and acts of violence

ADS responds to implied or direct threats and acts of violence involving students, teachers, other personnel, and visitors. Staff notify the Campus Director/designee, protect those at risk and obtain emergency assistance when indicated. Trained personnel use safe de-escalation when appropriate, but do not delay emergency response to complete de-escalation or obtain authorization.

A student threatening self-harm or suicide receives immediate supervision and prompt assessment by qualified mental-health personnel. The Campus Director/designee promptly telephones the parent, with interpretation as needed, explains protective steps and documents contact attempts. Staff try authorized alternate contacts if necessary; inability to reach a parent does not delay care. Imminent danger requires 911. Student-support staff coordinate referrals and follow-up.

Specific emergencies

Hostage-taking, shooting or violent intrusion: contact 911, initiate the protective action appropriate to the threat under the building plan and responding law-enforcement direction, and account for occupants. Staff do not approach or negotiate with a perpetrator.

Bomb threats and suspicious items: preserve available threat information, do not touch or disturb a suspicious item, and contact emergency services from a safe location using the responder-approved communication procedure. Protective actions and communication restrictions are determined with law enforcement. Staff do not use communication devices near a suspected explosive item.

Hazardous materials, explosion or structural danger: contact emergency services, avoid the affected area, and implement evacuation or shelter appropriate to the hazard and responder direction. Reentry requires authorization from the responsible agency.

Suspected kidnapping or missing student: promptly notify leadership, verify attendance and authorized-release information, contact the family and immediately notify law enforcement when abduction or danger is suspected. Verification must not delay emergency assistance.

Fire: activate the alarm, call 911 and evacuate under the building fire plan. Reentry requires authorization. Only trained, authorized personnel perform facility-specific shutdown actions when safe.

Crime scenes: preserve evidence and restrict access until law enforcement assumes control. Preservation of evidence must not interfere with rescue or necessary care.

Family, public and agency communication

Campus Directors/designees notify families promptly about violent incidents, emergency closure and early dismissal through ParentSquare, telephone and available backups. Offices maintain current contacts, provide accessible communication in families' languages and follow up on failed delivery.

Messages provide school status and protective, dismissal or reunification instructions when safe to release. A designated spokesperson handles public and media communications while protecting student privacy and confidential response information.

The Chief Emergency Officer/designee provides required notice to NYSED as soon as possible when emergency plan activation closes a school building, applying the exception for routine snow emergency days and any other applicable reporting requirements.

The Chief Emergency Officer/designee alerts affected co-located or neighboring public and nonpublic educational agencies to disasters or emergency closures, coordinating with NYC officials as appropriate. Operations Managers maintain verified business contacts and backup methods. Notices provide school status and authorized protective instructions; staff check receipt and follow up by telephone when needed.

V. Evacuation, accessibility and reunification

Building plans specify evacuation, shelter, alternate locations and transportation. Staff supervise and account for students, employees and visitors, report missing persons and communicate family instructions. Routes, sites and assignments remain confidential.

Campus leaders plan individualized assistance and backup coverage for mobility, communication, sensory, medical and supervision needs.

Reunification requires verified identity and release authorization, documented student accountability and continued supervision when authorized adults cannot be reached.

VI. Training, drills and written information

ADS provides annual multi-hazard safety training for staff and developmentally appropriate instruction for students. Staff complete annual building-level emergency response training by September 15. Employees hired after the school year begins receive training within 30 days of hire or through the existing new-hire program, whichever occurs sooner.

Annual training covers response-team and incident-command roles, all five protective actions, violence prevention, mental health, cardiac-emergency recognition and response, and drill procedures, including who releases classrooms during lockdown drills. Training includes the behavioral assessment team’s purpose and referral process. Written emergency information is provided to students and staff; the Chief Emergency Officer maintains training records and required certification.

ADS conducts at least eight evacuation and four lockdown drills each school year. At least six evacuation and two lockdown drills occur between September 1 and December 31. Four evacuation drills use fire escapes where provided or identified secondary means of egress. Drills occur on different dates, days and times. Students receive instructions for both fire evacuation and lockdown emergencies during lunch and assemblies unless a corresponding drill during that period supplies the instruction. Where summer school occurs, at least two additional drills are conducted, including one in its first week.

For after-school programs, events or performances involving people who do not regularly attend classes in the building, the Campus Director requires the person in charge to explain emergency procedures to attendees. Event staff receive appropriate emergency orientation, including accessibility and accountability responsibilities. If sleeping accommodations are provided, four additional evacuation drills are held after sunset and before sunrise each school year.

One annual emergency-dismissal drill tests communications and transportation, no more than 15 minutes before normal dismissal. Families receive notice of its date and time seven days beforehand; earlier announcements are followed by that reminder.

Families receive notice of each evacuation or lockdown drill beforehand, identifying the type and general timeframe without disclosing an exact schedule. Students and staff receive emergency-procedure instruction before drills. Drills are trauma-informed, age-appropriate and developmentally appropriate, without props, actors or simulations intended to mimic violence or an emergency. Lockdown drills are identified as drills when conducted. Evacuation drills follow NYSED's evacuation exception and are not announced in advance to participants.

Campus leaders retain drill records and review performance, accessibility, communication and accountability. Corrective actions receive owners and completion dates. Tabletop exercises support staff preparation. Any optional full-scale simulation occurs outside regular school days and when school activities are not occurring; student participation requires written parental consent. Co-located schools coordinate requirements and records.

VII. Medical and cardiac emergency response

Staff summon emergency assistance for life-threatening conditions and provide care within their qualifications. Health information and individual assistance plans remain confidential.

The safety team must develop and implement a written Cardiac Emergency Response Plan with the Director of School Health Services or a licensed physician, nurse practitioner, physician assistant or registered professional nurse, incorporating nationally recognized evidence-based elements and coordinating with local EMS. It covers every person at school sites and school-sponsored events, including athletics. Clinical and EMS validation of ADS's arrangements remains outstanding.

For suspected sudden cardiac arrest, staff activate 911 and the school response system. Trained responders obtain the AED and provide care consistent with training, dispatcher instructions and device prompts. Other staff facilitate EMS access, supervise students and notify leadership and family. Care is transferred to EMS and documented.

Campus leaders and qualified health personnel establish responders, alternates, absence coverage, communications and EMS access for school hours and extracurricular/athletic activities. Building and event arrangements specify AED access and coverage, including off-site events.

Clearly marked, accessible AEDs must be maintained in instructional facilities, with trained coverage for covered curricular/extracurricular activities and athletic contests, and AED equipment at off-site school-sponsored competitive athletic events. Operations maintains inspection, supply and maintenance records.

ADS reports CPR/AED-certified staff at both campuses. Campus leaders verify current credentials and coverage. Annual training includes cardiac response; the safety team reviews incidents and exercises and updates procedures.

VIII. Recovery and continuity of services

The Post-Incident Response Team coordinates medical and mental-health support, family communication, return to learning and follow-up, using outside and local, State or federal resources when needed.

Leadership resumes operations after required safety clearance. The Chief Emergency Officer reviews the response, assigns corrective actions and updates plans while protecting privacy.

IX. Emergency remote instruction

When weather or other emergency conditions prevent in-person attendance, the Executive Director/designee determines whether to close without instruction or activate remote instruction. Families and staff receive the decision, schedule, access instructions and support contacts through the school's verified notification channels. Remote instruction includes regular, substantive daily interaction between students and appropriately qualified teachers.

ADS uses Zoom for live sessions, Google Classroom for assignments and resources, and ParentSquare for family notification. Campus Directors publish remote schedules comparable to a regular in-person school day, together with teacher availability, attendance expectations and arrangements for students who cannot connect.

At both campuses, remote instruction follows a schedule comparable to a regular in-person day. Scheduled classes are taught live through Zoom; asynchronous practice and assignments supplement live teaching. Teachers monitor attendance and participation and remain available during scheduled lessons. Campus Directors distribute timetables and any adjustments to families.

Technology staff and campus operations survey device and internet access, arrange school devices and connectivity assistance, and communicate distribution and support before foreseeable closures. Campus offices provide telephone support for families unable to connect.

When digital instruction is unavailable or inappropriate, teachers provide accessible materials and regular direct instruction, feedback and contact by telephone or another suitable method. Campus Directors address access barriers and monitor participation.

Special-education staff coordinate with teachers, providers and the responsible CSE to deliver IEP instruction, related services, accommodations and assistive technology and maintain FAPE. Staff address service interruptions with families. Section 504, multilingual-learner and accessible-communication supports continue.

Campus Directors monitor daily instructional interaction. The Executive Director/designee ensures annual reporting of device and connectivity survey results by June 30 and any applicable instructional-hours reporting.

X. Communicable-disease continuity

During a declared State disaster emergency involving communicable disease or applicable local public-health emergency, ADS follows current health guidance and continuity protocols substantially consistent with Labor Law §27-c.

Essential work and remote operations

The Executive Director coordinates continuity, with campus operations managing essential on-site work. Essential functions may include security and maintenance, necessary food distribution, technology/materials distribution and health or student support that cannot occur remotely. Leadership identifies the positions, on-site rationale, minimum staffing and alternates before activation.

Employees assigned nonessential on-site functions work remotely using authorized devices, software, secure records access and practical phone routing. Supervisors establish expectations and communications. Operations staggers essential shifts and arrivals where feasible to reduce crowding at work and on public transportation.

Protective equipment and illness procedures

Operations and qualified health personnel identify task-appropriate PPE, maintain adequate shift supplies, arrange procurement and replenishment, and provide protected storage and ready access.

Employees report exposure, symptoms or positive tests confidentially to HR/health personnel. Current health guidance governs access, testing, isolation/quarantine and return to work. Operations arranges cleaning and disinfection; HR communicates applicable leave and benefits and protects medical privacy.

Records, housing and additional measures

Operations documents essential employees' hours and work locations, including off-site visits, with appropriate privacy safeguards. The continuity coordinator works with the locality to identify emergency housing when needed to reduce transmission.

ADS implements applicable health-department requirements for testing, tracing, distancing, hygiene and protective equipment and reviews procedures as guidance changes. Instructional continuity follows Section IX.

XI. Public appendices and authority

Appendix A — Governance and district-wide team

This record identifies governance and approval information. Confidential building-response assignments are maintained separately.

Chief Emergency Officer: Dr. Melissa Melkonian, Executive Director; contact through either campus main office.

Public-comment period July 21–August 21, 2026.

Public hearing August 20, 2026.

Board adoption September 121, 2026.

Appendix B — Security contract or memorandum of understanding

PROPOSED SECURITY RESPONSIBILITIES MEMORANDUM — FOR STAKEHOLDER REVIEW AND ADOPTION

Proposed agreement for ADS and its directly employed security agents. Effectiveness requires stakeholder review, completion of the appropriate agreement and governing-board action.

1. Supervision. Agents report to the Campus Director/Principal or designated supervisor and follow the Code of Conduct, emergency plans, applicable law and credential/training limits. Leadership assigns coverage and backup supervision.

2. Duties. Agents perform the visitor, patrol, camera-monitoring, emergency-assistance and reporting duties in Section III. They support safe access and accountability and report unsafe conditions to leadership.

3. Discipline. School administrators retain disciplinary authority. Agents report concerns and support immediate safety; routine misconduct is referred to educators or administrators. Student disability protections, nondiscrimination, due process and privacy apply.

4. Emergency response. Agents use de-escalation, summon staff and call 911 when needed. Searches, removal or restraint require lawful authority and applicable training; this memorandum alone authorizes none of those actions.

5. Law enforcement. Agents are school employees without police powers granted by this agreement. Responding police exercise their legal authority; leadership coordinates cooperation and safeguards student rights.

6. Personnel and records. Hiring, screening and training follow Section III. Supervisors verify credentials, renewals and emergency instruction. Incident reports, camera recordings and student/personnel information are maintained and disclosed only for authorized purposes.

7. Concerns. Students, families and staff may report security concerns to the Campus Director or Executive Director through either main office. Leadership reviews concerns, prohibits retaliation and arranges corrective action. The agreement is reviewed annually and when duties or law change.

8. Adoption. ADS obtains stakeholder input from parents, students, administrators, teachers, applicable bargaining units, parent/student organizations, community members and probation officers, prosecutors, defense counsel and courts familiar with school discipline. The finalized agreement must be consistent with the Code of Conduct and published with this plan. Parties, agreement evidence, stakeholder-review dates, board resolution and effective date: [pending].

Authority and guidance

Authority: Education Law §§2801-a, 807 and 917; Commissioner's Regulation §155.17; and Labor Law §27-c as incorporated by school-safety law. NYSED guidance: https://www.nysed.gov/student-support-services/school-safety-plans

The American Dream School

District-Wide School Safety Plan • 2026–27

I. Purpose, scope and plan administration

The American Dream School (ADS) establishes this public framework for prevention, emergency response and recovery at its Bronx middle and high school campuses under Education Law §2801-a and Commissioner's Regulation §155.17.

Middle School:
510 E 141st Street,
Bronx, NY 10454; main office
(718) 585-3071.
The middle school shares a facility with P.S. 30.

High School:
403 Concord Avenue,
Bronx, NY 10454; main office
(718) 924-2809.
The high school occupies a privately leased school facility.

Confidential Building-Level Emergency Response Plans contain each campus's maps, response assignments, emergency contacts, evacuation routes, accessibility arrangements and reunification details. They are maintained separately and disclosed only as authorized by law. ADS coordinates planning with shared-building occupants and responsible safety personnel.

Safety teams and leadership

School Leaderships appoints the District-Wide School Safety Team, with representatives of the board, teacher, administrator and parent organizations, school safety personnel and other school personnel, including transportation personnel where applicable. School leadership supports its work. The team reviews this plan annually and recommends changes. Student participation, if authorized by the board, excludes confidential building-plan information.

Building Directors coordinate building-level emergency response planning teams with required school, parent, community and emergency-service representation. Building teams designate response and post-incident teams and maintain their confidential plans.

Chief Emergency Officer: Dr. Melissa Melkonian, Executive Director.

The Chief Emergency Officer coordinates staff and first-responder communications; leads annual district-wide planning and coordination with building plans; ensures staff understanding and timely completion and updating of building plans; assists with security technology and

procedures; coordinates safety training and required trauma-informed drills; and oversees corrective action. Campus Directors and Operations Managers support implementation.

Review, adoption and filing

The safety team reviews this plan at least annually and after significant incidents, exercises or operational changes. The draft must be available for public comment for at least 30 days before adoption, and at least one public hearing must allow participation by school personnel, parents, students and other interested parties. Annual adoption is due by September 1. The approved public plan is posted on the school website, and its URL and required information are submitted to NYSED within 30 days of adoption and no later than October 1.

The Chief Emergency Officer is responsible for arranging confidential building-plan submission to State Police and appropriate local law enforcement within 30 days of adoption and no later than October 1. For the co-located middle school, ADS must confirm inclusion in NYCDOE's joint building plan and filing. The independently housed high school requires SED Monitoring submission and separate NYPD delivery. Filing remains an outstanding action to verify and complete.

Approval and posting dates for this version are recorded only after the relevant actions occur.

II. Prevention, intervention and reporting

ADS promotes a safe learning environment through age-appropriate instruction, counseling, conflict resolution, family engagement and supportive interventions. Campus leadership reviews incidents with teachers, deans, counselors and social workers. Student discipline follows the Code of Conduct and applicable student rights, including protections for students with disabilities.

Students and families may report safety concerns privately to a teacher, dean, counselor, Campus Director or either main office. Staff promptly notify the Campus Director/designee, assess needed support and share information only as necessary for safety or legal obligations. Immediate threats to life require a 911 call.

Campus Directors explain reporting routes through student orientation, advisory, family communications and staff training. Students may seek support from a trusted adult or request a private meeting with student-support personnel. The safety team gathers student, family and staff feedback to improve communication and prevention.

The Campus Director coordinates threat assessment with qualified student-support staff and appropriate responders. ADS's multidisciplinary behavioral assessment team evaluates concerning behavior and recommends support or intervention. Its membership, referral and response procedures must be documented, described in this plan and covered in annual staff

training. Assessment considers behavior, context and credible information; a diagnosis alone does not establish dangerousness.

Campus Directors distribute early-warning and reporting information to students and families through orientation and family communications, and to staff through annual training and written materials, including transportation staff where applicable. Materials address relevant family, community and environmental factors without stereotyping. The safety team reviews hazards and incident information and assigns corrective actions.

III. Security and emergency preparedness

ADS uses secured entry and security cameras. Security staff check visitor identification, keep visitor logs and direct visitors to the appropriate office. Proposed visitor procedures include visible passes, destination verification and sign-out. Unauthorized persons are reported to leadership/security. Camera locations and operational security details remain in controlled records.

ADS directly employs two security agents. Administrators retain authority for student discipline. Appendix B contains a proposed responsibilities memorandum for the required stakeholder review and adoption; the finalized agreement must be incorporated into the public plan.

Security duties include visitor control, assigned patrols, camera monitoring, assistance to ill or injured persons within training, summoning emergency services, supervisor notification and incident reports. Agents use de-escalation and act within their lawful authority and training. School leadership assigns supervision and coverage.

The two security employees have been fingerprinted and background checked. Hiring qualifications include a high-school diploma/GED and applicable New York State security credentials. HR and supervisors verify credentials and required training, including emergency procedures, de-escalation, reporting, student rights and the boundary between security and discipline.

For security hiring, HR and the supervisor review qualifications, interview candidates, check references and relevant employment history, and complete applicable fingerprinting, background clearance and credential checks before assignment. Job-related selection criteria are applied consistently. Supervisors document orientation, training and renewal requirements; personnel records remain confidential.

The safety team considers panic-alarm installation, responder connections and staff training during annual review and records its decision and follow-up.

The Chief Emergency Officer coordinates emergency assistance and available personnel, accessible transportation, communications, facilities and medical supplies. Operations

Managers maintain resource and contact information and coordinate with NYC emergency-management officials and affected educational agencies.

IV. Emergency response and communication

Command and immediate action

ADS uses the National Incident Management System/Incident Command System. The building incident commander and alternates coordinate with responding agencies. Staff call 911 immediately for a threat to life or medical emergency, then notify leadership when safe. Staff act within training and do not enter unsafe areas to investigate or search for an intruder.

Building plans specify internal and external communications and backups. School command supports responder access, follows lawful responder directions and maintains student and staff accountability.

Standard protective actions

ADS uses five protective actions: Shelter for protection in a safe location; Hold to keep movement areas clear; Evacuate to move to safety; Secure Lockout for an external threat; and Lockdown for an immediate threat of violence. Building plans and training provide implementation, accountability and release procedures.

Threats and acts of violence

ADS responds to implied or direct threats and acts of violence involving students, teachers, other personnel, and visitors. Staff notify the Campus Director/designee, protect those at risk and obtain emergency assistance when indicated. Trained personnel use safe de-escalation when appropriate, but do not delay emergency response to complete de-escalation or obtain authorization.

A student threatening self-harm or suicide receives immediate supervision and prompt assessment by qualified mental-health personnel. The Campus Director/designee promptly telephones the parent, with interpretation as needed, explains protective steps and documents contact attempts. Staff try authorized alternate contacts if necessary; inability to reach a parent does not delay care. Imminent danger requires 911. Student-support staff coordinate referrals and follow-up.

Specific emergencies

Hostage-taking, shooting or violent intrusion: contact 911, initiate the protective action appropriate to the threat under the building plan and responding law-enforcement direction, and account for occupants. Staff do not approach or negotiate with a perpetrator.

Bomb threats and suspicious items: preserve available threat information, do not touch or disturb a suspicious item, and contact emergency services from a safe location using the responder-approved communication procedure. Protective actions and communication restrictions are determined with law enforcement. Staff do not use communication devices near a suspected explosive item.

Hazardous materials, explosion or structural danger: contact emergency services, avoid the affected area, and implement evacuation or shelter appropriate to the hazard and responder direction. Reentry requires authorization from the responsible agency.

Suspected kidnapping or missing student: promptly notify leadership, verify attendance and authorized-release information, contact the family and immediately notify law enforcement when abduction or danger is suspected. Verification must not delay emergency assistance.

Fire: activate the alarm, call 911 and evacuate under the building fire plan. Reentry requires authorization. Only trained, authorized personnel perform facility-specific shutdown actions when safe.

Crime scenes: preserve evidence and restrict access until law enforcement assumes control. Preservation of evidence must not interfere with rescue or necessary care.

Family, public and agency communication

Campus Directors/designees notify families promptly about violent incidents, emergency closure and early dismissal through ParentSquare, telephone and available backups. Offices maintain current contacts, provide accessible communication in families' languages and follow up on failed delivery.

Messages provide school status and protective, dismissal or reunification instructions when safe to release. A designated spokesperson handles public and media communications while protecting student privacy and confidential response information.

The Chief Emergency Officer/designee provides required notice to NYSED as soon as possible when emergency plan activation closes a school building, applying the exception for routine snow emergency days and any other applicable reporting requirements.

The Chief Emergency Officer/designee alerts affected co-located or neighboring public and nonpublic educational agencies to disasters or emergency closures, coordinating with NYC officials as appropriate. Operations Managers maintain verified business contacts and backup

methods. Notices provide school status and authorized protective instructions; staff check receipt and follow up by telephone when needed.

V. Evacuation, accessibility and reunification

Building plans specify evacuation, shelter, alternate locations and transportation. Staff supervise and account for students, employees and visitors, report missing persons and communicate family instructions. Routes, sites and assignments remain confidential.

Campus leaders plan individualized assistance and backup coverage for mobility, communication, sensory, medical and supervision needs.

Reunification requires verified identity and release authorization, documented student accountability and continued supervision when authorized adults cannot be reached.

VI. Training, drills and written information

ADS provides annual multi-hazard safety training for staff and developmentally appropriate instruction for students. Staff complete annual building-level emergency response training by September 15. Employees hired after the school year begins receive training within 30 days of hire or through the existing new-hire program, whichever occurs sooner.

Annual training covers response-team and incident-command roles, all five protective actions, violence prevention, mental health, cardiac-emergency recognition and response, and drill procedures, including who releases classrooms during lockdown drills. Training includes the behavioral assessment team’s purpose and referral process. Written emergency information is provided to students and staff; the Chief Emergency Officer maintains training records and required certification.

ADS conducts at least eight evacuation and four lockdown drills each school year. At least six evacuation and two lockdown drills occur between September 1 and December 31. Four evacuation drills use fire escapes where provided or identified secondary means of egress. Drills occur on different dates, days and times. Students receive instructions for both fire evacuation and lockdown emergencies during lunch and assemblies unless a corresponding drill during that period supplies the instruction. Where summer school occurs, at least two additional drills are conducted, including one in its first week.

For after-school programs, events or performances involving people who do not regularly attend classes in the building, the Campus Director requires the person in charge to explain emergency procedures to attendees. Event staff receive appropriate emergency orientation, including accessibility and accountability responsibilities. If sleeping accommodations are provided, four additional evacuation drills are held after sunset and before sunrise each school year.

One annual emergency-dismissal drill tests communications and transportation, no more than 15 minutes before normal dismissal. Families receive notice of its date and time seven days beforehand; earlier announcements are followed by that reminder.

Families receive notice of each evacuation or lockdown drill beforehand, identifying the type and general timeframe without disclosing an exact schedule. Students and staff receive emergency-procedure instruction before drills. Drills are trauma-informed, age-appropriate and developmentally appropriate, without props, actors or simulations intended to mimic violence or an emergency. Lockdown drills are identified as drills when conducted. Evacuation drills follow NYSED's evacuation exception and are not announced in advance to participants.

Campus leaders retain drill records and review performance, accessibility, communication and accountability. Corrective actions receive owners and completion dates. Tabletop exercises support staff preparation. Any optional full-scale simulation occurs outside regular school days and when school activities are not occurring; student participation requires written parental consent. Co-located schools coordinate requirements and records.

VII. Medical and cardiac emergency response

Staff summon emergency assistance for life-threatening conditions and provide care within their qualifications. Health information and individual assistance plans remain confidential.

The safety team must develop and implement a written Cardiac Emergency Response Plan with the Director of School Health Services or a licensed physician, nurse practitioner, physician assistant or registered professional nurse, incorporating nationally recognized evidence-based elements and coordinating with local EMS. It covers every person at school sites and school-sponsored events, including athletics. Clinical and EMS validation of ADS's arrangements remains outstanding.

For suspected sudden cardiac arrest, staff activate 911 and the school response system. Trained responders obtain the AED and provide care consistent with training, dispatcher instructions and device prompts. Other staff facilitate EMS access, supervise students and notify leadership and family. Care is transferred to EMS and documented.

Campus leaders and qualified health personnel establish responders, alternates, absence coverage, communications and EMS access for school hours and extracurricular/athletic activities. Building and event arrangements specify AED access and coverage, including off-site events.

Clearly marked, accessible AEDs must be maintained in instructional facilities, with trained coverage for covered curricular/extracurricular activities and athletic contests, and AED equipment at off-site school-sponsored competitive athletic events. Operations maintains inspection, supply and maintenance records.

ADS reports CPR/AED-certified staff at both campuses. Campus leaders verify current credentials and coverage. Annual training includes cardiac response; the safety team reviews incidents and exercises and updates procedures.

VIII. Recovery and continuity of services

The Post-Incident Response Team coordinates medical and mental-health support, family communication, return to learning and follow-up, using outside and local, State or federal resources when needed.

Leadership resumes operations after required safety clearance. The Chief Emergency Officer reviews the response, assigns corrective actions and updates plans while protecting privacy.

IX. Emergency remote instruction

When weather or other emergency conditions prevent in-person attendance, the Executive Director/designee determines whether to close without instruction or activate remote instruction. Families and staff receive the decision, schedule, access instructions and support contacts through the school's verified notification channels. Remote instruction includes regular, substantive daily interaction between students and appropriately qualified teachers.

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