

**Appendix A1 – Acceleration Evidences
New Generation Charter Academy**

Appendix A1

Acceleration Evidences

New Generation Charter Academy

Summary

Edgecombe is a county that is changing rapidly, but the school system does not match the business interest being shown. In Edgecombe County, there is only one school of choice and most of the schools are chronically under-performing; however, there is tremendous business growth. With over 1,000 jobs to be created over the next several years across just three projects, Edgecombe County is quietly becoming an area that will entice people to relocate from all over the state. With many of these jobs set to be in place at the beginning of the 2020 school year and the currently existing schools being so low performing, New Generation Academy would serve as a smaller community school in the heart of the action.

Academic Evidences

Edgecombe County operates 14 schools. Of those 14 schools, 11 received a grade of D or F. The percentage of grade proficient students in Edgecombe County is 37%, 22 percentage points lower than that of the state. Schools in Edgecombe County are struggling, especially with economically disadvantaged students. Multiple schools in the area reported lower percentages of grade proficient economically disadvantaged students than students with disabilities. Many schools produced less than 30% grade proficient students and some schools have been F schools for multiple years with no growth. Black students are struggling the most of any subgroup within the county, but all students in this area are desperately in need of an academic solution that suits their needs. The academic outcomes are disastrous, and there are only two charter schools within the immediate area.

Unique Mission and Educational Program

New Generation Charter Academy's school mission "To prepare students for the intellectual demands of an ever-changing world" is unique within the context of Edgecombe County. Edgecombe County is a changing community as noted below with respect to the county's economic development status. The proposed accelerated school's educational program embraces strategies and techniques which will make it unique and valuable in Edgecombe County. The school's use of Active-Based Learning Strategies was selected because of the local school district's 97.57% poverty rate. Active-Based Learning Strategies have demonstrated success in the Success Academies schools with educationally disadvantaged students, particularly with high poverty students. Our school's unique mission and educational plan make it stand out as a beacon of hope in a community where children's life chances are being immediately and irreparable harmed by the poor quality of education offered by the local school district.

Economic Development

Another reason for acceleration is the investments secured in Edgecombe County that will create interest and ultimately entice hundreds and thousands of people to move to the area. Triangle Tyre Co. is a China based company that is investing over \$580 million into Edgecombe that will create over 800

jobs over the next several years. Production of tires will begin in 2020, meaning that people will begin to relocate to Edgecombe County very soon. In addition to this investment, Corning is making an \$87 million investment to create approximately 150 jobs. Edgecombe is also adding an intermodal rail facility that will create more jobs, and more industry in the area. With all the investment happening, it will be sure to attract even more businesses and people to the area.

Mentoring by a Successful Organization

Torchlight Academy Schools, LLC principals have extensive experience in creating public schools. The governing board of New Generation Charter Academy has engaged this management company to support its operations. This mentoring relationship will provide the governing board and staff of New Generation Charter Academy access to mentoring with experienced individuals within the Torchlight family of educators. New Generation being are part of the Torchlight family will substantially increase its potential for success.

Obstacles to Educational Reform in Edgecombe County

Another factor which militates in favor of acceleration of the New Generation Charter Academy charter application is the history of failed efforts at educational reform in Edgecombe County. The local elected board of education incumbent leadership was served since the 1990's which has not resulted in improvements to student outcomes in local schools. There is no reasonable basis to expect things will change any time soon. The local leadership appears to lack vision for meaningful educational reform. The entrenched leadership and lack of progress at educational reform demonstrate that the leadership and their lack of vision are major obstacles to needed educational reform in Edgecombe County, and as a consequence students' life chances are severely impaired.

Facility Readiness

The secured facility in Edgecombe used to serve as Pope Elementary. The facility was utilized as recently as 2014. Repairs and upgrades to the facility are already in progress. We anticipate the educational certificate of occupancy will be obtained well in advanced to the proposed lease start date. The facility's pictures are attached below.

References

- Summary of Incoming Jobs: <http://www.rockymounttelegram.com/News/2019/02/03/New-plants-move-ahead-on-schedule.html>
- Incoming Tire Facility: <https://www.newsobserver.com/news/business/article190550539.html>
- Incoming CSX Facility: <http://www.rockymounttelegram.com/News/2019/04/10/CSX-set-to-begin-work-on-new-rail-terminal.html>

Table 1. Percentage of Grade Proficient Students by Academic Subgroup

Entity	Total	White	Black	Hispanic	Eco. Disadv	ELL	Disabilities	Suspensions/1000	Grade	Growth	% of Eco Dis
State	59	71	41	48	44	39	22	139			44%
Edgecombe	37	51	29	44	29	34	15	275			
Nash County	43	63	32	42	34	37	16				
Coker-Wimberly Elementary	26	29%	26	22	23	N/A	16	321	F,F,F	M,N,N	>90%
G W Bullock Elementary	42	51	36	68	35	65	12	147	D,D,C	N,N,E	>90%
G W Carver Elementary	42	50	31	46	33	40	12	127	D,D,C	E,N,E	>90%
Martin Millenium Academy	44	63	37	42	33	32	18	223	D,D,D	M,M,M	>90%
North East Carolina Prep (K-12 & Charter)	49	58	37	51	42	47	16	175	C,D,D	E,M,E	63%
Philips Middle	25	42	22	31	26	22	20	442	F,F,D	M,N,E	>90%
Princeville Elementary	34	N/A	29	47	30	40	33	266	D,F,F	M,M,E	>90%
South Edgecombe Middle	37	46	21	41	28	29	8	587	D,F,C	N,N,E	>90%
Stocks Elementary	23	32	17	52	18	N/A	37	217	F,F,F	M,M,N	>90%
W A Patillo Middle	29	49	24	49	26	31	23	811	D,D,D	M,E,E	>90%
West Edgecombe Middle	46	57	35	54	35	49	14	255	C,D,D	E,N,E	>90%
Torchlight (K-8)	51	N/A	52	49	46	46	23	0	C,C,C	E,E,E	90%
Wake County	65.7	82	42	45	39	39	26	74			

Table 2. Number of Students by Race/Ethnicity & Percentage of Economically Disadvantaged Students

School	Students	White	Black	Hispanic	White	Black	Hispanic	Eco Dis.
Edgecombe	5,908	1,800	3,313	610	30%	56%	10%	
Nash County	15,081	4,613	7,871	1,911	31%	52%	13%	
Coker-Wimberly Elementary	285	24	202	53	8%	71%	19%	>90%
G W Bullock Elementary	659	215	372	91	33%	56%	14%	>90%
G W Carver Elementary	698	320	253	91	46%	36%	13%	>90%
Martin Millenium Academy	653	199	375	64	30%	57%	10%	>90%
North East Carolina Prep (K-12 & Chart	925	421	374	98	46%	40%	11%	63%
Philips Middle	120	13	85	19	11%	71%	16%	>90%
Princeville Elementary	168	12	129	25	7%	77%	15%	>90%
South Edgecombe Middle	373	185	125	47	50%	34%	13%	>90%
Stocks Elementary	499	68	360	55	14%	72%	11%	>90%
W A Patillo Middle	262	30	208	22	11%	79%	8%	>90%
West Edgecombe Middle	315	129	157	18	41%	50%	6%	>90%
Schools Serving K-8 Totals	4957	1616	2640	583	33%	53%	12%	
Wake County Schools	159,213	74,872	37,222	27,556	47%	23%	23%	
Torchlight Academy	532	1	320	200	0%	60%	60%	90%



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Lunch	Specials
11:00-	12:30-
11:30	1:05

Sheldon Bulluck
CEO
The Mega Educational Center
Mailing: 6809 Leigh Road, Rocky Mount, NC 27803
Physical: 226 Coleman Avenue, Rocky Mount, NC 27801
svbulluck@nrms.k12.nc.us
252-458-3060

July 1, 2019

TORCHLIGHT ACADEMY SCHOOLS LLC
2664 TIMBER DR #111
Garner NC 27529

**RE: Letter of Intent to Lease the property at 226 Coleman Avenue
Preliminary Agreement to lease subject to The New Generation Charter Academy**

Dear Mrs. McDaniel,

We hereby submit a non-binding Letter of Intent, to provide time to complete due diligence and finalize the agreement, of leasing the facilities and property of The Mega Educational Center. We envisage that the development of principal terms will be proposed upon the agreement of both parties and transactions would be substantial as proposed that you would lease the approximately 7 acres of land at 226 Coleman Avenue, Rocky Mount, NC.

Upon entering into a formal agreement, the terms of the proposal would be satisfied with its due diligence, after that, leasing the property for the financial sum and terms to be determined. Once a final agreement is reached, both parties will have their own personal counsel to review and approve the conditions.

1. Lessee: Torchlight Academy Schools LLC and/or New Generation Charter Academy
2. Owner: Mr. Sheldon Bulluck
3. Property: 226 Coleman Ave. Rocky Mt. NC 27801
4. Lease Price: Market Rate (\$12-\$16 per sq. ft)
5. Initial Deposit: \$5000.00
6. Investigation Period: 30 days following execution of a mutually satisfactory Lease Agreement which will be contingent upon municipalities approving zoning for the specific development of lessors' needs. Lessor understanding that time is of the essence, and will promptly review the Due Diligence Materials and provide any objections that were noted within the investigation period.
7. Property Taxes: Lessee's Responsibility

8. Operations (Electric/Gas, Property Maintenance, etc.) Lessee's Responsibility

9. Miscellaneous: The terms and conditions for the lease of the property shall be set forth in a mutually acceptable Lease Agreement to be drafted by owner and which shall be negotiated after the approval of the Charter. Further, upon a finalized agreement, you will gain permission to renovate for and operate your academy on the property contingent upon municipalities approving zoning for the specific development of lessors' needs.

This letter describes the general terms and conditions under which New Generation Charter Academy would consider leasing the property. This letter, while non binding, lays the foundation of our mutual and preliminary understanding and must not be understood as a commitment to lease notwithstanding anything to the contrary set forth herein.

If the terms of this letter of intent are acceptable to the New Generation Charter Academy, the parties shall mutually endeavor to negotiate and enter into a formal agreement for the lease of the property. It is the objective and good faith intention to complete the due diligence process and enter into a Lease Agreement.

I look forward to doing business together.

Sincerely,



Sheldon Bulluck
CEO



Donnie McQueen
CEO

cc: Mrs. Nancy McDaniel, Board Chair
The New Generation Charter Academy

**Appendix A4.1 – Executed EMO Contract
New Generation Charter Academy**

TORCHLIGHT ACADEMY SCHOOLS, LLC.

SERVICES AGREEMENT

This Services Agreement ("Agreement") by and between Torchlight Academy Schools, LLC., a North Carolina corporation ("T.A.S."), and ~~THE NEW GENERATION CHARTER~~ a North Carolina non-profit corporation (the "School") is effective this ~~25th~~ day of ~~JULY~~ 2019 (the "Effective Date"). For purposes of this Agreement, "T.A.S." and the School shall be referred to collectively as the Parties."

RECITALS

WHEREAS, the School was issued a Charter Contract by the North Carolina State Board of Education (the "Authorizer") to operate a public charter school pursuant to N.C. Gen. Stat. 115C-238.29 et seq. (the "Authorizing Law"); and

WHEREAS, the Parties desire to work together to promote educational excellence and innovation based on T.A.S.'s school design, comprehensive educational program and management principles; and

WHEREAS, the Parties desire to set forth the terms and conditions of such a relationship in this Agreement;

NOW, THEREFORE, for good and valuable consideration, including the mutual promise and benefits contained in this Agreement, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

ARTICLE I

CONTRACTING RELATIONSHIP

- A. Services. Subject to the terms and conditions of this Agreement, and as permitted by applicable law, the School hereby contracts with T.A.S. for the provision of certain educational, business administration, facility, and management services, including without limitation, all labor, equipment, and materials necessary for the provision of the same, as set forth herein (collectively, the "Services").
- B. Charter. This Agreement shall: (i) be subject to and comply with the terms and conditions of the Charter Contract and the School's Charter Application (collectively, the "**Charter**"); and (ii) not be construed to interfere with the constitutional, statutory, or fiduciary duties of the School's Board of Directors (the "**Board**"). In the event of a conflict between any term or condition of this Agreement and any term or condition of the Charter, the term or condition of the Charter shall govern.
- C. Independent Contractor. T.A.S. shall provide the Services as an independent contractor, and not as an employee, partner, agent, or associate of the School. This independent contractor relationship shall extend to the officers, directors, employees, and representatives of T.A.S. Consistent with the status of an independent contractor, T.A.S. reserves to itself the right to designate the means and methods of accomplishing the objectives and purposes of this Agreement consistent with Authorizing Law and the Charter. The relationship between the Parties is based solely on the terms and conditions of this Agreement, and the terms and conditions of any other written agreement between the Parties.
- D. Designations and Appointments.
1. T.A.S., including its directors, officers, and employees are hereby designated as "other School Officials having a legitimate educational interest in education records" for purposes of the Family Educational Right and Privacy Act, 20 U.S.C. 1232g et seq. (FERPA).
 2. T.A.S., its directors, officers, and employees may be designated by the School for other purposes by a written resolution of the Board.

ARTICLE II TERM & TERMINATION

A. Term.

This Agreement shall commence on the Effective Date, and unless terminated as set forth herein, shall continue until the termination or expiration of the Charter currently in effect, inclusive of any Charter re-authorization or renewal periods thereof (the “**Term**”). The parties acknowledge that the Authorizer, as part of any reauthorization or renewal, may require that the School and T.A.S. submit an amended or restated Agreement for review by the Authorizer. The first school year of this Agreement shall commence July 1, 2019 to June 30, 2020, and each school year thereafter shall commence on July 1 and end on June 30 of the following year.

B. Termination

1. By the School. The School may terminate this Agreement prior to the end of the Term if T.A.S. fails to remedy a material breach of this Agreement within (60) days after receiving notice from the School of such breach. For purposes of this Subsection, a material breach includes, but is not limited to: (i) T.A.S.’s failure to account for expenditures or pay operating costs pursuant to the Budget (as defined below); (ii) T.A.S.’s failure to follow policies, procedures, rules, regulations or curriculum adopted by the Board, provided they do not violate the Charter, applicable law, or this Agreement; (iii) a receipt by the Board of an unsatisfactory report from an independent education consultant retained by the Board regarding the Services or the School’s performance, provided the unsatisfactory performance cannot be adequately corrected or explained; (iv) a determination that this Agreement or its implementation would serve as grounds for suspension, revocation, or non-renewal of the Charter; (v) a determination that this Agreement or its implementation would jeopardize material tax exemptions of the School or its non-profit status; or (vi) any action or inaction by T.A.S. that places the Charter in jeopardy of termination, suspension or revocation.

2. By T.A.S. T.A.S. may terminate this Agreement prior to the end of the Term if the Board fails to remedy a material breach of this Agreement within thirty (30) days after receiving a notice from T.A.S. of such breach. For purposes of this Subsection, a material breach (which for the sake of the clarity is a default hereunder) includes but is not limited to: (i) T.A.S.’s failure to timely receive any compensation or reimbursement required by this Agreement; or (ii) a suspension, revocation, or non-renewal of the Charter.

3. By Either Party. Either party may terminate this Agreement prior to the end of the Term, with just cause, by providing the other party with at least one hundred twenty (120) days prior written notice.

4. If this Agreement is terminated prior to the end of the Term, and unless otherwise agreed by the Parties, such termination will not become effective until the end of the then-current school year.

A. Effect of Termination. Upon the effective date of termination or expiration of this Agreement:

1. T.A.S. shall have the right to remove from the School any equipment or other assets owned or leased by T.A.S.;
2. The School shall pay or reimburse T.A.S. through the Fee (as defined below) for the prepaid portion of any expenses or liabilities incurred by T.A.S. pursuant to the Budget as of the date of such termination or expiration, provided T.A.S. supplies the School with documentation of all such expenses and liabilities;
3. T.A.S. may agree, in its sole discretion, to assist the School for a reasonable amount of time, not to exceed ninety (90) days, and for a reasonable fee, with the School’s transition to another administrative, managerial, or services arrangement;
4. T.A.S. shall, if applicable, reasonably assist the School in the execution of a closure and dissolution plan and cooperate in the closure and dissolution process, including without limitation, in any audits and court or other proceedings related thereto; and

5. The party to whom Confidential Information (as defined below) has been disclosed shall, upon request and at the direction of the disclosing party: (i) return such Confidential Information within thirty (30) days, including any copies thereof, and cease its use; or (ii) destroy such Confidential Information and certify such destruction to the disclosing party, except for a single copy thereof which may be retained for the sole purpose of determining the scope of any obligations incurred under this Agreement, and except where disclosure or retention is required by applicable law.

ARTICLE III OBLIGATIONS OF T.A.S.

- A. Manager at Risk. T.A.S. shall be responsible and accountable to the Board for providing the Services. During the Term, T.A.S. shall provide services to the level of funding appropriated by the board. Notwithstanding the foregoing, T.A.S. shall not be required to expend funds on Services in excess of the amount set forth in the Budget but may do so at its discretion.
- B. T.A.S. Educational Program. The School has determined to adopt the T.A.S. educational and academic programs and goals. Subject to the oversight of the Board, T.A.S. shall implement and administer the T.A.S. Educational Program. In the event that T.A.S. reasonably determines that it is necessary or advisable to make material changes to the Educational Program, T.A.S. shall inform the Board of the proposed changes and obtain the Board's approval before making such changes, as well as the Authorizer's approval if required by the Charter or applicable law. The Parties acknowledge and agree that an essential part of the T.A.S. Education Program is its capacity to change in the interest of continuous improvement and efficiency. Not less than annually or as reasonably requested by the Board, T.A.S. shall provide the Board with a report detailing progress made on each of the educational goals set forth in the T.A.S. Educational Program. The school year calendar and the school day schedule shall be approved by the Board as required under the Charter.
- C. All Children Welcome. T.A.S. shall ensure that all students are welcome regardless of race, ethnicity, religion, gender and economic backgrounds.
- D. Services to Students with Disabilities. T.A.S. welcomes students with disabilities at the School. T.A.S. shall provide special education and related services, in conformity with the requirements of applicable law, to students who attend the School.
- E. Educational and Administrative Services. Subject to the oversight of the Board, T.A.S. shall implement operational practices and procedures that are consistent with Board policy, the Charter and applicable law. Such practices and procedures shall include, but are not limited to:
1. Student recruitment and student admissions.
 2. Student assessments, including testing, promotion, and retention.
 3. The acquisition of instructional materials, equipment and supplies, and the administration of any and all extra-curricular and co-curricular activities and programs included in the Budget.
 4. Employment of personnel working at the School and management of all personnel functions, as set forth herein.
 5. All aspects of the School's business administration.
 6. All aspects of the School's accounting operation, including general ledger management, financial and audit reporting, employee benefits, payroll, and tax compliance.
 7. All aspects of food services.
 8. All aspects of facilities acquisition, administration and maintenance.

9. Student behavior management and discipline.

F. Location of Services. Other than instruction, and unless prohibited by the Charter or applicable law, T.A.S. may provide the Services, including but not limited to, purchasing, professional development and administrative services, off-site.

G. Subcontracts. T.A.S. reserves the right to subcontract any and all aspects of the Services. T.A.S. shall not subcontract the oversight of the Educational Program, except as specifically permitted in this Agreement or with prior written approval of the Board. Notwithstanding the foregoing, the Board specifically acknowledges and agrees that from time to time T.A.S. may use third parties or independent contractors to assist in the creation and development of Educational Materials (as defined below) that may be used as a part of the T.A.S. Educational Program.

H. Pupil Performance Standards and Evaluation. T.A.S. shall implement pupil performance evaluations that permit evaluation of the academic progress of each student. T.A.S. shall utilize assessment strategies required by the Charter and applicable law. The Board and T.A.S. shall cooperate in good faith to identify academic goals and methods to assess such academic performance. T.A.S. shall provide the Board with timely reports regarding student performance.

I. Unusual Events. T.A.S. shall timely notify the Board and the Administrator (as defined below) of any anticipated or known material: (i) health or safety issues, including all mandatory reporting required by applicable law; (ii) labor, employee or funding issues; or (iii) other issues that may reasonably and adversely impact the School's ability to comply with the Charter, applicable law or this Agreement.

J. School Records. The financial and education records pertaining to the School (collectively, the "**School Records**"), are property of the School. Except as may be prohibited or limited by the Charter or applicable law, the School Records shall be available to the Board and the Authorizer for their review, and are subject to inspection and copying to the same extent that records of public schools are subject to inspection and copying pursuant to applicable law. All School Records shall be physically or electronically available upon request at the School's physical facility. T.A.S. agrees to comply with the terms pursuant to the Charter regarding information to be made available to the School.

K. Facility. T.A.S. shall use reasonable efforts to secure a facility to be leased or otherwise provided to the School on terms mutually agreeable to T.A.S. and the Board. Obligations of the Board created under the terms of such lease are to be fulfilled by T.A.S. unless otherwise agreed to in writing by T.A.S. and the Board. The facility shall comply with the requirements of the Charter and applicable law. T.A.S. shall also use reasonable efforts to cause the facility to be furnished with equipment and technology as is reasonably necessary to implement the Educational Program.

L. Legal Compliance. T.A.S. will implement and enforce rules, regulations and procedures applicable to the School that are consistent with adopted Board policy, if any, and the T.A.S. Educational Program in accordance with the Charter and applicable law, including without limitation, rules, regulations, and policies regarding non-discrimination, discipline, special education, confidentiality and access to records.

M. Rules and Procedures. T.A.S. will recommend to the Board reasonable rules, regulations, policies and/or procedures applicable to the School. The Board hereby authorizes and directs T.A.S. to enforce such rules, regulations and procedures consistent with Board policy.

N. Assistance to the Board. T.A.S. shall cooperate with the Board and, to the extent consistent with applicable law, timely furnish the Board with all documents and information necessary for the Board to properly perform its responsibilities under this Agreement, the Charter and all applicable laws.

ARTICLE IV OBLIGATIONS OF THE BOARD

- A. Board Policies. The Board shall be responsible for the fiscal and academic policies of the School. The Board shall exercise good faith in considering the recommendations of T.A.S., including but not limited to, T.A.S.'s recommendations regarding policies, rules, regulations and the Budget (as defined below).
- B. Assistance to T.A.S.. The Board shall cooperate with T.A.S. and, to the extent consistent with applicable law, timely furnish T.A.S. all documents and information necessary for T.A.S. to properly perform its responsibilities under this Agreement.
- C. Unusual Events. The Board shall timely notify T.A.S. of any anticipated or known material: (i) health or safety issues; (ii) labor, employee or funding issues; or (iii) other issues that may reasonably and adversely impact T.A.S.'s ability to comply with the Charter, applicable law, or this Agreement.
- D. Retained Authority. The Board shall retain the authority to adopt reasonable policies in accordance with applicable law relative to anything necessary for the proper establishment, maintenance, management, and operation of the School.
- E. Ex Officio Member. To permit one ex-officio member appointed by T.A.S. on the Board of Directors. This member will be entitled to meeting notice.
- F. School Policies. The Board agrees the school will:
1. Select and implement school uniforms.
 2. Send board representation to all board trainings required by the North Carolina Department of Public Instruction
 3. Operate the school based on hours.
 4. Select and agree to a school budget by July 15th preceding each school year.
 5. To implement the healthcare plan utilized by T.A.S.

Article V Intellectual Property

- A. Definitions.
1. **“Educational Materials”** means all curriculum, print and electronic textbooks, instructional materials, lesson plans, teacher guides, workbooks, tests, and other curriculum-related materials licensed, developed or otherwise owned by the School or T.A.S.
 2. **“Confidential Information”** means any confidential and non-public trade, technical or business knowledge, information and materials regarding the School or T.A.S. (or their respective affiliates), which is given by one party to the other, or any of their respective representatives, in any form, whether printed, written, oral, visual, electronic or in any other media or manner. Confidential Information includes, but is not limited to, research, operations and procedures, financial projections, pricing, sales, expansion plans and strategies, services, data, trade secrets and other intellectual property, or the results of any mediation or private adjudication, as well as information with respect to each party's or its affiliates' plan for market expansion, except for information which a party can show by contemporaneous written records was developed or formulated independently of work or services performed for, or in connection with performance of, this Agreement. Notwithstanding the foregoing, the disclosure of the other party's Confidential Information as required to be disclosed by law, rule or regulation or by reason of subpoena, court order or government action shall not constitute a breach of this Agreement; however, in such event the

party required to disclose such information will reasonably cooperate with the party whose information is required to be disclosed in order to obtain a protective order applicable to such disclosure. All Confidential Information will remain the sole property of the party disclosing such information or data.

- A. Assignment. Each party shall, and hereby does assign to the other, with full title guarantee and without additional compensation, such right, title and interest in and to any intellectual property as is necessary to fully affect the ownership provisions set out herein, and any accrued rights of action in respect thereof. Each party shall, if so requested by the other, execute all such documents and do all such other acts and things as may be reasonably required to comply with this Agreement to vest in the appropriate party all rights in the relevant intellectual property and shall procure execution by any named inventor of all such documents as may reasonably be required by the other party in connection with any related patent application.

ARTICLE VI

SOLICITATION AND USE OF PRIVATE FUNDS

- A. T.A.S. shall seek the Board's approval prior to soliciting any non-governmental grants, donations or contributions on behalf of the School. Any such funds received shall be used solely in accordance with the purpose for which they were solicited, applicable donor restrictions, or as otherwise approved by the Board. Subject to applicable donor restrictions, the Board shall determine the allocation of any such funds subject to this Article that remain unexpended following completion of the project or purpose for which they were originally designated.

ARTICLE VII

FINANCIAL ARRANGEMENTS

- A. Revenues. Except as provided herein, all monies received by the School shall be deposited in the School's depository account within three (3) business days with a financial institution acceptable to the Board; provided, however, that upon receipt of a notice from T.A.S., the School shall pay all such funds owed under this Agreement directly to the account or party specified in such notice. The signatories on the School depository account shall solely be Board members or properly designated Board agents (if any). Interest income earned on the School's depository account shall accrue to the School. Except as specifically excluded by this Agreement, the term "Revenues" shall include all funds received by or on behalf of the School including but not limited to:
1. Funding for public school students enrolled at the School.
 2. Special education funding provided by the federal and/or state government that is directly allocable to special education students enrolled at the School.
 3. Gifted and talented funding provided by the federal and/or state government that is directly allocable to gifted and talented students enrolled at the School.
 4. At-risk funding provided by the federal and/or state government that is directly allocable to at-risk students enrolled at the School.
 5. Funding provided by the federal and/or state government that is directly allocable to students enrolled at the School with limited English proficiency.
 6. All other federal and/or state grant sources, including, but not limited to, Title I and any start-up funding allocable to the School.
 7. All other grants and donations received by the School to support or carry programs at the

School (except to the extent T.A.S. is not required or involved in soliciting, administering or managing the contribution and/or donation, in which case such funds shall be deposited in the Board Spending Account (as defined below)).

8. Fees charged to students as permitted by law for extra services provided by T.A.S. as approved by the Board.

The expenditure of any Revenues received from governmental entities shall be consistent with all applicable regulations and policies. The expenditure of any Revenue received from non-governmental grants, contributions and donations shall be made consistent with provisions of Article VI.

- B. Budget. T.A.S. shall provide the Board with an annual proposed Budget prepared and maintained in accordance with the Charter and applicable law (the "**Budget**"). The Budget shall be submitted to the Board prior to June 1 for the next school year.
- C. Review and Approval of Budget. The Board shall be responsible for reviewing and approving the Budget in accordance with the Charter and applicable law. At the direction of either T.A.S. or the Board, with the approval of the Board, the Budget shall be amended from time to time as necessary.
- D. Board Spending Account. Notwithstanding any other provision of this Agreement to the contrary, each school year during the Term, T.A.S. shall allocate to an account controlled by the Board an amount equal to the lesser of (i) 2% of state per pupil aid reflected in the Budget for that respective year, or (ii) \$25,000 (the "**Board Spending Account**"). The aforesaid amount shall be deposited by T.A.S. into the Board Spending Account pro-rata during the course of the School's school year as Revenues are received. All funds in the Board Spending Account are the property of the School and may be used by the School at the discretion of the Board. Funds in the Board Spending Account that are not spent by the School during the school year shall carryover annually.
- E. Fee. T.A.S. shall receive all Revenues as its services fee (the "**Fee**"), from which it shall pay all operating costs of the School as detailed in the Budget. T.A.S. and the Board acknowledge that operating costs may include an administrative fee payable to the Authorizer as set forth in the Charter. Payment of the Fee shall be made on the same frequency that the School receives its Revenues. T.A.S. shall be entitled to retain as compensation for the Services the difference, if any, between the Fee and the amount actually expended by T.A.S. in operation and/or management of the School during the School's fiscal year. The minimum service fee each year shall be 10% of Revenues.
- F. Other Schools. The School acknowledges that T.A.S. may enter into similar services agreements with other schools. T.A.S. shall maintain separate accounts for expenses incurred in the operation of the School and other schools assisted by T.A.S., and shall reflect in the School's financial records only those expenses incurred in the operation of the School.
- G. Financial Reporting. T.A.S. shall provide the Board with:
 1. At least annually, the Budget as required by this Agreement.
 2. Monthly financial statement. These financial statements will include a Balance Sheet, Statement of Revenues, Expenditures and Changes in Fund Balance at object level detail with a comparison of budget to actual revenue and expenditures and explanations of variances.
 3. Quarterly, or as reasonably requested by the Board, a report on School operations and student performance.
 4. As reasonably requested, other information to enable the Board to: (i) evaluate the quality of the Services; and (ii) timely provide all reports and information that are required by the Charter and applicable law.

- H. Access to Financial Records. T.A.S. shall keep accurate financial records pertaining to its operation of the School, together with all School financial records prepared by or in possession of T.A.S., and shall retain all of the afore referenced records according to the Charter and applicable law to which such books, accounts, and records relate. T.A.S. and the Board shall maintain the proper confidentiality of personnel, students, and other records as required by law. All records shall be kept in accordance with applicable state and federal requirements.
- I. Accounting Standards: Annual Audit.
1. The School shall at all times comply with generally accepted public sector accounting principles and applicable law.
 2. The Board shall select and retain an independent auditor to conduct an annual audit of the School's financial matters in accordance with the Charter and applicable law.
 3. Subject to applicable law, all records in the possession or control of T.A.S. that are related to the School, including but not limited to, financial records, shall be made available to the School and the School's independent auditor. The expense of the annual audit shall be included in the Budget.

ARTICLE VIII PERSONNEL & TRAINING

- A. Qualified Personnel. **T.A.S. shall select and hire qualified personnel to perform the Services. T.A.S. shall have the responsibility and authority, subject to this Article, to select, hire, evaluate, assign, discipline, transfer, and terminate personnel consistent with the Budget, the Charter and applicable law. With the exception of teachers, as set forth below, and unless otherwise agreed by the written consent of the Parties, all School personnel shall be employees or independent contractors of T.A.S..** The compensation of all employees or contractors working at the School shall be included in the Budget. Upon Board request, T.A.S. shall disclose to the Board the level of compensation and fringe benefits provided by T.A.S. to T.A.S. employees working at the School. A criminal background check and unprofessional conduct search in compliance with applicable law shall be conditions for the hiring of or services provided by any person who will or may be reasonably expected to have unsupervised access to and the care, custody or control of, any School student(s).
- B. School Administrator. **The School administrator (the "Administrator") shall be an employee of T.A.S. The duties and term of the Administrator's employment shall be determined by T.A.S. The Administrator shall work with T.A.S. in the operation and management of the School.**
- C. Teachers. The Administrator shall recommend to the Board for its consideration and approval, teachers who are qualified in the grade level and subjects required by the School to operate in accordance with the terms of the Charter. All teachers shall be jointly employed by the School and T.A.S. for such purposes as inclusion in the compensation and employee benefit plans of T.A.S., payroll administration and other employment policies and practices; provided however, in all circumstances, the Board shall ultimately control the hiring and discharge decisions with respect to jointly employed teachers at the School in accordance with N.C. Gen. Stat. 115C-238.29(f)(E)(1). Teachers assigned to and retained by the School may hold a valid teaching certificate issued by the State Board of Education to the extent required by N.C. Gen. Stat. 115C-238.29(f)(E)(1)..
- D. Support Staff. T.A.S. shall, consistent with this Article, provide the School with qualified support staff as needed to operate the School in an efficient manner. The support staff may, at the discretion of T.A.S., work at the School on a full or part time basis.
- E. Training. T.A.S. shall provide or procure training in its methods, curriculum, program, and technology to

all teaching personnel on a regular basis. Instructional personnel shall be required to obtain at least the minimum hours of professional development as required by applicable law.

- F. Background Checks and Qualifications. T.A.S. shall comply with applicable law regarding background checks, unprofessional conduct searches and certification/licensure, as applicable, for all persons working in the School.

ARTICLE IX INDEMINIFICATION

- A. Indemnification of Parties. To the extent not prohibited by the Charter or applicable law, the Parties hereby agree to indemnify, defend, and hold the other (the "**Indemnified Party**"), harmless from and against any and all third-party claims, actions, damages, expenses, losses or awards which arise out of (i) the gross negligence or intentional misconduct of the indemnifying party, (ii) any action taken or not taken by the indemnifying party, or (iii) any noncompliance or breach by the indemnifying party of any of the terms, conditions, warranties, representations, or undertakings contained in or made pursuant to this Agreement. As used herein, Indemnified Party shall include the party's trustees, directors, officers, employees, agents, representatives and attorneys. The Parties may purchase general liability, property, or other insurance policies. Notwithstanding anything in this Agreement to the contrary, the Board shall not be precluded by the terms of this Agreement from asserting or declining to assert a claim of governmental immunity.

It is understood by Torchlight Academy Schools, LLC. that "no indebtedness of any kind incurred or created by the charter school shall constitute an indebtedness of the State or its political subdivisions, and no indebtedness of the charter school shall involve or be secured by the faith, credit, or taxing power of the State or its political subdivisions."

ARTICLE X INSURANCE

- A. Insurance Coverage. T.A.S. shall maintain such policies of insurance as required by the Charter and applicable law. Each party shall, upon request, present evidence to the other that it maintains the requisite insurance in compliance with the provisions of this Article. Each party shall comply with any information or reporting requirements required by the other party's insurer(s), to the extent reasonably practicable.
- B. Workers' Compensation Insurance. T.A.S. shall maintain workers' compensation insurance as required by law, covering their respective employees.

ARTICLE XI REPRESENTATIONS & WARRANTIES

- A. Board and School. The Board represents and warrants, for itself and on behalf of the School, that: (i) it is legally vested with all power and authority necessary to operate a charter school under the Authorizing Law; (ii) it is legally vested with all power and authority necessary to execute, deliver and perform this Agreement, including without limitation, the power and authority to contract with a private entity for the provision of educational, business administration and management services; (iii) its actions have been duly and validly authorized and it has adopted any and all resolutions or expenditure approvals required for the execution of this Agreement; and (iv) there are no pending actions, claims, suits or proceedings, or, to its knowledge, threatened or reasonably anticipated against or affecting either the Board or the School, which if adversely determined, would have a material adverse effect on its ability to perform under this Agreement.
- B. T.A.S. T.A.S. represents and warrants that: (i) it is a corporation in good standing and is authorized to

conduct business in the State of North Carolina; (ii) it is legally vested with all power and authority necessary to execute, deliver and perform this Agreement; (iii) there are no pending actions, claims, suites or proceedings, or, to its knowledge threatened or reasonably anticipated against or affecting T.A.S., which if adversely determined, would have a material adverse effect on its ability to perform its obligations under this Agreement; and (iv) it will comply with all registration and licensing requirements relating to conducting business under this Agreement, which the Board agrees to assist T.A.S. in applying for such licenses and permits and in obtaining such approvals and consents.

ARTICLE XII MISCELLANEOUS

- A. Entire Agreement. This Agreement and any attachments hereto shall constitute the entire agreement of the Parties on the subject matter set forth herein. This Agreement supersedes and replaces any and all prior agreements and understandings regarding the subject matter set forth herein between the School and T.A.S..
- B. Force Majeure. Except for payment obligations, and notwithstanding any other provisions of this Agreement, neither party shall be liable for any delay in performance or inability to perform due to acts of God, war, riot, embargo, fire, explosion, sabotage, flood, accident, labor strike, or other acts beyond its reasonable control; provided either party may terminate this Agreement in accordance with provisions contained herein if sufficient grounds exists as provided in the Article governing termination.
- C. State Governing Law: Waiver of Jury Trial. This Agreement shall be construed, interpreted, governed and enforced pursuant to the laws of the State of North Carolina, without regard to its conflict-of-laws principles. The Parties hereby waive the right to a jury trial in any action, proceeding or counterclaim brought by either T.A.S. or the School against the other.
- D. Notices. All notices and other communications required by this Agreement shall be in writing and sent to the Parties at the facsimile number or address set forth below. Notice may be given by: (i) facsimile with written evidence of confirmed receipt by the receiving party of the entire notice; (ii) certified or registered mail, postage prepaid, return receipt requested; or (iii) personal delivery. Notice shall be deemed to have been given on the date of transmittal if given by facsimile, upon the date of postmark if sent by certified or registered mail, or upon the date of delivery if given by personal delivery. For purposes of the foregoing, **“personal delivery”** shall include delivery by nationally recognized overnight courier (such as FedEx), if signed for by the recipient or a delegate thereof. Notices to the School shall be sent to the current address of the then current Board Chair, with a copy to the then current Board attorney. The addresses of the Parties for the purposes aforesaid, including the address of the initial Board Chair, are as follows:

The School:

Board Chair: Nancy McDaniel
Address: 105 Star St. Raleigh, NC 27610
Telephone: (252) 822-2442

T.A.S.:

Chief Executive Officer: Don McQueen
Address: 3211 Bramer Drive Raleigh, NC 27604
Telephone: (919) 538-8060

- E. Amendment. This Agreement shall not be altered, amended, modified or supplemented except by memorandum approved by the Board and signed by both an authorized officer of the School and T.A.S. and in manner consistent with the Authorizer's policies.
- F. Waiver. No waiver of any provision of this Agreement shall be deemed or shall constitute a waiver of any other provision. Nor shall such waiver constitute a continuing waiver unless otherwise expressly stated.
- G. Severability. If any term or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remainder of the terms and provisions set forth herein shall remain in full force and effect and shall in no way be affected, impaired or invalidated, and the Parties shall use their best efforts to find and employ an alternative means to achieve the same or substantially the same results as that contemplated by such term or provision.
- H. Delegation of Authority. Nothing in this Agreement shall be construed as delegating to T.A.S. powers or authority of the Board which are not subject to delegation by the Board under the Charter or applicable law.
- I. Compliance with Law. Each party will comply with the Charter and laws applicable to the performance of such party's obligations hereunder.
- J. Time of Essence. The Parties understand and agree that time is of the essence in performing their perspective responsibilities under this Agreement.

**ARTICLE XII
MEDIATION AND ARBITRATION**

A. The parties shall attempt in good faith to resolve by mediation any claim, dispute or controversy arising out of or relating to this Agreement. Either party may institute a mediation proceeding by a request in writing to the other party. Thereupon, both parties will be obligated to engage in mediation. The proceeding will be conducted in Raleigh, North Carolina in accordance with the then current Center of Public Resources Model Procedure for Mediation of Business Disputes. In the event that the parties are unsuccessful in resolving the dispute via mediation, the parties agree promptly to resolve any such claims, disputes and/or controversies through binding confidential arbitration conducted in Raleigh, North Carolina in accordance with the then current Commercial Arbitration Rules of the American Arbitration Association (the "AAA"); provided, one neutral arbitrator shall be chosen in accordance with such rules to arbitrate the dispute. The parties irrevocably consent to such jurisdiction for purposes of said arbitration, and judgment may be entered thereon in any state or federal court in the same manner as if the parties were residents of the state or federal district in which said judgment is sought to be entered. All applicable statutes of limitations and defenses based upon the passage of time shall be tolled while the requirements of this Section are being followed.

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the

Effective Date: July 25, 2019

The School:

By: Nancy McDaniel
Print Nancy McDaniel
Board Chair

Torchlight Academy Schools:

By: Donna McQueen
Print DONNA MCQUEEN
Chief Executive Officer

**Appendix A4.3 – EMO Financial History
New Generation Charter Academy**

Exhibit 4

Torchlight Academy
Statement of Revenues, Expenditures, and Changes in Fund Balance
Governmental Funds
For the Year Ended June 30, 2016

	Major Funds			Total Governmental Funds
	General	State Public School	Federal Grants Fund	
REVENUES				
State of North Carolina	\$ 17,401	\$ 2,767,329	\$ -	\$ 2,784,730
Durham County Schools	9,404	-	-	9,404
Franklin County Schools	308	-	-	308
Wake County Schools	1,165,159	-	-	1,165,159
Johnston County Schools	3,524	-	-	3,524
Vance County Schools	6	-	-	6
U.S. Government	-	-	368,010	368,010
Contributions and donations	-	-	-	-
Other	34,235	-	-	34,235
Total revenues	1,230,037	2,767,329	368,010	4,365,376
EXPENDITURES				
Current:				
Instructional services:	1,453,946	2,765,030	368,010	4,586,986
System-wide support services	6,263	2,299	-	8,562
Capital outlay:				
Debt service:				
Principal	-	-	-	-
Interest and other charges	-	-	-	-
Total expenditures	1,460,209	2,767,329	368,010	4,595,548
Excess (deficiency) of revenues over expenditures	(230,172)	-	-	(230,172)
OTHER FINANCING SOURCES (USES)				
Issuance of capital lease	-	-	-	-
Loan proceeds	-	-	-	-
Total other financing sources (uses)	-	-	-	-
Net change in fund balance	(230,172)	-	-	(230,172)
Fund balances-beginning	550,240	-	-	550,240
Fund balances-ending	\$ 320,068	\$ -	\$ -	\$ 320,068

The notes to the financial statements are an integral part of this statement.

Exhibit 4

Torchlight Academy
Statement of Revenues, Expenditures, and Changes in Fund Balance
Governmental Funds
For the Year Ended June 30, 2017

	Major Funds			Total Governmental Funds
	General	State Public School	Federal Grants Fund	
REVENUES				
State of North Carolina	\$ -	\$ 3,003,087	\$ -	\$ 3,003,087
Cumberland County	781	-	-	781
Durham County Schools	12,884	-	-	12,884
Franklin County Schools	5,351	-	-	5,351
Wake County Schools	1,255,473	-	-	1,255,473
Johnston County Schools	5,837	-	-	5,837
Orange County	1,919	-	-	1,919
U.S. Government	-	-	300,924	300,924
Contributions and donations	-	-	-	-
Other	62,639	-	-	62,639
Total revenues	1,344,884	3,003,087	300,924	4,648,895
EXPENDITURES				
Current:				
Instructional services:	1,554,115	3,003,087	300,924	4,858,126
System-wide support services	501	-	-	501
Capital outlay:	-	-	-	-
Debt service:				
Principal	-	-	-	-
Interest and other charges	-	-	-	-
Total expenditures	1,554,616	3,003,087	300,924	4,858,627
Excess (deficiency) of revenues over expenditures	(209,732)	-	-	(209,732)
OTHER FINANCING SOURCES (USES)				
Issuance of capital lease	-	-	-	-
Loan proceeds	-	-	-	-
Total other financing sources (uses)	-	-	-	-
Net change in fund balance	(209,732)	-	-	(209,732)
Fund balances-beginning	320,068	-	-	320,068
Fund balances-ending	\$ 110,336	\$ -	\$ -	\$ 110,336

The notes to the financial statements are an integral part of this statement.

Exhibit 4

Torchlight Academy
Statement of Revenues, Expenditures, and Changes in Fund Balance
Governmental Funds
For the Year Ended June 30, 2018

	Major Funds			Total Governmental Funds
	General	State Public School	Federal Grants Fund	
REVENUES				
State of North Carolina	\$ -	\$ 3,130,973	\$ -	\$ 3,130,973
Harnett County	1,136	-	-	1,136
Durham County Schools	20,245	-	-	20,245
Franklin County Schools	2,974	-	-	2,974
Wake County Schools	1,160,610	-	-	1,160,610
Johnston County Schools	6,790	-	-	6,790
Nash County	1,430	-	-	1,430
Vance County	672	-	-	672
U.S. Government	-	-	379,007	379,007
Contributions and donations	2,462	-	-	2,462
Other	3,283	-	-	3,283
Total revenues	1,199,602	3,130,973	379,007	4,709,582
EXPENDITURES				
Current:				
Instructional services:	772,887	2,106,019	364,007	3,242,913
System-wide support services	332,962	1,024,954	15,000	1,372,916
Capital outlay:	-	-	-	-
Debt service:				
Principal	-	-	-	-
Interest and other charges	-	-	-	-
Total expenditures	1,105,849	3,130,973	379,007	4,615,829
Excess (deficiency) of revenues over expenditures	93,753	-	-	93,753
OTHER FINANCING SOURCES (USES)				
Issuance of capital lease	-	-	-	-
Loan proceeds	-	-	-	-
Total other financing sources (uses)	-	-	-	-
Net change in fund balance	93,753	-	-	93,753
Fund balances-beginning	110,336	-	-	110,336
Fund balances-ending	\$ 204,089	\$ -	\$ -	\$ 204,089

The notes to the financial statements are an integral part of this statement.

Appendix A4.4 IRS Form 990
New Generation Charter Academy

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax
New Generation Charter Academy
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public
Information about Form 990 and its instructions is at www.irs.gov/form990

OMB No 1545-0047
2017
Open to Public Inspection

A For the 2017 calendar year, or tax year beginning 07-01-2017, and ending 06-30-2018

- B** Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization: Northeast Raleigh Charter Academy
Doing business as:
Number and street (or P O box if mail is not delivered to street address): 3211 Bramer Drive
Room/suite:
City or town, state or province, country, and ZIP or foreign postal code: Raleigh, NC 27604

D Employer identification number: 56-2160665
E Telephone number: (919) 850-9960
G Gross receipts \$ 5,101,683

I Tax-exempt status: 501(c)(3) 501(c) () (insert no) 4947(a)(1) or 527

F Name and address of principal officer: DONNIE MCQUEEN, 3211 Bramer Drive, Raleigh, NC 27604

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
If "No," attach a list (see instructions)
H(c) Group exemption number ▶

J Website: ▶ www.torchlightacademy.org

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1999

M State of legal domicile: NC

Part I Summary

1 Briefly describe the organization's mission or most significant activities: OPERATE A PUBLIC CHARTER SCHOOL
2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets
3 Number of voting members of the governing body (Part VI, line 1a) **3** 7
4 Number of independent voting members of the governing body (Part VI, line 1b) **4** 7
5 Total number of individuals employed in calendar year 2017 (Part V, line 2a) **5** 10
6 Total number of volunteers (estimate if necessary) **6** 28
7a Total unrelated business revenue from Part VIII, column (C), line 12 **7a** 0
b Net unrelated business taxable income from Form 990-T, line 34 **7b**

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	5,006,580	4,706,299
9 Program service revenue (Part VIII, line 2g)		392,101
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		0
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	71,258	3,283
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	5,077,838	5,101,683
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
14 Benefits paid to or for members (Part IX, column (A), line 4)		0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	270,856	2,003,121
16a Professional fundraising fees (Part IX, column (A), line 11e)		0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 0		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	5,017,613	3,075,530
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	5,288,469	5,078,651
19 Revenue less expenses Subtract line 18 from line 12	-210,631	23,032
	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	368,133	319,079
21 Total liabilities (Part X, line 26)	110,715	38,629
22 Net assets or fund balances Subtract line 21 from line 20	257,418	280,450

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here
Signature of officer: [Signature] Date: 2019-02-03
Type or print name and title: PAM BANKS-LEE CHAIR

Paid Preparer Use Only
Print/Type preparer's name: DARRELL L KELLER
Preparer's signature: DARRELL L KELLER
Date: 2019-04-02
Check if self-employed
PTIN: P00153428
Firm's name: ▶ Darrell L Keller CPA PA
Firm's EIN: ▶
Firm's address: ▶ PO Box 1028
Kings Mountain, NC 28086
Phone no: (704) 739-0771

Part III Statement of Program Service Accomplishments

Check **Part III** if the organization is a **Non-Profit** or note to any line in this Part III Appendices, Page #32

1 Briefly describe the organization's mission
Operate a public charter school

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? **Yes** **No**
If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? **Yes** **No**
If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses \$ 3,268,831 including grants of \$) (Revenue \$ 5,101,683)
See Additional Data

4b (Code) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶ 3,268,831

Part IV Checklist of Required Schedules

New Generation Charter Academy

Appendices Page#33

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	Yes	
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?		No
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		No
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		No
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		No
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		No
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	Yes	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> (see instructions)		No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	Yes	
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		No

Part IV Checklist of Required Schedules (continued)

New Generation Charter Academy

Appendices Page#34

Yes	No
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20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		No
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)		
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		No
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		No
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check or check the appropriate boxes and enter the number of lines on which you checked or checked the appropriate boxes. Appendices Page#35

Table with columns for question ID, question text, and Yes/No columns. Rows include questions 1a-1c, 2a-2b, 3a-3b, 4a-4b, 5a-5c, 6a-6b, 7a-7h, 8, 9a-9b, 10a-10b, 11a-11b, 12a-12b, and 13a-13c.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Appendices Page#36

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O		
1b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		No
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
8a	The governing body?	Yes	
8b	Each committee with authority to act on behalf of the governing body?	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		No
10b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	Yes	
11b	Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	Yes	
12b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
12c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	Yes	
13	Did the organization have a written whistleblower policy?		No
14	Did the organization have a written document retention and destruction policy?		No
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
15a	The organization's CEO, Executive Director, or top management official	Yes	
15b	Other officers or key employees of the organization	Yes	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		No
16b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed	NC
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O)	
19	Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year	
20	State the name, address, and telephone number of the person who possesses the organization's books and records ▶ CYNTHIA MCQUEEN 3211 Bramer Drive Raleigh, NC 27604 (919) 697-6398	

Part VIII Statement of Revenue

Check the appropriate box: New Organization Other Reorganization or note to any line in this Part VIII Appendices Page#39

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e	4,703,837			
	f All other contributions, gifts, grants, and similar amounts not included above	1f	2,462			
	g Noncash contributions included in lines 1a-1f \$ _____					
	h Total. Add lines 1a-1f		4,706,299			
Program Service Revenue			Business Code			
	2a Food Services		900099	392,101		
	b _____					
	c _____					
	d _____					
	e _____					
	f All other program service revenue					
g Total. Add lines 2a-2f		392,101				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)					
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
	6a Gross rents	(i) Real				
		(ii) Personal				
		b Less rental expenses				
		c Rental income or (loss)				
	d Net rental income or (loss)					
	7a Gross amount from sales of assets other than inventory	(i) Securities				
		(ii) Other				
		b Less cost or other basis and sales expenses				
		c Gain or (loss)				
	d Net gain or (loss)					
	8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a				
		b Less direct expenses	b			
c Net income or (loss) from fundraising events						
9a Gross income from gaming activities See Part IV, line 19	a					
	b Less direct expenses	b				
	c Net income or (loss) from gaming activities					
10a Gross sales of inventory, less returns and allowances	a					
	b Less cost of goods sold	b				
	c Net income or (loss) from sales of inventory					
Miscellaneous Revenue	Business Code					
11a Student activities	900099	3,283	3,283			
b _____						
c _____						
d All other revenue						
e Total. Add lines 11a-11d		3,283				
12 Total revenue. See Instructions		5,101,683	395,384			

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).
 New Generation Charter Academy Appendices Page#40

Check if Schedule O contains a response or note to any line in this Part IX

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.				
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21				
2 Grants and other assistance to domestic individuals See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	1,824,543	1,795,643	28,900	0
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	7,694	7,694	0	0
9 Other employee benefits	61,952	45,799	16,153	0
10 Payroll taxes	108,932	108,932	0	0
11 Fees for services (non-employees)				
a Management				
b Legal	5,250	0	5,250	0
c Accounting	6,250	0	6,250	0
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)				
12 Advertising and promotion	40,445	0	40,445	0
13 Office expenses	37,184	34,675	2,509	0
14 Information technology	995	0	995	0
15 Royalties				
16 Occupancy	512,573	0	512,573	0
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	75,292	75,292	0	0
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	38,149	25,917	12,232	0
23 Insurance	30,882	0	30,882	0
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Food Purchases	158,018	2,134	155,884	0
b Books and Supplies	96,378	49,735	46,643	0
c Contracted Services	1,613,419	1,112,380	501,039	0
d Rentals/Leases	10,630	10,630	0	0
e All other expenses	450,065	0	450,065	0
25 Total functional expenses. Add lines 1 through 24e	5,078,651	3,268,831	1,809,820	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule C contains a response or note to any line in this Part IX Appendices Page#41

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	114,399	1	210,878
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	130,850	4	23,466
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 416,742		
	b Less accumulated depreciation	10b 332,007	122,884	10c 84,735
	11 Investments—publicly traded securities		11	
	12 Investments—other securities See Part IV, line 11		12	
	13 Investments—program-related See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)		368,133	16	319,079
Liabilities	17 Accounts payable and accrued expenses	110,715	17	38,629
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25		110,715	26
Net Assets or Fund Balances	27 Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. Unrestricted net assets	134,534	27	195,715
	28 Temporarily restricted net assets	122,884	28	84,735
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances		257,418	33
34 Total liabilities and net assets/fund balances		368,133	34	319,079

Part XI Reconciliation of Net Assets

Check if New Generation Chapter Response or note to any line in this Part XI Appendices Page#42

1	Total revenue (must equal Part VIII, column (A), line 12)	1	5,101,683
2	Total expenses (must equal Part IX, column (A), line 25)	2	5,078,651
3	Revenue less expenses Subtract line 2 from line 1	3	23,032
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	257,418
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	280,450

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		No
b	Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O		No
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Additional Data

New Generation Charter Academy

Software ID: 17005306

Appendices Page#43

Software Version:

EIN: 56-2160665

Name: Northeast Raleigh Charter Academy

Form 990 (2017)

Form 990, Part III, Line 4a:

OPERATE A PUBLIC CHARTER SCHOOL FOR THE EDUCATION OF CHILDREN IN THE COMMUNITY

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support Appendices Page#44

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

Northeast Raleigh Charter Academy

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ **Attach to Form 990 or Form 990-EZ.**

▶ **Information about Schedule A (Form 990 or 990-EZ) and its instructions is at**

www.irs.gov/form990.

Employer identification number

56-2160665

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ))
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II)
- 8 A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university _____
- 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)
- 11 An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization

f Enter the number of supported organizations _____

g Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv), 170(b)(1)(A)(vi), and 170(b)(1)(A)(ix)

(Complete only if you checked the box on line 5, 7, 8, or 9 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

New Generation Charter Academy

Appendices Page#45

Section A. Public Support

	Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant")						
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3	The value of services or facilities furnished by a governmental unit to the organization without charge						
4	Total. Add lines 1 through 3						
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6	Public support. Subtract line 5 from line 4						0

Section B. Total Support

	Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
7	Amounts from line 4						
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						0
9	Net income from unrelated business activities, whether or not the business is regularly carried on						
10	Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
11	Total support. Add lines 7 through 10						
12	Gross receipts from related activities, etc (see instructions)					12	

13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

14	Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	14	0 %
15	Public support percentage for 2016 Schedule A, Part II, line 14	15	

- 16a 33 1/3% support test—2017.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization
- b 33 1/3% support test—2016.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization
- 17a 10%-facts-and-circumstances test—2017.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization
- b 10%-facts-and-circumstances test—2016.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization
- 18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6)						0

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
13 Total support. (Add lines 9, 10c, 11, and 12)						

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	15	0 %
16 Public support percentage from 2016 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	0 %
18 Investment income percentage from 2016 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2017. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

b 33 1/3% support tests—2016. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
	5a		
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
	5b		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
	9a		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
	9b		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
	10a		
b	Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		
	10b		

Part IV Supporting Organizations (continued)

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Yes No

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b	A family member of a person described in (a) above?		
c	A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI</i>		

Section B. Type I Supporting Organizations

		Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions)		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2	Activities Test Answer (a) and (b) below.	Yes	No
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3	Parent of Supported Organizations Answer (a) and (b) below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** Check here if the organization passed the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VII). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI)		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Appendices Page #	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes		
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity		
3 Administrative expenses paid to accomplish exempt purposes of supported organizations		
4 Amounts paid to acquire exempt-use assets		
5 Qualified set-aside amounts (prior IRS approval required)		
6 Other distributions (describe in Part VI) See instructions		
7 Total annual distributions. Add lines 1 through 6		
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions		
9 Distributable amount for 2017 from Section C, line 6		
10 Line 8 amount divided by Line 9 amount		

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2017			
a			
b From 2013.			
c From 2014.			
d From 2015.			
e From 2016.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2017 from Section D, line 7			
\$			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2017, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2017 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
7 Excess distributions carryover to 2018. Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2013.			
b Excess from 2014.			
c Excess from 2015.			
d Excess from 2016.			
e Excess from 2017.			

Additional Data

New Generation Charter Academy

Software ID: 17005306

Appendices Page#51

Software Version:

EIN: 56-2160665

Name: Northeast Raleigh Charter Academy

Part VI Supplemental Information. Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b, Part V, line 1, Part V, Section B, line 1e, Part V Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6 Also complete this part for any additional information (See instructions)

Facts And Circumstances Test

SCHEDULE D
(Form 990)

Supplemental Financial Statements
New Generation Charter Academy
Appendices Page#52
▶ **Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
▶ **Attach to Form 990.**
Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047
2017
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
Northeast Raleigh Charter Academy

Employer identification number
56-2160665

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e g , recreation or education) Preservation of an historically important land area

Protection of natural habitat Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____

(ii) Assets included in Form 990, Part X ▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____

b Assets included in Form 990, Part X ▶ \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

New Generation Charter Academy

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- 3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table
- | | Amount |
|--|--------|
| c Beginning balance | |
| d Additions during the year | |
| e Distributions during the year | |
| f Ending balance | |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b** If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as
- a** Board designated or quasi-endowment ▶
 - b** Permanent endowment ▶
 - c** Temporarily restricted endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by
- | | | |
|--|---------------|----|
| | Yes | No |
| (i) unrelated organizations | 3a(i) | |
| (ii) related organizations | 3a(ii) | |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		149,891	71,678	78,213
d Equipment		266,851	260,329	6,522
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶				84,735

Part VII Investments—Other Securities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12. Appendices Page#54

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 12)	▶	

Part VIII Investments—Program Related. Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 13)	▶	

Part IX Other Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 15)	▶

Part X Other Liabilities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25)	▶

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return
 Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a. Appendices Page#55

1	Total revenue, gains, and other support per audited financial statements	1	5,101,683
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	5,101,683
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)	5	5,101,683

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.
 Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	5,078,651
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	5,078,651
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)	5	5,078,651

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

Return Reference	Explanation	
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Part XIII**Supplemental Information (continued)**

New Generation Charter Academy

Appendices Page#56

Return Reference

Explanation

SCHEDULE E
(Form 990 or 990-EZ)

Schools
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.
 ▶ Attach to Form 990 or Form 990-EZ.
 ▶ Information about Schedule E (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047
 Appendices Page#57
2017
Open to Public Inspection

Department of the Treasury

Name of the organization
 Northeast Raleigh Charter Academy

Employer identification number
 56-2160665

Part I

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	Yes	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	Yes	
3 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space use Part II.	Yes	
4 Does the organization maintain the following? a Records indicating the racial composition of the student body, faculty, and administrative staff? b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships? d Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain. If you need more space, use Part II.	Yes	
5 Does the organization discriminate by race in any way with respect to a Students' rights or privileges? b Admissions policies? c Employment of faculty or administrative staff? d Scholarships or other financial assistance? e Educational policies? f Use of facilities? g Athletic programs? h Other extracurricular activities? If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.		No
6a Does the organization receive any financial aid or assistance from a governmental agency? b Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either line 6a or line 6b, explain on Part II.	Yes	No
7 Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," explain on Part II.	Yes	

Part II Supplemental Information. Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information (see instructions).

~~New Generation Charter Academy~~

~~Appendices Page#58~~

Return Reference	Explanation
Line 3	THE POLICY IS INCLUDED IN ALL PRINT MATERIAL, INCLUDING ANY NEWSPAPER ADVERTISEMENTS EXPLANATION PROVIDED ON PAGE 1
Line 6b	FEDERAL GRANTS AS AWARDED ANNUALLY

SCHEDULE G (Form 990 or 990-EZ)

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No 1545-0047 2017 Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization Northeast Raleigh Charter Academy

Employer identification number 56-2160665

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply. a Mail solicitations b Internet and email solicitations c Phone solicitations d In-person solicitations e Solicitation of non-government grants f Solicitation of government grants g Special fundraising events 2a Did the organization have a written or oral agreement with any individual... 2b If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements...

Table with 6 columns: (i) Name and address of individual or entity (fundraiser), (ii) Activity, (iii) Did fundraiser have custody or control of contributions?, (iv) Gross receipts from activity, (v) Amount paid to (or retained by) fundraiser listed in col (i), (vi) Amount paid to (or retained by) organization. Includes a Total row at the bottom.

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

Revenue		(a) Event #1	(b) Event #2	(c) Other events	(d)
		Vehicle Sales (event type)	(event type)	(total number)	Total events (add col (a) through col (c))
	1 Gross receipts				
	2 Less Contributions				
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
		10 Direct expense summary Add lines 4 through 9 in column (d) ▶			
	11 Net income summary Subtract line 10 from line 3, column (d) ▶				

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

Revenue		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col (a) through col (c))
	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary Subtract line 7 from line 1, column (d) ▶				

9 Enter the state(s) in which the organization conducts gaming activities _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? Yes No

b If "Yes," explain _____

- 11** Does the organization conduct gaming activities with nonmembers? Yes No
- 12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13** Indicate the percentage of gaming activity conducted in
- | | | |
|----------|-----------------------------|---|
| a | The organization's facility | % |
| b | An outside facility | % |

New Generation Charter Academy

Appendices Page#61

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records

Name ▶

Address ▶

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No

- b** If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____
- c** If "Yes," enter name and address of the third party

Name ▶

Address ▶

16 Gaming manager information

Name ▶

Gaming manager compensation ▶ \$

Description of services provided ▶

Director/officer Employee Independent contractor

17 Mandatory distributions

- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
- b** Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information (see instructions).

Return Reference	Explanation
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SCHEDULE O
(Form 990 or 990-EZ)

New Generation Charter Academy

Supplemental Information to Form 990 or 990-EZ

Appendices Page #62

OMB No 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
Northeast Raleigh Charter Academy

Employer identification number

56-2160665

990 Schedule O, Supplemental Information

Return Reference	Explanation
Pt VI, Line 15b	Compared to other charter schools and if budget can work

990 Schedule O, Supplemental Information

Return Reference	New Generation Charter Academy	Explanation	Appendices Page#63
Pt VI, Line 11b	The Executive Director and Board review prior to filing		

990 Schedule O, Supplemental Information

Return Reference	Explanation
Pt VI, Line 12c	New Generation Charter Academy Appendices Page#64 Board members sign Conflict of Interest annually

990 Schedule O, Supplemental Information

Return Reference	Explanation
Pt VI, Line 15a	New Generation Charter Academy Appendices Page#65 Compared to other charter schools and if budget can work

990 Schedule O, Supplemental Information

Return Reference	New Generation Charter Academy	Explanation	Appendices Page#66
Form 990, Part IX, Line 24e	Student Transportation 371189 0 371189 0		

990 Schedule O, Supplemental Information

Return Reference	New Generation Charter Academy	Explanation	Appendices Page#67
Form 990, Part IX, Line 24e	Repair Parts/Material 63876 0 63876 0		

990 Schedule O, Supplemental Information

Return Reference	New Generation Charter Academy	Explanation	Appendices Page#68
Form 990, Part IX, Line 24e	Non-Cap Equipment 15000 0 15000 0		

Form **990**
 Department of the Treasury
 Internal Revenue Service

Return of Organization Exempt From Income Tax
 New Generation Charter Academy
 Appendices Page#69
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
 Do not enter social security numbers on this form as it may be made public
 Information about Form 990 and its instructions is at www.irs.gov/form990

OMB No 1545-0047
2016
Open to Public Inspection

A For the 2016 calendar year, or tax year beginning 07-01-2016, and ending 06-30-2017

- B** Check if applicable:
 Address change
 Name change
 Initial return
 Final
 Return/terminated
 Amended return
 Application pending

C Name of organization
 Northeast Raleigh Charter Academy

Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite
 3211 Bramer Drive

City or town, state or province, country, and ZIP or foreign postal code
 Raleigh, NC 27604

D Employer identification number
 56-2160665

E Telephone number
 (919) 850-9960

G Gross receipts \$ 5,077,838

F Name and address of principal officer
 DONNIE MCQUEEN
 3211 Bramer Drive
 Raleigh, NC 27604

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status 501(c)(3) 501(c) () ◀ (insert no) 4947(a)(1) or 527

J Website: ▶ www.torchlightacademy.org

K Form of organization Corporation Trust Association Other ▶

L Year of formation 1999 **M** State of legal domicile NC

Part I Summary

1 Briefly describe the organization's mission or most significant activities
 Operate a public charter school

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets

3 Number of voting members of the governing body (Part VI, line 1a)	7
4 Number of independent voting members of the governing body (Part VI, line 1b)	7
5 Total number of individuals employed in calendar year 2016 (Part V, line 2a)	6
6 Total number of volunteers (estimate if necessary)	28
7a Total unrelated business revenue from Part VIII, column (C), line 12	0
7b Net unrelated business taxable income from Form 990-T, line 34	

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	4,733,238	5,006,580
9 Program service revenue (Part VIII, line 2g)		0
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		0
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	57,917	71,258
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	4,791,155	5,077,838
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
14 Benefits paid to or for members (Part IX, column (A), line 4)		0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	240,916	270,856
16a Professional fundraising fees (Part IX, column (A), line 11e)		0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 0		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	4,827,082	5,017,613
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	5,067,998	5,288,469
19 Revenue less expenses Subtract line 18 from line 12	-276,843	-210,631

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	552,982	368,133
21 Total liabilities (Part X, line 26)	84,933	110,715
22 Net assets or fund balances Subtract line 21 from line 20	468,049	257,418

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

Signature of officer: _____ Date: 2017-09-07

PAM BANKS-LEE CHAIR
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name: DARRELL L KELLER
 Preparer's signature: DARRELL L KELLER
 Date: 2017-11-13
 Check if self-employed PTIN: _____

Firm's name ▶ Darrell L Keller CPA PA Firm's EIN ▶ _____
 Firm's address ▶ PO Box 1028 Phone no (704) 739-0771
 Kings Mountain, NC 28086

Part III Statement of Program Service Accomplishments

Check New Generation Chapter Academy or note to any line in this Part III Appendices, Page #70

1 Briefly describe the organization's mission

Operate a public charter school

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses \$ 5,275,407 including grants of \$) (Revenue \$ 5,077,838)
See Additional Data

4b (Code) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶ 5,275,407

Part IV Checklist of Required Schedules

New Generation Charter Academy

Appendices Page#71

Yes **No**

1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1	Yes	
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?	2		No
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3		No
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10		No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e		No
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f		No
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a	Yes	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b		No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16		No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> (see instructions)	17		No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18	Yes	
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19		No

Part IV Checklist of Required Schedules (continued)

New Generation Charter Academy

Appendices Page#72

Yes No

<p>20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i></p>	<p>20a</p>	<p></p>	<p>No</p>
<p>b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?</p>	<p>20b</p>	<p></p>	<p></p>
<p>21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i></p>	<p>21</p>	<p></p>	<p>No</p>
<p>22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i></p>	<p>22</p>	<p></p>	<p>No</p>
<p>23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i></p>	<p>23</p>	<p></p>	<p>No</p>
<p>24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i></p>	<p>24a</p>	<p></p>	<p>No</p>
<p>b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?</p>	<p>24b</p>	<p></p>	<p></p>
<p>c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?</p>	<p>24c</p>	<p></p>	<p></p>
<p>d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?</p>	<p>24d</p>	<p></p>	<p></p>
<p>25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i></p>	<p>25a</p>	<p></p>	<p>No</p>
<p>b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i></p>	<p>25b</p>	<p></p>	<p>No</p>
<p>26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i></p>	<p>26</p>	<p></p>	<p>No</p>
<p>27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i></p>	<p>27</p>	<p></p>	<p>No</p>
<p>28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)</p>			
<p>a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i></p>	<p>28a</p>	<p></p>	<p>No</p>
<p>b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i></p>	<p>28b</p>	<p></p>	<p>No</p>
<p>c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i></p>	<p>28c</p>	<p></p>	<p>No</p>
<p>29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i></p>	<p>29</p>	<p></p>	<p>No</p>
<p>30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i></p>	<p>30</p>	<p></p>	<p>No</p>
<p>31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i></p>	<p>31</p>	<p></p>	<p>No</p>
<p>32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i></p>	<p>32</p>	<p></p>	<p>No</p>
<p>33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i></p>	<p>33</p>	<p></p>	<p>No</p>
<p>34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i></p>	<p>34</p>	<p></p>	<p>No</p>
<p>35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?</p>	<p>35a</p>	<p></p>	<p>No</p>
<p>b If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i></p>	<p>35b</p>	<p></p>	<p>No</p>
<p>36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i></p>	<p>36</p>	<p></p>	<p></p>
<p>37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i></p>	<p>37</p>	<p></p>	<p>No</p>
<p>38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O</p>	<p>38</p>	<p>Yes</p>	<p></p>

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Appendices Page#74

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O		
1b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		No
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
8a	The governing body?	Yes	
8b	Each committee with authority to act on behalf of the governing body?	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		No
10b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	Yes	
11b	Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	Yes	
12b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
12c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	Yes	
13	Did the organization have a written whistleblower policy?		No
14	Did the organization have a written document retention and destruction policy?		No
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
15a	The organization's CEO, Executive Director, or top management official	Yes	
15b	Other officers or key employees of the organization	Yes	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		No
16b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed	NC
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O)	
19	Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year	
20	State the name, address, and telephone number of the person who possesses the organization's books and records ▶ CYNTHIA MCQUEEN 3211 Bramer Drive Raleigh, NC 27604 (919) 697-6398	

Part VIII Statement of Revenue

Check the correct box. If other, describe in the space provided or note to any line in this Part VIII. . . . Appendices Page #77

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns . . .	1a					
	b Membership dues . . .	1b					
	c Fundraising events . . .	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	5,006,580				
	f All other contributions, gifts, grants, and similar amounts not included above	1f					
	g Noncash contributions included in lines 1a-1f \$ _____						
	h Total. Add lines 1a-1f		5,006,580				
Program Service Revenue	2a _____	Business Code					
	b _____						
	c _____						
	d _____						
	e _____						
	f All other program service revenue						
	g Total. Add lines 2a-2f						
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)						
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6a Gross rents	(i) Real	(ii) Personal				
		b Less rental expenses					
		c Rental income or (loss)					
		d Net rental income or (loss)					
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		b Less cost or other basis and sales expenses					
		c Gain or (loss)					
		d Net gain or (loss)					
	8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a					
		b Less direct expenses	b				
		c Net income or (loss) from fundraising events					
	9a Gross income from gaming activities See Part IV, line 19	a					
b Less direct expenses		b					
c Net income or (loss) from gaming activities							
10a Gross sales of inventory, less returns and allowances	a						
	b Less cost of goods sold	b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue	Business Code						
11a Other	900099	62,639	62,639				
b Food Service	900099	8,619	8,619				
c _____							
d All other revenue							
e Total. Add lines 11a-11d		71,258					
12 Total revenue. See Instructions		5,077,838	71,258				

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).
 New Generation Charter Academy Appendices Page#78

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21				
2 Grants and other assistance to domestic individuals See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	244,850	244,850	0	0
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)				
9 Other employee benefits	5,987	5,987	0	0
10 Payroll taxes	20,019	20,019	0	0
11 Fees for services (non-employees)				
a Management				
b Legal				
c Accounting				
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)				
12 Advertising and promotion				
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy				
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	40,541	27,959	12,582	0
23 Insurance				
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a School Lunch Program	15,862	15,862	0	0
b Bank Fees	480	0	480	0
c Contracted Services	4,960,730	4,960,730	0	0
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	5,288,469	5,275,407	13,062	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule C contains a response or note to any line in this Part IX Appendices Page #79

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	241,399	1	114,399
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	148,158	4	130,850
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 416,742		
	b Less accumulated depreciation	10b 293,858	163,425	10c 122,884
	11 Investments—publicly traded securities		11	
	12 Investments—other securities See Part IV, line 11		12	
	13 Investments—program-related See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)	552,982	16	368,133	
Liabilities	17 Accounts payable and accrued expenses	84,933	17	110,715
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	84,933	26	110,715
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	304,624	27	134,534
	28 Temporarily restricted net assets	163,425	28	122,884
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	468,049	33	257,418	
34 Total liabilities and net assets/fund balances	552,982	34	368,133	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI Appendices Page #80

1	Total revenue (must equal Part VIII, column (A), line 12)	1	5,077,838
2	Total expenses (must equal Part IX, column (A), line 25)	2	5,288,469
3	Revenue less expenses Subtract line 2 from line 1	3	-210,631
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	468,049
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	257,418

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		No
b Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O		No
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Additional Data

New Generation Charter Academy

Software ID: 16000371

Appendices Page#81

Software Version:

EIN: 56-2160665

Name: Northeast Raleigh Charter Academy

Form 990 (2016)

Form 990, Part III, Line 4a:

OPERATE A PUBLIC CHARTER SCHOOL FOR THE EDUCATION OF CHILDREN IN THE COMMUNITY

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support
Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047
2016
Open to Public Inspection

Department of the Treasury
Internal Revenue Service
Name of the organization
Northeast Raleigh Charter Academy

Employer identification number
56-2160665

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 12, check only one box)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ))
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II)
- 8 A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university _____
- 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III)
- 11 An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization
 - f Enter the number of supported organizations _____
 - g Provide the following information about the supported organization(s) _____

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, 8, or 9 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶		(a)2012	(b)2013	(c)2014	(d)2015	(e)2016	(f)Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant.")						
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3	The value of services or facilities furnished by a governmental unit to the organization without charge						
4	Total. Add lines 1 through 3						
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6	Public support. Subtract line 5 from line 4						0

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶		(a)2012	(b)2013	(c)2014	(d)2015	(e)2016	(f)Total
7	Amounts from line 4						
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						0
9	Net income from unrelated business activities, whether or not the business is regularly carried on						
10	Other income (Do not include gain or loss from the sale of capital assets (Explain in Part VI))						
11	Total support. Add lines 7 through 10						
12	Gross receipts from related activities, etc. (see instructions)					12	
13	First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14	Public support percentage for 2016 (line 6, column (f) divided by line 11, column (f))	14	0 %
15	Public support percentage for 2015 Schedule A, Part II, line 14	15	
16a	33 1/3% support test—2016. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b	33 1/3% support test—2015. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
17a	10%-facts-and-circumstances test—2016. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b	10%-facts-and-circumstances test—2015. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
18	Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a)2012	(b)2013	(c)2014	(d)2015	(e)2016	(f)Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6)						0

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a)2012	(b)2013	(c)2014	(d)2015	(e)2016	(f)Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
13 Total support. (Add lines 9, 10c, 11, and 12)						

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2016 (line 8, column (f) divided by line 13, column (f))	15	0 %
16 Public support percentage from 2015 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2016 (line 10c, column (f) divided by line 13, column (f))	17	0 %
18 Investment income percentage from 2015 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2016. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

b 33 1/3% support tests—2015. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.		
	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).		
	5a		
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
	5b		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
	9a		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
	9b		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.		
	10a		
b	Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		
	10b		

Part IV Supporting Organizations (continued)

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		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b	A family member of a person described in (a) above?		
c	A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI</i>		

Section B. Type I Supporting Organizations

		Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions)		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2	Activities Test Answer (a) and (b) below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3	Parent of Supported Organizations Answer (a) and (b) below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

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- Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970. **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income

	(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1	
2 Recoveries of prior-year distributions	2	
3 Other gross income (see instructions)	3	
4 Add lines 1 through 3	4	
5 Depreciation and depletion	5	
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7 Other expenses (see instructions)	7	
8 Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	

Section B - Minimum Asset Amount

	(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1	
a Average monthly value of securities	1a	
b Average monthly cash balances	1b	
c Fair market value of other non-exempt-use assets	1c	
d Total (add lines 1a, 1b, and 1c)	1d	
e Discount claimed for blockage or other factors (explain in detail in Part VI)		
2 Acquisition indebtedness applicable to non-exempt use assets	2	
3 Subtract line 2 from line 1d	3	
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6 Multiply line 5 by .035	6	
7 Recoveries of prior-year distributions	7	
8 Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount

		Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2 Enter 85% of line 1	2	
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4 Enter greater of line 2 or line 3	4	
5 Income tax imposed in prior year	5	
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Appendices	Page #	Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes			
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity			
3	Administrative expenses paid to accomplish exempt purposes of supported organizations			
4	Amounts paid to acquire exempt-use assets			
5	Qualified set-aside amounts (prior IRS approval required)			
6	Other distributions (describe in Part VI) See instructions			
7	Total annual distributions. Add lines 1 through 6			
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions			
9	Distributable amount for 2016 from Section C, line 6			
10	Line 8 amount divided by Line 9 amount			

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2016	(iii) Distributable Amount for 2016
1 Distributable amount for 2016 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2016 (reasonable cause required--see instructions)			
3 Excess distributions carryover, if any, to 2016			
a			
b			
c From 2013.			
d From 2014.			
e From 2015.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2016 distributable amount			
i Carryover from 2011 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2016 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2016 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2016, if any Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions)			
6 Remaining underdistributions for 2016 Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions)			
7 Excess distributions carryover to 2017. Add lines 3j and 4c			
8 Breakdown of line 7			
a			
b Excess from 2013.			
c Excess from 2014.			
d Excess from 2015.			
e Excess from 2016.			

Part VI Supplemental Information.

Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part IV, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047
Appendices Page#90

2016

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

New Generation Charter Academy
▶ **Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
▶ **Attach to Form 990.**
Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

Name of the organization
Northeast Raleigh Charter Academy

Employer identification number
56-2160665

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		

- 5** Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? Yes No
- 6** Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? Yes No

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

- 1** Purpose(s) of conservation easements held by the organization (check all that apply)
- Preservation of land for public use (e.g., recreation or education)
 - Preservation of an historically important land area
 - Protection of natural habitat
 - Preservation of a certified historic structure
 - Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

- 3** Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____
- 4** Number of states where property subject to conservation easement is located ▶ _____
- 5** Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No
- 6** Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____
- 7** Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____
- 8** Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No
- 9** In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

- 1a** If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items
- b** If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items
- (i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____
- (ii) Assets included in Form 990, Part X ▶ \$ _____
- 2** If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items
- a** Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____
- b** Assets included in Form 990, Part X ▶ \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

New Generation Charter Academy Appendices Page#01

- 3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table
- | | Amount |
|--|--------|
| c Beginning balance | |
| d Additions during the year | |
| e Distributions during the year | |
| f Ending balance | |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b** If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a)Current year	(b)Prior year	(c)Two years back	(d)Three years back	(e)Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as
- a** Board designated or quasi-endowment ▶
 - b** Permanent endowment ▶
 - c** Temporarily restricted endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by
- | | | |
|--|------------|-----------|
| (i) unrelated organizations | Yes | No |
| 3a(i) | | |
| (ii) related organizations | | |
| 3a(ii) | | |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | | |
| 3b | | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		149,891	65,544	84,347
d Equipment		266,851	228,314	38,537
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶				122,884

Part VII Investments—Other Securities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11b. See Form 990, Part X, line 12. Appendices Page#92

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 12)		

Part VIII Investments—Program Related. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 13)		

Part IX Other Assets. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 15)	

Part X Other Liabilities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

(a) Description of liability	(b) Book value
1. Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25)	

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII

Part XI		Reconciliation of Revenue per Audited Financial Statements With Revenue per Return	
New Generation Charter Academy		Appendices Page#93	
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.			
1	Total revenue, gains, and other support per audited financial statements	1	5,077,838
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	5,077,838
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)	5	5,077,838

Part XII		Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.	
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.			
1	Total expenses and losses per audited financial statements	1	5,288,469
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	5,288,469
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)	5	5,288,469

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

Return Reference	Explanation
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Part XIII**Supplemental Information (continued)**

New Generation Charter Academy

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Return Reference

Explanation

SCHEDULE E
(Form 990 or 990-EZ)

Schools
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.
 ▶ Attach to Form 990 or Form 990-EZ.
 ▶ Information about Schedule E (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

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 Appendices Page#95
2016
Open to Public Inspection

Department of the Treasury

Name of the organization
 Northeast Raleigh Charter Academy

Employer identification number
 56-2160665

Part I

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	Yes	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	Yes	
3 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space use Part II.	Yes	
4 Does the organization maintain the following? a Records indicating the racial composition of the student body, faculty, and administrative staff? b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships? d Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain. If you need more space, use Part II.	Yes	
5 Does the organization discriminate by race in any way with respect to: a Students' rights or privileges? b Admissions policies? c Employment of faculty or administrative staff? d Scholarships or other financial assistance? e Educational policies? f Use of facilities? g Athletic programs? h Other extracurricular activities? If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.		No
6a Does the organization receive any financial aid or assistance from a governmental agency? b Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either line 6a or line 6b, explain on Part II.	Yes	No
7 Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," explain on Part II.	Yes	

Part II Supplemental Information. Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information (see instructions).

New Generation Charter Academy

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Return Reference	Explanation
Line 3	THE POLICY IS INCLUDED IN ALL PRINT MATERIAL, INCLUDING ANY NEWSPAPER ADVERTISEMENTS EXPLANATION PROVIDED ON PAGE 1
Line 6b	FEDERAL GRANTS AS AWARDED ANNUALLY

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities
Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a
▶ Attach to Form 990 or Form 990-EZ.
▶ Information about Schedule G (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047
Appendices Page#97
2016
Open to Public Inspection

Name of the organization
Northeast Raleigh Charter Academy

Employer identification number
56-2160665

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a** Mail solicitations
 - b** Internet and email solicitations
 - c** Phone solicitations
 - d** In-person solicitations
 - e** Solicitation of non-government grants
 - f** Solicitation of government grants
 - g** Special fundraising events
- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? Yes No
- b** If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
Total						

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

New Generation Charter Academy

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Revenue		(a) Event #1	(b) Event #2	(c) Other events	(d)
		Vehicle Sales (event type)	(event type)	(total number)	Total events (add col (a) through col (c))
Revenue	1 Gross receipts				
	2 Less Contributions				
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
	10 Direct expense summary Add lines 4 through 9 in column (d) ▶				
	11 Net income summary Subtract line 10 from line 3, column (d) ▶				

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

Revenue		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col (a) through col (c))
		1 Gross revenue			
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
Revenue	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary Subtract line 7 from line 1, column (d) ▶				

9 Enter the state(s) in which the organization conducts gaming activities _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? Yes No

b If "Yes," explain _____

11 Does the organization conduct gaming activities with nonmembers? Yes No

12 Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? Yes No

New Generation Charter Academy

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13 Indicate the percentage of gaming activity conducted in

- a** The organization's facility
- b** An outside facility

13a		%
13b		%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records

Name ▶

Address ▶

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No

- b** If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____
- c** If "Yes," enter name and address of the third party

Name ▶

Address ▶

16 Gaming manager information

Name ▶

Gaming manager compensation ▶ \$

Description of services provided ▶

- Director/officer
- Employee
- Independent contractor

17 Mandatory distributions

- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
- b** Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also complete this part to provide any additional information (see instructions).

Return Reference	Explanation
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SCHEDULE O
(Form 990 or 990-EZ)

New Generation Charter Academy

Supplemental Information to Form 990 or 990-EZ

Appendices Page #100

OMB No 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

2016

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
Northeast Raleigh Charter Academy

Employer identification number

56-2160665

990 Schedule O, Supplemental Information

Return Reference	Explanation
Pt VI, Line 15b	Compared to other charter schools and if budget can work

990 Schedule O, Supplemental Information

Return Reference	New Generation Charter Academy	Explanation	Appendices Page#101
Pt VI, Line 11b	The Executive Director and Board review prior to filing		

990 Schedule O, Supplemental Information

Return Reference	Explanation
Pt VI, Line 12c	New Generation Charter Academy Appendices Page#102 Board members sign Conflict of Interest annually

990 Schedule O, Supplemental Information

Return Reference	Explanation
Pt VI, Line 15a	New Generation Charter Academy Appendices Page#103 Compared to other charter schools and if budget can work

**Appendix A – Evidence of Parent/Community Support
New Generation Charter Academy**

APPENDIX A

EVIDENCE OF PARENT/COMMUNITY SUPPORT

The governing board of New Generation Charter Academy conducted a survey in Edgecombe and surrounding counties. The board obtained 164 total completed surveys. There was a total of 2,132 responses obtain from the survey. The data indicated strong support from Edgecombe, Nash, and Halifax Counties.

Survey Responses **(Total Survey Responses 164)**

<u>Survey Questions</u>	<u>Responses</u>		
1. Please name which North Carolina County you reside in.	Edgecombe 47 (29%); Nash 51 (31%); Halifax 59 (36%); Martin 1; Pitt 1; Warren 1; North Hampton 1. Unknown 1.		
2. Please identify whether you are a parent of a child/children who will be in grade K-8 in the 2020-2021 school year.	Yes: 132 80%	No: 32 20%	Maybe: 0
3. Do you believe that a new public charter school would help expand choices parents have to seek a high-quality education for their child(ren)?	Yes: 151 92%	No: 1	Maybe: 8
4. Please indicate whether you would support opening a new public charter school in your area starting in 2020-2021 school year?	Yes: 156 95%	No: 0	Maybe: 6
5. Please indicate whether you would consider sending your school age child(ren) to a new, tuition free public charter school near you.	Yes: 154 94%	No: 0	Maybe: 6

NEW GENERATION CHARTER SCHOOL SURVEY

1. Please name which North Carolina County you reside in.

2. Please identify whether you are a parent of a child/children who will be in grade K-8 in the 2020-2021 school year.

___ Yes

___ No

3. Do you believe that a new public charter school would help expand choices parents have to seek a high-quality education for their child(ren)?

___ Yes

___ No

___ Maybe

4. Please indicate whether you would support opening a new public charter school in your area starting in the 2020-2021 school year?

___ Yes

___ No

___ Maybe

5. Please indicate whether you would consider sending your school age child(ren) to a new, tuition free public charter school near you.

___ Yes

___ No

___ Maybe

6. *(Optional)*

a. Name: _____

b. Email: _____

c. Phone: _____

**Appendix B – Curriculum Outline for Each Grade Band
New Generation Charter Academy**

NEW GENERATION CHARTER ACADEMY
Curriculum Scope & Sequence

<u>Course</u>	<u>Kindergarten</u>	<u>First Grade</u>	<u>Second Grade</u>	<u>Third Grade</u>	<u>Fourth Grade</u>	<u>Fifth Grade</u>
English/Language Arts	-Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge
Mathematics	-Introduction -Counting & Cardinality -Operations & Algebraic Thinking -Number & Operations in Base Ten -Measurement & Data -Geometry	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Measurement & Data -Geometry	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Measurement & Data -Geometry	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Number & Operations/ Fractions -Measurement & Data -Geometry	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Number & Operations/Fractions -Measurement & Data -Geometry	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Number & Operations/Fractions -Measurement & Data -Geometry
Science	-Motion -Physical Properties -Observable Patterns -Comparison -Structure -Growth	-Forces -Earth -Moon -Sun -Planets Living Things	-Sound and Vibration -States of Matter -Weather -Animal Life Cycles -Variation	-Speed & Motion -States of Matter -Energy -Solar System -Earth's Surface -Human Body -Plants	-Magnetism -Electricity -Properties of Matter -Energy -Earth Study -Environment -Food Chains -Human Body	-Force & Motion -Matter & Energy -Temperature -Weather -Systems of Organisms -Plant & Animal Interdependence
Social Studies	-Change -Geography -Humans & Environment -Economic Concepts -Citizenship	-Societal Change -Geography -Humans & Local Communities -Economic Concepts -Law & Authority -Diversity	-History -Human Interaction -Economic Concepts -Governments -U.S. Constitution -Citizenship -Culture	-History -Change -Geography Themes -Market Economy -Entrepreneurship -Local Government -Democracy -Diversity	-North Carolina History -North Carolina Landmarks -North Carolina Progress -Market Economy in North Carolina -Economics & Personal Choices -North Carolina Government -NC Constitution	-U.S. History -Founding Fathers -U.S. Economy -Global Economy -United Nations
Information Technology	-Information uses -Information Sources -Enjoyment vs. Information -Technology Tools	-Useful Info Sources -Information Quality -Technology Tools -Technology Skills -Research Process	-Information Sources -Information Purposes -Technology Tools & Skills -Research Process	-Sources of Information -Research Strategies -Technology Tools & Skills -Collaboration	-Information Sources -Research Strategies -Technology Tools & Skills -Research Process	-Information Sources -Research Strategies -Technology Tools & Skills -Collaboration

NEW GENERATION CHARTER ACADEMY
Curriculum Scope & Sequence

	-Technology Skills -Research -Ethical Issues -Coding	-Safety & Ethics -Coding	-Safety, Ethics & Responsible Use -Coding	-Safety, Ethics & Responsible Use -Coding	-Safety, Ethics & Responsible Use	-Safety, Ethics & Responsible Use
Arts Education	-Dance -Music -Theater Arts -Visual Arts					
Health Education	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs
Guidance	-Readiness -Exploration -Discovery -Colleges & Universities -Careers -Leadership -Ethics					
Foreign Language Study	-Introduction to World Languages -Diversity -Major Languages -Other Languages -Survey-Chinese					

NEW GENERATION CHARTER ACADEMY

Curriculum Scope & Sequence

<u>Course</u>	<u>Sixth Grade</u>	<u>Seventh Grade</u>	<u>Eighth Grade</u>
English/Language Arts	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge -World Literature	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge -World Literature	Reading/Literature -Informational Text -Foundational Skills -Writing -Speaking & Listening -Language -Complexity Challenge -World Literature
Mathematics	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Number & Operations/Fractions -Measurement & Data -Geometry -Algebra I	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Number & Operations/Fractions -Measurement & Data -Geometry Algebra I & II	-Introduction -Operations & Algebraic Thinking -Number & Operations in Base Ten -Number & Operations/Fractions -Measurement & Data -Geometry -Algebra II
Science	-Speed & Motion -States of Matter -Energy -Solar System -Earth's Surface -Human Body -Plants -Advanced Science	-Magnetism -Electricity -Properties of Matter -Energy -Earth Study -Environment -Food Chains -Human Body -Advanced Science II	-Force & Motion -Matter & Energy -Temperature -Weather -Systems of Organisms -Plant & Animal Interdependence -Advanced Science III
Social Studies	-History -Change -Geography Themes -Market Economy -Entrepreneurship -Local Government -Democracy -Diversity	-North Carolina History -North Carolina Landmarks -North Carolina Progress -Market Economy in North Carolina -Economics & Personal Choices -North Carolina Government -NC Constitution	-U.S. History -Founding Fathers -U.S. Economy -Global Economy -United Nations
Information Technology	-Sources of Information -Research Strategies	-Information Sources -Research Strategies	-Information Sources -Research Strategies

NEW GENERATION CHARTER ACADEMY

Curriculum Scope & Sequence

	-Technology Tools & Skills -Collaboration -Safety, Ethics & Responsible Use -Advanced Use	-Technology Tools & Skills -Research Process -Safety, Ethics & Responsible Use -Advanced Use	-Technology Tools & Skills -Collaboration -Safety, Ethics & Responsible Use -Advanced Use
Arts Education	-Dance -Music -Theater Arts -Visual Arts	-Dance -Music -Theater Arts -Visual Arts	-Dance -Music -Theater Arts -Visual Arts
Health Education	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs	-Mental & Emotional Health -Personal & Consumer Health -Interpersonal Communications and Relationships -Nutrition & Physical Activity -Alcohol, Tobacco, and other Drugs
Guidance	-Readiness -Exploration -Discovery -Colleges & Universities -Careers -Leadership -Ethics	-Readiness -Exploration -Discovery -Colleges & Universities -Careers -Leadership -Ethics	-Readiness -Exploration -Discovery -Colleges & Universities -Careers -Leadership -Ethics
Foreign Language Study	-Advanced Study	-Advanced Study	-Advanced Study

**Appendix D – Yearly Academic Calendar
New Generation Charter Academy**

NEW GENERATION CHARTER ACADEMY

2020-2021 ACADEMIC CALENDAR

(Draft)

(School Hours 7:00 a.m. to 3:35 p.m)

AUGUST 2020							DECEMBER 2020							APRIL 2021						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1			1	2	3	4	5					1	2	3
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
23	24	25	26	27	28	29	27	28	29	30	31			25	26	27	28	29	30	
30	31																			
SEPTEMBER 2020							JANUARY 2021							MAY 2021						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2							1
6	7	8	9	10	11	12	3	4	5	6	7	8	9	2	3	4	5	6	7	8
13	14	15	16	17	18	19	10	11	12	13	14	15	16	9	10	11	12	13	14	15
20	21	22	23	24	25	26	17	18	19	20	21	22	23	16	17	18	19	20	21	22
27	28	29	30				24	25	26	27	28	29	30	23	24	25	26	27	28	29
							31							30	31					
OCTOBER 2020							FEBRUARY 2021							JUNE 2021						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3		1	2	3	4	5	6			1	2	3	4	5
4	5	6	7	8	9	10	7	8	9	10	11	12	13	6	7	8	9	10	11	12
11	12	13	14	15	16	17	14	15	16	17	18	19	20	13	14	15	16	17	18	19
18	19	20	21	22	23	24	21	22	23	24	25	26	27	20	21	22	23	24	25	26
25	26	27	28	29	30	31	28							27	28	29	30			
NOVEMBER 2020							MARCH 2021													
S	M	T	W	T	F	S	S	M	T	W	T	F	S							
1	2	3	4	5	6	7		1	2	3	4	5	6							
8	9	10	11	12	13	14	7	8	9	10	11	12	13							
15	16	17	18	19	20	21	14	15	16	17	18	19	20							
22	23	24	25	26	27	28	21	22	23	24	25	26	27							
29	30						28	29	30	31										

- First and Last Day of School
- Holidays (No School)
- Teacher Work Days (No School)
- Testing and Assessment
- Vacation
- End of Grading Period
- Report Card Day

**Appendix E – Daily & Weekly Schedule for Each Grade Band
New Generation Charter Academy**

NEW GENERATION CHARTER ACADEMY**DAILY/WEEKLY SCHEDULE (Grades K-5)**

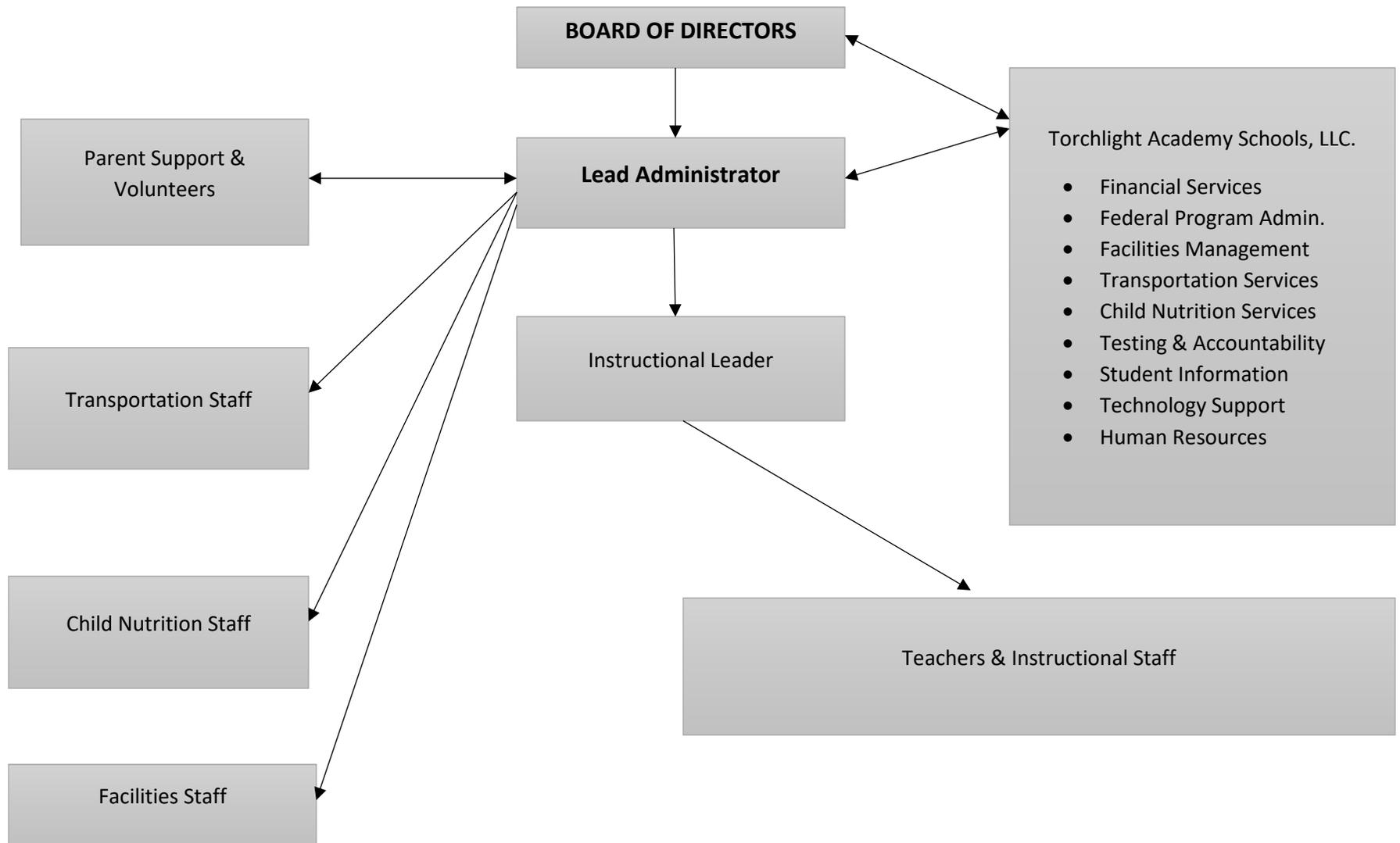
<u>Time</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>
7:00 a.m.	Arrival	Arrival	Arrival	Arrival	Arrival
7:00-7:20 a.m.	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
7:20-7:45 a.m.	Morning Meeting	Morning Meeting	Morning Meeting	Morning Meeting	Morning Meeting
7:45-9:15 a.m.	Reading/ELA	Reading/ELA	Reading/ELA	Reading/ELA	Reading/ELA
9:15-10:15 a.m.	Mathematics	Mathematics	Mathematics	Mathematics	Mathematics
10:15-11:15 a.m.	Foreign Language	Ethics	Foreign Language	Leadership	Foreign Language
11:15-11:45 a.m.	Physical Education	Physical Education	Physical Education	Physical Education	Physical Education
11:45-12:15 p.m.	Lunch	Lunch	Lunch	Lunch	Lunch
12:15-12:45 p.m.	Recess	Recess	Recess	Recess	Recess
12:45-1:45 p.m.	Science	Science	Science	Science	Science
1:45-2:45 p.m.	Social Studies	Social Studies	Social Studies	Social Studies	Social Studies
2:45-3:30 p.m.	Technology (includes Coding-Grades K-3)	Art	Music	Healthful Living	Career Exploration
3:35 p.m.	Dismissal	Dismissal	Dismissal	Dismissal	Dismissal
3:45-6:00 p.m.	After School Enrichment	After School Enrichment	After School Enrichment	After School Enrichment	After School Enrichment

NEW GENERATION CHARTER ACADEMY**DAILY/WEEKLY SCHEDULE (Grades 6-8)**

<u>Time</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>
7:00 a.m.	Arrival	Arrival	Arrival	Arrival	Arrival
7:00-7:20 a.m.	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
7:20-7:45 a.m.	Morning Meeting	Morning Meeting	Morning Meeting	Morning Meeting	Morning Meeting
7:45-9:15 a.m.	Reading/ELA	Reading/ELA	Reading/ELA	Reading/ELA	Reading/ELA
9:15-10:15 a.m.	Mathematics	Mathematics	Mathematics	Mathematics	Mathematics
10:15-11:15 a.m.	Foreign Language	Ethics	Foreign Language	Leadership	Foreign Language
11:15-11:45 a.m.	Physical Education	Physical Education	Physical Education	Physical Education	Physical Education
11:45-12:15 p.m.	Lunch	Lunch	Lunch	Lunch	Lunch
12:15-12:45 p.m.	Recess	Recess	Recess	Recess	Recess
12:45-1:45 p.m.	Science	Science	Science	Science	Science
1:45-2:45 p.m.	Social Studies	Social Studies	Social Studies	Social Studies	Social Studies
2:45-3:30 p.m.	Technology (includes Coding-Grades K-3)	Art	Music	Healthful Living	Career Exploration
3:35 p.m.	Dismissal	Dismissal	Dismissal	Dismissal	Dismissal

**Appendix G – Organizational Chart
New Generation Charter Academy**

NEW GENERATION CHARTER ACADEMY



The school's Lead Administrator is responsible for the day-to-day operations of the school. The Instructional Leader role is strictly focused on the school's instructional program. The Instructional Leader focuses the school's Teachers & Instructional Staff on data-driven instruction. The Contracted Management Company provides back office support, technical assistance, and general supervision in conjunction with the Lead Administrator.

**Appendix H – Charter School Board Member Response &
Resume New Generation Charter Academy**

Nancy McDaniel

11980 HWY NC 48
Whitakers NC27891
Mobile: 252-822-2442
Email: nmcdaniel1@hughes.net

SUMMARY OF QUALIFICATIONS:

To encourage creativity and higher-order thinking in a way that increases student performance and possesses an effective, positive, and flexible teaching style with the willingness to work beyond the call of duty.

Skills in:

- Leadership
- Education
- Administration
- Public Speaking
- Counseling

PROFESSIONAL EXPERIENCE:

Career Technical Teacher

2018 to Present

Halifax County School, Halifax NC

Career and technical Middle School education teacher instruct students in various technical and vocational subjects, Word, PowerPoint, Access, Excel, Publisher and Career Decisions. Teach academic and technical content to provide students with the skills and knowledge necessary to enter an occupation. Prepare students to become Microsoft Certified.

Career Technical Teacher

2008 to 2018

Edgecombe County School, Edgecombe NC

Career and technical Middle and High School education teacher instruct students in various technical and vocational subjects, Word, PowerPoint, Access, Excel, Publisher and Career Decisions. Teach academic and technical content to provide students with the skills and knowledge necessary to enter an occupation. Prepare students to become Microsoft Certified.

EDUCATION:

American Intercontinental University

Dual Bachelor in Business Administration & Accounting (2006)

Masters in Curriculum & Instructions (2007)

Ashford University

Masters in Public Administration (2011)

Appendix E:**Charter School Board Member Information Form**

Note: To be completed individually by each proposed founding charter school board member. All forms must be signed by hand.

Serving on a public charter school board is a position of public trust and as a board member of a North Carolina public charter school; you are responsible for ensuring the quality of the school's entire program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the State Board of Education requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold: 1) to give application reviewers a clearer introduction to the applicant team behind each school proposal in advance of the applicant interview, in order to be better prepared for the interview; and 2) to encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

Background

1. Name of charter school on whose Board of Directors you intend to serve:

New Generation Charter Academy

2. Full name: Nancy McDaniel

Home Address: 11980 HWY NC 48 Whitaker NC

Business Name and Address:

Telephone No.: (252) 822-2442

E-mail address: nmcdaniel1@hughes.net

3. Brief educational and employment history.

Dual Bachelor in Business Administration and Accounting: Master in Education: Curriculum and Instructions & Public Administration

4. Have you previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation?

No: Yes:

5. How were you recruited to join this Board of Directors? I was given a vision over the past 15 years of my experience and have a burning desire to cultivate a program that makes a difference for the students of Edgecombe.

6. Why do you wish to serve on the board of the proposed charter school? I believe that this Charter School will truly make a difference in the community for the scholars to become educated and face the societal changes that happen each year.

7. What is your understanding of the appropriate role of a public charter school board member?

That each board member must follow the guidelines of operating a charter school. Board members must develop policies that govern the school and provide oversight and guidance on the implementation of those policies.

8. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other

board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

As a board member I had to be honest, committed and able to be a team player. I also had to attend the meetings and understand what was asked of me.

9. Describe the specific knowledge and experience that you would bring to the board.

I understand that all students can learn and that each learn differently; therefore, as a board member I will be able to understand if a student has a problem understanding. This will provide me the insight to empathize with both staff and students and the knowledge to provide insight to the educational program.

School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?
To prepare students for the intellectual demands of an ever- changing world.
That all students will be 21st century ready.
2. What is your understanding of the school's proposed educational program? The school will teach to and welcome all students. The program is designed to meet the needs of our community and engage students in a way that currently isn't happening with Active-Based Learning.
3. What do you believe to be the characteristics of a successful school? Strong leadership and active board members. When leadership is visible and active with teachers and scholars.
Data-driven instruction is needed in order to understand what is needed to move scholars to the next level.
When the school is able to grow the scholars in whatever are that is needed. High Expectation
4. How will you know that the school is succeeding (or not) in its mission?
When you can see the scholars been active in the classrooms and their behavior about school and learning is different.

Governance

1. Describe the role that the board will play in the school's operation. To structure policies that operate the school, ensure that highly qualified teachers are in place, manage the budget, and to make sure the school is in compliance.
2. How will you know if the school is successful at the end of the year of operation? When data is being utilized effectively, students grow academically, SMART goals are utilized, and the retention of students and teachers throughout the year.
3. How will you know at the end of five years of the schools is successful? Teacher retention, successful SMART goals are met, and a waiting list of students is formed simply through word of mouth.
4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?
The school must provide ongoing training for staff, provide the resources necessary to facilitate the program, and funds are used for what is needed in the classrooms.
5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?
We will follow the conflict of interest policy as is stated in the application appendices.

*Please include the following with your Information Form

- a **one page** resume
- a national criminal background check

*If you responded within the application that disciplinary action has been taken against any past or present professional licenses, provide a detailed response below outlining the disciplinary action taken and the license validity.

Certification

I, Nancy McDaniel, certify to the best of my knowledge and ability that the information I am providing to the North Carolina State Board of Education as a prospective board member for New Generation Charter Academy Charter School is true and correct in every respect.

Nancy McDaniel

9/27/19

Signature

Date

Dexter A. Waters

3370 L.D. Hardy Rd • LaGrange, NC 28551 • (919) 394-3475 • DexterWaters@yahoo.com

SUMMARY OF QUALIFICATIONS

Current Human Services Professional with 20+ years of career experience. Specializing in juvenile justice, education, Asst. Director Day Reporting Center, state facility consulting. A verifiable track record of grants management, excellent leadership, developing and delivering training, organizational development. A working knowledge of current educational standards, state facility standards, mental health, and effective leadership techniques that work well in these agencies. Notably excels in establishing fruitful working relationships with all levels of organizational personnel.

Skilled in:

- Leadership
- Grants management
- State/Federal facility guidelines
- Executive administration
- Education
- Compliance

EDUCATION

Strayer University	2008
Master of Education Management	
Catawba College	1984
Bachelor of Arts, Social Work	

PROFESSIONAL EXPERIENCE

Director of Program Operations of East 3 Region 2018 to Present
Monarch, Albemarle, NC

Provide direct oversight of 15 DD/MH group homes and apartments to ensure they are operating within their individual budgets and following the state and federal regulations. Reviewing the policies of Monarch and providing direct supervision to 3, Team leaders, 7, Residential managers and 1 Service manager to ensure they are following all policies and regulations. Providing clinical consultation to the teams to ensure the people we serve are receiving the appropriate services that will ensure they are able to live their lives at the highest level of independence possible for them on an individual basis.

- Provided methods to ensure vacancies are filled in a timely manner
- Decreased the excessive overtime by 65% within the last 6 months
- Developed systems to ensure the Team Leaders are tracking all authorizations and they are submitted before the date
- Provide guidance to all staff to enhance their personal skills to ensure professional growth and development.

Facility Consultant 2012 to 2018

Division of Health Services Regulation, Raleigh, NC

Provide consultation to state and private providers by conducting General Health, follow up and complaint surveys at state, federal and private agencies throughout eastern North Carolina. Review the daily operations of each facility. Perform observation of the active treatment that is provided to the clients. Review all documentation and ensure they are within the federal and state regulations. Review the policies and procedures of the facilities. Provide assistance to the facilities so they are able to make appropriate corrections. Ensure that all Federal and State required regulations are being implemented as written. Provide guidance to ensure the facilities understand how to correct any deficiencies that have been cited. Ensure that all Federal and State required regulations are being implemented as written. Provide ongoing assistance to state and private providers in North Carolina.

- Successfully resolved 200+ complaints
- Successfully transitioned 30+ facilities from under investigation to compliant
- Serve as subject matter expert to support facilities in all matters pertaining to the facility operations fall within the ICF/IID regulations.

Appendix E:**Charter School Board Member Information Form**

Note: To be completed individually by each proposed founding charter school board member. All forms must be signed by hand.

Serving on a public charter school board is a position of public trust and as a board member of a North Carolina public charter school; you are responsible for ensuring the quality of the school's entire program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the State Board of Education requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold: 1) to give application reviewers a clearer introduction to the applicant team behind each school proposal in advance of the applicant interview, in order to be better prepared for the interview; and 2) to encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

Background

Name of charter school on whose Board of Directors you intend to serve:

1. **New Generation Charter Academy**

2. Full name: Dexter Waters

Home Address: 3370 LD Hardy Road La Grange NC 28551

Business Name and Address: Monarch 350 Pee Dee Ave. Albermarle NC 28001

Telephone No.: (919) 394-3475

E-mail address: dexterwaters@yahoo.com

3. Brief educational and employment history. BSW and M.ED

I have worked in Human services in the areas of education, juvenile justice, mental health and developmental disabilities

4. Have you previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation?

No: Yes:

5. How were you recruited to join this Board of Directors? I have attempted to assist with this project, and I desire to help children.

Why do you wish to serve on the board of the proposed charter school?

I want to help in any way I can to better the lives of children.

6. What is your understanding of the appropriate role of a public charter school board member? To ensure the school is following all regulations, policies and procedures, ensuring all is done for the children.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member. I was the Asst. Director of this program which was overseen by a board of Directors: 8th Judicial District Structured Day Program, my primary responsibility included overseeing the daily operation of the programs in Wayne and Lenoir Counties. Provided direct supervision to staff, handled all disciplinary actions concerning students. Represented the agency at various vital meetings and workshops. Reported monthly progress report of the agency's activities to the local Juvenile Crime Prevention Council.

8. Describe the specific knowledge and experience that you would bring to the board.
Human Services Professional with 20+ years of career experience. Specializing in juvenile justice, education, Asst. Director Day Reporting Center, state facility consulting. I have a verifiable track record of grants management, excellent leadership, developing and delivering training, and organizational development. I have a working knowledge of current educational standards, state facility standards, mental health, and effective leadership techniques that work well in these agencies. Notably excels in establishing fruitful working relationships with all levels of organizational personnel.

School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?

Our school will prepare the new generation of students for the complexities of global problems.

2. What is your understanding of the school's proposed educational program?

The school will engage students using Active-Based Learning. The school will look to teach all students and respond to the diverse population that resides in Edgecombe and the surrounding counties.

3. What do you believe to be the characteristics of a successful school?

A successful school will engage community stakeholders, observe student outcome, and iterate upon the its policies to best serve children. A school will act with the children's outcomes as the utmost priority.

4. How will you know that the school is succeeding (or not) in its mission?

The school will outpace the LEA and state in academic proficiency and produce students that are ready to enter the world as problem-solvers.

Governance

1. Describe the role that the board will play in the school's operation.

The board will engage the community and create policies and procedures that govern the school. The board will intently observe school operations and iterate upon its policies as data and outcomes are observed.

2. How will you know if the school is successful at the end of the first year of operation?

The students will have enjoyed learning, parents will be excited for the next year, and the school will have a positive fund balance.

3. How will you know at the end of five years of the schools is successful?

The school will have continuously improved each year and be a sought-after school across counties.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

The board will need to ensure that we stay within the budget and that projected student outcomes are being met. The board will need to analyze data and reports so that the most educated, informed decision can be made to direct and guide the school to achieve our mission of critically thinking, globally conscious students.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

I would follow the board's conflict of interest policy.

*Please include the following with your Information Form

- a **one page** resume
- a national criminal background check

*If you responded within the application that disciplinary action has been taken against any past or present professional licenses, provide a detailed response below outlining the disciplinary action taken and the license validity.

Certification

I, Dexter Waters, certify to the best of my knowledge and ability that the information I am providing to the North Carolina State Board of Education as a prospective board member for New Generation Charter Academy Charter School is true and correct in every respect.



9/27/19

Signature

Date

Syvilla L. Whitaker

whitakerdl65@gmail.com

H: (252)536-1204 Walnut Grove Apt. -300 W. Taylor St. Apt.6B.Whitakers, NC

OBJECTIVE:

Organized, maintained and updated student database, records and files according to established procedures. Assist other departments in secretarial/administrative tasks upon request.

WORK EXPERIENCE:

Halifax County Schools: Halifax, NC
Substitute Teacher

(2007-2016)

- Filled in for absent teachers on a set time frame, including handling all assignments, special projects, test, and grading
- Implemented lesson plans outlined by classroom teachers
- Documented growth, development and understanding, displayed by all students through outlined grading procedures and assessment strategies

Halifax County Schools:

Halifax, NC - School Bus Driver

(2007 - 2016)

- Verified all permission slips for students to ride home with friends
- Check vehicle to ensure safety and emergency equipment was in good working order

H&R Block:

Scotland Neck, NC - Tax Preparer

(2004 -2006)

- Supported work in tax preparation
- Checked in clients as they came in for their appointments

Chonoake Public Transportation:

Rich Square, NC

(2005 - 2007)

- Maintained scheduled pick-ups
- Secured all wheelchair riders
- Check vehicle for safety and emergency equipment

EDUCATION:

Richard J. Reynolds Sr. High School - Winston-Salem, NC

High School Diploma

Winston-Salem State University - Winston-Salem, NC

Secretarial Courses

Halifax Community College - Weldon, NC

Associate Degree

Appendix F:**Charter School Board Member Information Form**

Note: To be completed individually by each proposed founding charter school board member. All forms must be signed by hand.

Serving on a public charter school board is a position of public trust and as a board member of a North Carolina public charter school; you are responsible for ensuring the quality of the school's entire program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the State Board of Education requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold: 1) to give application reviewers a clearer introduction to the applicant team behind each school proposal in advance of the applicant interview, in order to be better prepared for the interview; and 2) to encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

Background

1. Name of charter school on whose Board of Directors you intend to serve: New Generation Charter Academy
New Generation Charter Academy

2. Full name: Syvilla Dianne Livingston Whitaker

Home Address: Walnut Grove Apts. 300 West Taylor St. Whitakers, NC 27891

Business Name and Address:

Telephone No.: (252) 536-1204

E-mail address: whitakerdl65@gmail.com

3. Brief educational and employment history.

High school graduate, attended WSSU, graduated from Halifax Community College, worked in the school system for over 10 years.

4. Have you previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation?

No: Yes:

5. What is your understanding of the appropriate role of a public charter school board member?
To ensure that the school is operating at optimum efficiency that students needs are being met.

6. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

Even though I have not worked on a board, I feel that I am capable because I have worked in education for years have seen and helped with the developmental growth of students.

7. Describe the specific knowledge and experience that you would bring to the board.

Understanding the needs of individual students knowing that every student is not the same, knowing and understanding what is needed to keep the school running. Having served in varying capacities such as bus driver, teacher, and substitute teacher, I believe I have a unique perspective that will be helpful to the board of

New Generation Charter Academy
directors in reviewing the operational pieces necessary in operating a school.

School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?
To prepare students for the intellectual demands of an ever-changing world.
To provide a school that understands that every child deserves a right to an education that will increase their knowledge and prepare them to achieve in the world.
2. What is your understanding of the school's proposed educational program?
To ensure that the programs are being beneficial to the education of the students and are able to communicate and relate to any related educational programs that will meet the needs of the students and school.
3. What do you believe to be the characteristics of a successful school?
Great communication, knowledge of policies, when you visited and see the respect towards others, the school is taken care of well, a staff that cares about the students and are there for the students
4. How will you know that the school is succeeding (or not) in its mission?
By the improvement of test scores, the improvement of a student engagement and leadership, and the retention of students.

Governance

1. Describe the role that the board will play in the school's operation.
To look over the policies, financial reports, how the school is being run, and the staff are being efficient. Ultimately, the board will provide general oversight of the school's activities.
2. How will you know if the school is successful at the end of the first year of operation?
By the student to teacher ratio, the attendance, the academic achievement of students, and the ability of the staff to abide by the budget articulated by the board.
3. How will you know at the end of five years of the schools is successful?
That there has been a steady increase of both students and student achievement scores and that the school still operates under the same mission established in year one.
4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?
To regularly review the budget and keep finance records in order. To ensure board members attend all meetings to discuss and go over school policies and any new events or matters that need to be recognized or brought to attention.
5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?
The board will follow the established conflict of interest policy.

*Please include the following with your Information Form

- a **one page** resume
- a national criminal background check

*If you responded within the application that disciplinary action has been taken against any past or present professional licenses, provide a detailed response below outlining the disciplinary action taken and the license validity.

Certification

I, Syvilla Whitaker, certify to the best of my knowledge and ability that the information I am providing to the North Carolina State Board of Education as a prospective board member for New Generatic correct in every respect.

Syvilla Livingston Whitaker

9/27/19

Signature

Date

STEPHANIE FRINK

Post Office Box 1811 Rocky Mount, NC
27802 | stephaniefrink16@gmail.com | 252.886.3414

OBJECTIVE | To share vital educational information for educational purpose & use

SKILLS & ABILITIES | Public Speaking/Workshop Organizer/Psalmist & Musician/Technology User & Facilitator

EXPERIENCE | **EDUCATOR/LONG TERM TEACHER MENTOR/LIBRARIAN**
1983-2015

2014-2015 Teacher of the Year in Nash Rocky Mount Schools at
DS Johnson Elementary School

EDUCATION | **NC WESLEYAN COLLEGE/NC STATE UNIVERSITY/NC CENTRAL UNIVERSITY**
BA EDUCATION/ BS PSYCHOLOGY/MLS LIBRARY SCIENCE

LEADERSHIP | Member and Board Member of the Rocky Mount Evening Optimist Club
Secretary of the Rocky Mount Railroad Museum Organization
Member of NC Association of Education
Member of National Association of Educators
Member of the Executive Board of Women in NC 2nd Jurisdiction Church of God in Christ

Appendix**E:****Charter School Board Member Information Form**

***Note:** To be completed individually by each proposed founding charter school board member. All forms must be signed by hand.*

Serving on a public charter school board is a position of public trust and as a board member of a North Carolina public charter school; you are responsible for ensuring the quality of the school's entire program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the State Board of Education requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold: 1) to give application reviewers a clearer introduction to the applicant team behind each school proposal in advance of the applicant interview, in order to be better prepared for the interview; and 2) to encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

Background

1. Name of charter school on whose Board of Directors you intend to serve:

2. Full name: Stephanie Frink

Home Address:

244 Regency Drive Nashville, NC 27856

Business Name and Address:

Telephone No.:

E-mail address: stephaniefrink16@gmail.com

3. Brief educational and employment history.

Educator with 31 Years of Experience

4. Have you previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation?

No:

Yes:

5. How were you recruited to join this Board of Directors? Why do you wish to serve on the board of the proposed charter school?

Nancy and I have had a relationship through years of educating in Edgecombe County and the surrounding areas. Nancy believed my passion and experience would help the board of directors craft and oversee a program that would benefit to the community.

My years of dedication are because of my love of the community. I want to serve on this board to help students that I know are struggling to succeed in a community I have dedicated myself to.

6. What is your understanding of the appropriate role of a public charter school board member?

To ensure that the policies and mandates are implemented and properly administrated with integrity & transparency to staff, students, parents, & community stakeholders.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

My area of expertise to this Board will be my years of experience as an educator. I served in many roles and capacities and was recognized as the teacher of the year at my school. I have served as a mentor to other teachers in my career and understand the challenges both teachers and students face in the classroom. My experience within the classroom will provide the board an educational perspective accumulated over 30 years of educational experience.

8. Describe the specific knowledge and experience that you would bring to the board.

- Educator with 31 Years of experience (this includes Elementary, Middle , High School & College)
- Librarian
- NC Long-Term Mentor

School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?

To prepare students for the intellectual demands of an ever-changing world.

It is hoped that students will intentionally be prepared to be critical thinkers with a global consciousness.

2. What is your understanding of the school's proposed educational program?

To have an atmosphere conducive for learning, and to strive for excellence in the mastery the state standards. The school will be created for the New Generation of students. Our school will provide coding classes, leadership, ethics, and an instructional strategy that is effective in engaging students.

3. What do you believe to be the characteristics of a successful school?

An environment that is safe for all students and that embraces a positive discipline plan & program. Another aspect of success would be a staff that cares about every student and lesson plans that strategically meet the learning styles of students.

Staff must engage in relevant staff development that embraces the curriculum goals. Lastly, parents, community and staff must work cohesively for the "greater good" of student achievement.

4. How will you know that the school is succeeding (or not) in its mission?

Success can be determined by the positivity among the staff towards the students, community, and the parents who are valuable stakeholders. It can be determined by consistent disaggregated data of successful learning outcomes (e.g. test scores, implementation of curriculum goals, community surveys, etc.). It can be determined by the sustainability of policies, public trust and public obligations to the NC State Board and their expectations of the charter school. The school has adopted outcome-oriented goals stated within the application.

Governance

1. Describe the role that the board will play in the school's operation.

The Board's role is to oversee the administrative responsibilities of the charter school, to be a good steward of the allocations of funds for the charter school, to responsibly manage and implement due diligence with the governance of the charter school, and be an advocate for the academic success of the charter as it relates to students first, staff, parents, & community stakeholders.

2. How will you know if the school is successful at the end of the first year of operation?

End of the Year success is measured by reviewing set goals for each school year (which is on-going all year) and evaluating & analyzing whether the goal was met with artifacts of academic achievements.

3. How will you know at the end of five years of the schools is successful?

The success goals for the charter school should have been specific, measurable, achievable, relevant, and timely.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

Transparency, review instruments that consistently measure success and collaborative opportunities with NC School Board or designated liaisons will assist with on-going evaluative success of the Board.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school? The Charter School Board should have a plan in place that includes a "check & balance" team or process to handle unethical situations. It should be reviewed, placed on file, and the individual reprimanded in a manner that causes the individual to be in

alignment with policies and procedures for the continued success of the school.

*Please include the following with your Information Form

- a *one page* resume
- a national criminal background check

*If you responded within the application that disciplinary action has been taken against any past or present professional licenses, provide a detailed response below outlining the disciplinary action taken and the license validity.

Certification

I, Stephanie Frink, certify to the best of my knowledge and ability that the information I am providing to the North Carolina State Board of Education as a prospective board member for New Generation Charter Academy Charter School is true and correct in every respect.



7/27/19

Signature

Date

Michael A. Williams Sr.

1961 W Wilson St
Tarboro NC 27886
Mobile: 252-567-5791
Email: m1998lejoie@hotmail.com

Professional Summary:

An experience maintenance technician and supervisor, maintaining, and repairing electrical wiring, plumbing, tools, equipment, and fixtures, seeking challenging and promising career as a maintenance support personnel.

SUMMARY OF QUALIFICATIONS:

- Electrical Wiring
- Maintenance
- Painting
- Plumbing
- Builder Manager of Daycare
- Carpentry

WORK EXPERIENCE:

Maintenance Supervisor

Westminster Property, Pinetops, NC (2011 to present)

- Maintain grounds
- Electrical Wiring
- Plumbing
- Appliance repair
- Minimum AC repair
- Inspections
- Carpentry

Pastor

Gibraltar Church on the Rock, Tarboro NC (1999 to present)

- Minister to the need of the congregation
- Maintain Church property
- Build and test fuel controls and satellites components for commercial and military aircraft applications; F-15, F16, C130, Airbus etc.
- Ensure that all build procedures and documentations are ISO 9001 Qualified.

EDUCATION:

Nash Community College

Plumbing Certification Certificate, Nashville NC (2014)

Edgecombe Community College, Tarboro NC (2011)

Electrician

Appendix**E:****Charter School Board Member Information Form**

Note: To be completed individually by each proposed founding charter school board member. All forms must be signed by hand.

Serving on a public charter school board is a position of public trust and as a board member of a North Carolina public charter school; you are responsible for ensuring the quality of the school's entire program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the State Board of Education requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold: 1) to give application reviewers a clearer introduction to the applicant team behind each school proposal in advance of the applicant interview, in order to be better prepared for the interview; and 2) to encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

Background

1. Name of charter school on whose Board of Directors you intend to serve:

New Generation Charter Academy

2. Michael Anthony Williams

Home Address: 1961 W. Wilson St. Tarboro

Business Name and Address:

Telephone No.:

E-mail address:

3. Brief educational and employment history.

Associate degree from Liberty University

I have served as a pastor of my community in Tarboro since 1999. I have worked as a facility supervisor at Westminster Property for the past years and prior to that worked at Honeywell International in Rocky Mount where I trained new employees and built and tested fuel controls for commercial and military aircraft applications.

4. Have you previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation?

No:

Yes:

5. How were you recruited to join this Board of Directors? Why do you wish to serve on the board of the proposed charter school?

I was recruited by the Board Chair because of my practical experience and relationships within the community.

6. What is your understanding of the appropriate role of a public charter school board member?

I understand a board member's role is to be one of general oversight, policy development, and community engagement. A board member will respond to community requests and needs and ensure the school carries out the mission.

7. Describe any previous experience you have that is relevant to serving on the charter school's board (e.g., other board service). If you have not had previous experience of this nature, explain why you have the capability to be an effective board member.

I have not served as a board member, but I know the Edgecombe community and have lived in and around Edgecombe my entire life. I think a community board needs to be comprised of people that deeply care, understand, and love their community. I have spread the message of love as a pastor since 1999.

8. Describe the specific knowledge and experience that you would bring to the board.

One of the greatest assets I bring to the board is my experience and knowledge of the area. I was educated here, and continue to live in the area. I believe that I understand and know the needs of the people of this area and they will respond to my presence on this board.

School Mission and Program

1. What is your understanding of the school's mission and guiding beliefs?

“To prepare students for the intellectual demands of an ever-changing world.”

It is our belief that students must be globally minded and have marketable skills that will allow them to be of service in a variety of fields anywhere in the world.

2. What is your understanding of the school's proposed educational program?

To ensure the success of every student in

3. What do you believe to be the characteristics of a successful school?

One of the characteristics of a successful school is the discipline of the staff as well as the discipline of the students.

4. How will you know that the school is succeeding (or not) in its mission?

When the students take pleasure in the classroom activities and enjoy in what they are learning, and the parents recommend the school to other parents in the community.

Governance

1. Describe the role that the board will play in the school's operation.

To establish policies and procedures, to ensure those policies and procedures are followed, and to respond to the needs of parents and students.

2. How will you know if the school is successful at the end of the first year of operation?

By the success of the student comprehension and application of the information taught. The board has established SMART goals within the application to lead our yearly analysis.

3. How will you know at the end of five years of the schools is successful?

By how well the parents perceive the success of their child is and that the school report card reflects that.

4. What specific steps do you think the charter school board will need to take to ensure that the school is successful?

To ensure that policies and procedures in place are followed and to know what the needs of the child and parents are.

5. How would you handle a situation in which you believe one or more members of the school's board were acting unethically or not in the best interests of the school?

The board would follow the conflict of interest policy. I would ask that the member disclose this information with the board. If the board member refused, I would make it known at the next board meeting.

*Please include the following with your Information Form

- a **one page** resume
- a national criminal background check

*If you responded within the application that disciplinary action has been taken against any past or present professional licenses, provide a detailed response below outlining the disciplinary action taken and the license validity.

Certification

I, Micheal A. Williams, certify to the best of my knowledge and ability that the information I am providing to the North Carolina State Board of Education as a prospective board member for New Generation Charter Academy Charter School is true and correct in every respect.



Signature

7/25/2019

Date

**Appendix I – Board Member Background Check & Certification Statement
New Generation Charter Academy**

Charter School Board Member Background Check Form

Certification Statement:

Note: To be completed individually by each proposed founding charter school board member. Form must be signed by hand.

If a board member has been convicted of a misdemeanor or felony other than a minor traffic violation, attach a separate sheet listing the year of the charge, the charge, the verdict, and the final disposition.

I, Nancy McDaniel, certify that I **have not** been convicted of any misdemeanor or felony other than a minor traffic violation.

Signature Nancy McDaniel Date July 23, 2019

I, _____, certify that I **have** been convicted of a misdemeanor or felony other than a minor traffic violation.

Signature _____ Date _____

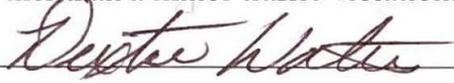
Charter School Board Member Background Check Form

Certification Statement:

Note: To be completed individually by each proposed founding charter school board member. Form must be signed by hand.

If a board member has been convicted of a misdemeanor or felony other than a minor traffic violation, attach a separate sheet listing the year of the charge, the charge, the verdict, and the final disposition.

I, Dexter Waters, certify that I **have not** been convicted of any misdemeanor or felony other than a minor traffic violation.

Signature  Date 7/23/2019

I, _____, certify that I **have** been convicted of a misdemeanor or felony other than a minor traffic violation.

Signature _____ Date _____

Charter School Board Member Background Check Form

Certification Statement:

Note: To be completed individually by each proposed founding charter school board member. Form must be signed by hand.

If a board member has been convicted of a misdemeanor or felony other than a minor traffic violation, attach a separate sheet listing the year of the charge, the charge, the verdict, and the final disposition.

I, Syvilla Whitaker, certify that I have not been convicted of any misdemeanor or felony other than a minor traffic violation.

Signature Syvilla Whitaker Date 7/27/19

I, _____, certify that I have been convicted of a misdemeanor or felony other than a minor traffic violation.

Signature _____ Date _____

Charter School Board Member Background Check Form

Certification Statement:

Note: To be completed individually by each proposed founding charter school board member. Form must be signed by hand.

If a board member has been convicted of a misdemeanor or felony other than a minor traffic violation, attach a separate sheet listing the year of the charge, the charge, the verdict, and the final disposition.

I, Michael A. Williams, certify that I **have not** been convicted of any misdemeanor or felony other than a minor traffic violation.

Signature  Date _____

I, _____, certify that I **have** been convicted of a misdemeanor or felony other than a minor traffic violation.

Signature _____ Date _____

Charter School Board Member Background Check Form

Certification Statement:

Note: To be completed individually by each proposed founding charter school board member. Form must be signed by hand.

If a board member has been convicted of a misdemeanor or felony other than a minor traffic violation, attach a separate sheet listing the year of the charge, the charge, the verdict, and the final disposition.

I, Stephanie Frink, certify that I have not been convicted of any misdemeanor or felony other than a minor traffic violation.

Signature Stephanie Frink Date 7-23-19

I, _____, certify that I have been convicted of a misdemeanor or felony other than a minor traffic violation.

Signature _____ Date _____

**Appendix J – Proposed By-Laws of the School’s Board of Directors
New Generation Charter Academy**

**BYLAWS
OF
NEW GENERATION CHARTER ACADEMY**

**ARTICLE I
INTRODUCTION: LEGAL STATUS**

Section 1: Name

The name of the non-profit corporation is NEW GENERATION CHARTER ACADEMY, of Wake County, duly authorized under the statutes of the State of North Carolina.

Section 2: Principal Office

The Principle office of the Corporation is located in Wake County, in the State of North Carolina. The street address of the corporation in Wake County is 105 Star St. Raleigh, NC 27610.

ARTICLE II – Purposes

Section 1: Purposes

The mission of NEW GENERATION CHARTER ACADEMY is as follows:

“To prepare students for the intellectual demands of an ever-changing world.”

ARTICLE III - Board of Directors

Section 1: Powers

The activities, affairs and business of the Corporation shall be conducted by or under the direction of the Board of Directors.

Section 2: Number, Qualifications, Election, and Tenure

- a) The number of directors constituting the Board of Directors shall be no less than five (5) and no more than seven (7).
- b) A person needs to be at least eighteen (18) years old to be qualified as a Director. Paid employees of the Corporation may not serve on the Board of Directors as voting Members.
- c) Any qualified person seeking to become a Director of the NEW GENERATION CHARTER ACADEMY Board will submit an application including a resume and explanation of why he/she is seeking membership to the Board and undergo a criminal background check. When a vacancy or vacancies occur, either by death, resignations, and removal from office, end of term, tenure limit, and/or for any other reason, the remaining

NEW GENERATION CHARTER ACADEMY Board Members will review the applications submitted and elect the applicant(s) seeking to become a member of the NEW GENERATION CHARTER ACADEMY Board of Directors.

- d) The sitting Board Members may conduct interviews with the perspective Board Candidates.
- e) With the exception of the very first planning board, each Director shall hold office for a period of four years. The terms for the initial Board of Directors shall be staggered. One half (1/2) of the members of the first board shall serve a term of four years, and one half (1/2) will serve a term of three years. At the end of these terms, subsequent Directors will serve four-year terms. *(The planning board shall be those individuals in place as the Board of Directors after the incorporation and application for charter as a school. These individuals will serve as the initial Board of Directors. The initial Board of Directors terms shall begin on the first day of July in the year the school is given a charter.)*
- f) Except non-voting employee Directors, no person appointed or elected shall serve more than five (5) consecutive terms. However, each Director shall continue in office until the successor in that office shall have been duly appointed or until the current Director resigns, becomes disqualified, or until that Director is removed.
- g) If due to death, resignation or other disability the Board membership falls below (5) five, resigning members will be released upon the appointment of a replacement member.
- h) All board members and officers of the corporation shall affirm an oath of office to faithfully discharge their duties to the corporation, the governing laws, and the students and families served by the charter school.

Section 3: Ex-Officio Directors

The Chief Executive Officer/School Director of the Corporation (which shall be the appointed representative of the contracted charter/educational management company designated in the school's "Charter") shall, during his or her respective term, serve as an Ex-officio member of the Board of Directors. In addition, there shall be such other Ex-officio Directors as elected by a vote of the Directors then holding office. Each Ex-officio Director, including the School Director, shall be entitled to enter into all deliberations and to receive notice of all meetings, but he or she shall not vote nor be counted in determining the existence of a quorum.

Section 4: Duties

- a) Directors shall perform any and all duties imposed on them collectively and individually by law, the Articles of Incorporation or by these Bylaws. Directors shall stand in a fiduciary relation to the corporation and shall discharge the duties of the respective positions in good faith, and with that diligence and care which reasonably prudent men and women would exercise in similar circumstances and like positions.
- b) Directors shall appoint, remove, and evaluate the Chief Executive Officer (also known as the School Director) of the Corporation. (The Chief Executive Officer or School Director shall be synonymous with the contracted Management Company).
- c) Directors shall conduct an annual self-evaluation(s) to ensure their quality of service to the corporation.
- d) Directors shall meet at such times and places as required by these Bylaws. The Board may consider a director with two consecutive un-excused absences from regular meetings as having resigned.

- e) Directors shall register their addresses with the Secretary of the Corporation.

Section 5: Resignation of Directors

A Director may resign at any time by giving notice in writing to the Chairperson or Secretary of the Corporation. Such resignation shall take effect at the time specified, or if no time is specified, at the time such resignation is received by the Chairperson or Secretary subject to Section 2g).

Section 6: Vacancies

If a vacancy should occur in the Board of Directors by death, resignation, disqualification, or otherwise, the remaining Directors may continue to conduct the Corporation's business. The vacancy will be filled immediately as provided in Section 2c of this Article III. A Director who is chosen in this manner shall hold office for the unexpired portion of the term of the person whom the newly elected Director succeeds. After this period they can seek to remain on the Board thru Section 2 above.

Section 7: Compensation

Directors shall serve without compensation for their services to the Board. Directors may receive reimbursement for expenses associated with board duties.

Section 8: Director's Adverse Interest

If any Director has an adverse interest in a corporate transaction, such Director must make full disclosure to the Board of the adverse interest as soon as such Director knows, or should know of its existence. Upon full disclosure, the Board may approve the transaction only by a good faith vote of a majority of the disinterested Directors present. However, no such transaction may be approved if it would constitute self-dealing prohibited under sections 4941 of the Internal Revenue Code of 1986, or the corresponding provisions of any later federal tax laws, or if it would result in the imposition of any excise tax under any other provision of Chapter 49A of the Internal Revenue Code of 1986, or the corresponding provisions of any later federal tax laws.

Section 9: Certain Director Liability

A Director shall be subject to the liabilities imposed by law upon Directors. In addition, all Directors who vote for or assent to any distribution of assets of the Corporation contrary to any lawful restrictions in the Non-profit Corporation Act of the State of North Carolina, the corporate Charter, or the Bylaws, shall be jointly and severally liable to the Corporation for the amount of such distribution. Furthermore, such liabilities shall not exceed the debts, obligations and liabilities existing at the time of the vote or assent where the Director relied and acted in good faith on financial statements of the Corporation to be correct and to be based on generally accepted principles of sound accounting practice by the Chairperson or the Treasurer, or certified

by an independent public accountant or firm of such accountants to fairly reflect the financial condition of the Corporation.

Section 10: Conflict of Interest

Board members shall be completely objective and free of personal conflict when making decisions on the board. The Board shall adopt and update on an annual basis a separate Conflict of Interest Policy.

Section 11: Removal

Members of the Board of Directors (Member) as defined by Section 2 of this Article III may be removed for cause in accordance with the Board Handbook, by vote of the Board of Directors present at any regular meeting; or at a special meeting of the Board called for that purpose.

ARTICLE IV – MEETINGS

Section 1: Open Meetings

The Board will conduct open meetings within the meaning of the North Carolina General Statutes for open meetings laws for public entities.

Section 2: Regular Meetings

The Board of Directors will meet monthly with the date, time and place being designated by the Chairperson or the Chairperson's designee. One of these meeting shall be the annual meeting (Section 5) of the Board of Directors. The North Carolina open meeting laws will be followed during all meetings of the Board of Directors. The board shall conduct a minimum of eight (8) regular board meetings annually. An annual calendar of regular meetings shall be published each year and noticed to the public.

Section 3: Substitute Regular Meetings

If any regular meeting shall not be held as designated in section 2, above, a substitute meeting may be called by the Chairperson or by two or more of the Directors. This meeting may be designated as a regular meeting and shall be conducted in accordance with N.C. Open Meetings Laws.

Section 4: Special Meetings & Emergency Meetings

The persons authorized to call Special Meetings of the Board are the Chairperson or at least two Directors. All Board Members must be notified not less than ten (10) days in advance of the place and time of a Special Board Meeting, such notice to be made pursuant to Section 6, below. This notice can be waived for any such meeting by signed writing acknowledging actual notice and a desire to meet at an earlier time however such notice must be obtained by all Board members, including non-voting and ex officio members.

Emergency matters regarding natural disaster, war, acts of God, major emergent governance issues and the like may arise and need the full attention of the Board of Directors for the health of the Corporation. For genuine emergency matters which can not wait until the next regular Board meeting the Chairperson (or Vice Chairperson in the absence or unavailability of the Board Chair) can call an emergency meeting to deal only with the emergency matters. A quorum must be present. Notice of an emergency meeting shall be by 24 hours unless the same is waived by all members. All members, including non-voting and ex officio members shall receive actual notice of any emergency meeting.

Section 5: Annual Meeting.

The annual meeting of the Board of Directors shall be held within 3 months after the close of the fiscal year for the purpose of selecting officers, approving financial reports, and to transact any other business as may be specified in the notice of the meeting.

Section 6: Notice of Meetings

Notice of any regular meeting, including the Annual Meeting of the Board of Directors, shall be given to the Board Members at least one-week (seven 7 days) prior thereto. Notice of any special meeting of the Board of Directors shall be given at least ten (10) days prior thereto. All notices shall be in writing delivered personally or sent by mail, email, telegram, or fax to the address of each Director as shown on the records of the Corporation. All meeting of the entire Board shall be noticed to the public on the school's website and/or placed in a local newspaper.

Section 7: Quorum

The presence of a simple majority of the members of the Board of Directors at a meeting duly assembled shall constitute a quorum for the transaction of business. If less than a quorum is present at the time and place of any meeting, the Directors present may adjourn the meeting until a quorum shall be present. Voting members of the board of directors may attend by electric means that are in compliance with open meetings laws.

Section 8: Decision Making

Notwithstanding any provision of these Bylaws to the contrary, requiring consensus, unanimity, or any other percentage of votes by members of the Board, including, without limitation, any vote to amend these Bylaws or to elect or replace a director, decisions of the Board shall be by a majority vote of the directors present and constituting a quorum. In all cases, in the event of a tie, the vote of the Chairperson shall break the tie. The aforementioned provisions shall apply to all decisions of the Board.

Roll Call Voting Process

The Chair shall inquire, prior to the vote, if any member requests the use of the roll call process. The Chairperson may, at their discretion, ask for Roll Call Vote even if no request is made by other members. If no request is made, the vote may be held immediately. Should a

request for Roll Call Vote be made, each member of the board, in sequence, is asked to voice their summary opinion on the issue. Upon conclusion of the Roll Call, the vote shall be taken.

ARTICLE V - Officers

Section 1: Designation of Officers

The Officers of the Board of Directors of this Corporation shall include the Chairman, Vice Chair, Secretary and Treasurer. The Directors may designate and fill other corporate offices as needed. Any two offices or more may be held by one person, except that no person shall occupy the offices of Chairperson, Secretary, and/or Treasurer at the same time. No officer shall sign or execute any document in more than one capacity.

Section 2: Election, Term of Office and Qualifications

Each officer shall be elected by the Board of Directors at the Annual Meeting. These officers shall hold office during the fiscal year after their election. Other officers, as needed, may be appointed in accordance with the provisions of Section 3 of this article and may be elected by the Board at the Annual Meeting.

Section 3: Subordinate Officers and Agents

The Board of Directors may appoint other officers or agents (i.e. Chief Executive Officer/School Director), each of whom shall hold office for such period, have such authority, and perform such duties as the Board of Directors may determine. The Board of Directors may delegate to any officer or agent the authority to appoint any subordinate officer or agent and to prescribe the respective authorities or duties.

Section 4: Duties

Officers shall stand in a fiduciary relation to the Corporation and shall discharge the duties of their respective positions in good faith, and with that diligence and care which reasonably prudent men and women would exercise in similar circumstances and like positions.

Section 5: Removal

The officers specifically designated in Section 1 of this Article V may be removed either with or without cause, by vote of the Board of Directors present at any regular meeting; or at a special meeting of the Board called for that purpose. The officers appointed in accordance with the provisions of Section 3 of this Article may be removed, either with or without cause, by the Board of Directors, by a vote of the Directors present at any meeting. The removal of any person from office shall be done without prejudice to the contract rights, if any, of the person so removed.

Section 6: Resignations

Any officer may resign at any time by giving written notice to the Board of Directors or to the Chairperson or Secretary, or, if that officer was appointed by an officer or agent in accordance with Section 3 of this Article, by giving written notice to the appointing officer or agent.

Section 7: Vacancies

A vacancy in any office because of death, resignation, removal or disqualification, or any other cause, shall be filled for the unexpired portion of the term of such office in the manner prescribed by these Bylaws for regular appointments or elections to such offices.

Section 8: School Director/ Chief Executive Officer

The School Director/Chief Executive Officer (a/k/a: Management Company) shall have general charge of the business and affairs of the corporation and control over its employees. The School Director/Chief Executive Officer shall do and perform such other duties as may be assigned by the Board of Directors, including managing of day-to-day operations. The School Director shall serve an ex-officio member of the Parent Advisory Committee and the Board of Directors as well as work in Partnership with these groups to achieve the mission of the NEW GENERATION CHARTER ACADEMY. The Board shall have ultimate authority in the hiring or discharge of Teachers.

Sections 9: Chairperson

The Chairperson shall have general charge of the business and affairs of the Board of Directors. The Chairperson has the responsibility for conducting meetings. The Chairperson shall perform such other assigned duties as may be assigned by the Board of Directors.

Section 10: Vice-Chairperson

At the request of the Chairperson, or in absence or disability of the Chairperson, the Vice-Chairperson shall perform all the duties of the Chairperson and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairperson.

Section 11: Secretary

The Secretary (or designee) shall keep the minutes of the meetings of the Board of Directors and shall see that all notices are duly given in accordance with the provisions of these Bylaws or as required by the law. The Secretary shall be the custodian of the statements, books, records, reports, certificates, and other documents of the Corporation and the seal of the Corporation, and see that the seal is affixed to all documents requiring such seal. The Secretary shall perform all duties and possess all authority incident to the office of Secretary, and such other duties and have such other authority as may be assigned by the Board of Directors. All of said documents and things shall be maintained at the school's principal place of business.

Section 12: Treasurer

The Treasurer shall have supervision over the funds, receipts, disbursements and securities of the corporation and shall serve on the Finance Committee. The Treasurer shall perform such other duties and have such other authority as may be assigned or granted by the Board of Directors. The Treasurer may be required to give a bond for the faithful performance of the duties of the office in such form and amount as the Board of Directors may determine.

Section 13: Duties of Officers may be Delegated

In case of absence of any officer of the corporation or for any other reason that the Board may deem sufficient, the Board may delegate authority of duties of such officer to any other officer or to any Director provided a majority of the entire voting Board of Directors concurs therein.

ARTICLE VI – Committees

Section 1: General

The Board shall have two (2) standing committees – Executive and Finance. Committees shall meet and conduct business between board meetings and make reports and recommendations at board meetings. Each Director shall serve on at least one standing committee. The School Director or his/her assignee shall serve, ex officio, on all Committees of the board.

Section 2: Executive Committee

The members of the Executive Committee shall be the Chairperson of the Board, Vice Chairperson, the Secretary, and the Treasurer. The Executive Committee shall be vested with the powers of the Board, except as to those matters herein specifically requiring an affirmative vote of the entire Board of Directors. The Executive Committee may exercise its powers when the Board is not in session or in the absence of a quorum thereof. A majority of the members of the Executive Committee shall constitute a quorum thereof.

Section 3: Finance Committee

The Chair of the Board shall nominate and the Board of Directors shall elect a Finance Committee. Membership on this committee will not be restricted to the Board of Directors. The Chairperson of the Board of Directors and the School Director shall serve as Ex-officio members of the Finance Committee. The Finance Committee shall supervise the financial affairs of the School and shall make recommendations from time to time in regard to the operating and capital budgets, salaries, and other business affairs.

Section 4: Parent Advisory Committee.

Parents of NEW GENERATION CHARTER ACADEMY students shall form the Parent Advisory Committee and shall nominate and elect its own committee's officers in accordance with Committee By-Laws approved by the corporation's board of directors. The School Director shall serve as an Ex-officio member of the Parent Advisory Committee. The Parent Advisory Committee shall work with the school involving volunteer parental services, fund-raising, school performance, and shall make recommendations from time to time in regard to said affairs. The Parent Advisory Community shall meet monthly with the School Director who shall serve as a liaison to the full board of directors.

Section 5: Additional Committees

The Board of Directors may designate other committees, each of which shall consist of two or more Directors and each of which, to the extent provided in such resolution, shall have and exercise the authority of the Board of Directors in the management of the Corporation, but the designation of such committees and the delegation thereto of authority shall not operate to relieve the Board of Directors or any individual Director of any responsibility or liability imposed upon it or him or her by law. The Chairperson of the Board of Directors and the School Director shall serve as Ex-officio members of such other committees. Membership on such other committees may, but need not be, limited to members of the Board of Directors. Other committees not having and exercising the authority of the Board of Trustees in the management of the Corporation may be designated by the Chairperson of the Board or by resolution adopted by a majority of the Directors present at a meeting at which a quorum is present.

ARTICLE VII – Procedures and Restrictions

Section 1: Contracts

Except as otherwise provided in these Bylaws, the Board of Directors may authorize any officer or agent to enter into any contract or to execute or deliver any instrument on behalf of the Corporation, and such authority may be general or confined to specific instances. All contracts executed by the Corporation shall contain the mandatory language provided in the N.C. Charter School Act.

Section 2: Loans

No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name, unless and except as authorized by the Board of Directors. Any officer or agent of the Corporation thereunto so authorized may effect loans or advances for the Corporation and for such loans and advances may make, execute, and deliver promissory notes, bonds, or other evidences of indebtedness of the Corporation.

Section 3: Deposits

All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks or trust companies or with such bankers or other depositories as the Board of Directors may select, or as may be selected by any officer or agent of the Corporation to whom such power may from time to time be given by the Board of Directors.

Section 4: Checks, Drafts

All notes, drafts, acceptances, checks and endorsements or other evidences of indebtedness shall be signed by the Chairperson or Vice-Chairperson and by the School Director or the Treasurer, or in such other manner as the Board of Directors may determine. Endorsements for deposit to the credit of the Corporation in any of its duly authorized depositories will be made by the School Director or Treasurer or by any officer or agent who may be designated by resolution of the Board of Directors in such manner as such resolution may provide.

Section 5: Gifts

The Board of Directors may accept on behalf of the Corporation any contribution; gift, bequest, or devise for the general purposes or for any special or educational purposes of NEW GENERATION CHARTER ACADEMY

Section 6: Annual Audit

The Board of Directors shall comply with annual audit requirements of the Budget and Fiscal Control Act as required by law.

Section 7: Insurance

The Board of Directors shall maintain insurance with coverages and amounts as required by the N.C. State Board of Education and State Law.

ARTICLE VIII - General Provisions

Section 1: Corporate Seal

The corporate seal shall be in such form as shall be approved by the Board of Directors.

Section 2: Fiscal Year

The fiscal year of the corporation shall be July 1 through June 30.

Section 3: Amendments to Bylaws

These Bylaws may be altered, amended, or repealed, and new Bylaws may be adopted at any regular or special meeting upon a vote of the Directors then in office so long as a Board of at least five (5) members remains in place. By-Law changes require a 2/3 majority vote and approval by the NC State Board of Education or its designee. Notice shall be given of the

intention to alter, amend, or repeal or to adopt new By-laws at such meeting at least ten (10) days prior to such meeting in writing delivered personally or sent by mail, e-mail or fax to the address of each Director as shown on the records of the Corporation.

Section 4: Books and Records

The Corporation shall keep correct and complete books and records of accounts and shall keep minutes of the proceedings of its Board of Directors.

Section 5: Meeting Regulation

All meetings of the Corporation including annual, special, and other shall be governed by the following established group agreements: one person speaks at a time; respect diverse opinions; agree to disagree; willingness to let up when its time; listen: sit back, breathe, hear; learn from others: don't simply defend a position, willingness to encourage "thinking out of the box"; strive to find another answer.

Section 6: Officer and Director Indemnification

The Corporation shall indemnify any Director or former Director or officer of the Corporation or any person who may have served at its request as a director or officer of another corporation, partnership, joint venture, trust, or other enterprise against liabilities and reasonable litigation expenses, including attorneys' fees, incurred by the Director in connection with any action, suit or proceeding in which that Director is made or threatened to be made a party by reason of being or having been such Director or officer, except in relation to matters as to which the Director shall be adjudged in such action, suit or proceeding to have acted in bad faith or to have been liable or guilty by reason of willful misconduct in the performance of duty. The indemnification authorized by this Section 6 (a) shall be in addition to that permitted by General Statutes Sections 55A-17.2 or 55A-17.3 or North Carolina General Statues or as authorized in these Bylaws.

The corporation may purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee or agent of the corporation or is or was serving at the request of the corporation as a director, officer, employee, or agent of the corporation, partnership, joint venture, trust, or other enterprise against any liability asserted against and incurred by the person in such capacity, or arising out of the officer's status as such, whether or not the corporation would have the power to indemnify that officer against such liability. Expenses incurred by a Director, officer, employee, or agent in defending a civil or criminal action suit or proceeding may be paid by the corporation in advance of the final disposition of such action, suit or proceeding as authorized by the Board of Directors in the specific case upon receipt of an undertaking by or on behalf of the Director, officer, employee, or agent to repay such amount unless it shall be ultimately be determined that the person is entitled to be indemnified by the corporation as authorized in Section 55A-17.2 or 55A-17.3 of North Carolina General Statues or as authorized in these Bylaws.

Section 7: Prohibited Activities

The Corporation shall comply with 501(c)(3) prohibitions against substantial lobbying and involvement in political campaigns for public candidates. No part of the net earnings of the corporation shall inure to the benefit of or be distributable to, its members, Directors, officers, or other private persons. Notwithstanding any other provisions of these articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by corporations exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code or (b) by a corporation, contributions to which are deductible under Section 17Q(c)(2) of the Code.

Section 8: Disposal of Assets

Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the Corporation as directed pursuant to North Carolina General Statutes.

The undersigned persons certify the foregoing Bylaws have been adopted as the Bylaws of the Corporation, in accordance with the requirement of the Corporation Law.

Dated: _____

Board Chair

Attest: _____
Board Secretary

NEW GENERATION CHARTER ACADEMY
CONFLICT OF INTEREST POLICY

New Generation Charter Academy hereby adopts the following Conflict of Interest Policy:

Article I
Purpose

The purpose of the conflict of interest policy is to protect New Generation Charter Academy's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the corporation or result in a possible excess benefit transaction.

Article II
Definitions

1. Interested Person- Any director, principal officer, or member of a committee with governing board delegated power, who has a direct or indirect financial interest, as defined below, is an interested person.
2. Financial Interest- A person has a financial interest if the person has, directly or indirectly, through business, investment, or family: (a) an ownership or investment interest in any entity with which the Organization has a transaction or arrangement, (b) a compensation arrangement with the Organization or with an entity or individual with which the Organization has a transaction or arrangement, or (c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.
3. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.
4. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exist.

Article III
Procedures

1. Duty to Disclose
In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
2. Determining Whether a Conflict of Interest Exists
After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization' best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangements.

4. Violations of the Conflict of Interest Policy

- a. If the governing board or committee have reasonable cause to believe a member has failed to disclose actual or possible conflicts if interest, it shall inform the member of the basic for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict or interest, it shall take appreciate disciplinary and corrective action.

Article IV
Records of Procedures

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion , including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V
Compensation

- a. A voting member of the governing board who received compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Article VI Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Article VII Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the results of arm's length bargaining.
- b. Whether partnership, joint ventures, and arrangement with management organizations conform to Organization written policies, are properly recorded, reflect reasonable investment or payments of goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in and excess benefit transaction.

Article VIII Special Provisions

In accordance with N.C. Gen. Stat. § 115C-218.15(b), the following shall apply:

- a. All Directors of the Corporation shall comply with the requirements of N.C. Gen. Stat. § 55A-8-31, et seq.

b. Before any immediate family, as defined in N.C. Gen. Stat. § 115C-12.2, of any member of the board of directors or a charter school employee with supervisory authority shall be employed or engaged as an employee, independent contractor, or otherwise by the board of directors in any capacity, such proposed employment or engagement shall be (i) disclosed to the board of directors and (ii) approved by the board of directors in a duly called open-session meeting. The burden of disclosure of such a conflict of interest shall be on the applicable board member or employee with supervisory authority. If the requirements of this subsection are complied with, the charter school may employ immediate family of any member of the board of directors or a charter school employee with supervisory authority.

c. A person shall not be disqualified from serving as a member of a charter school's board of directors because of the existence of a conflict of interest, so long as the person's actions comply with the school's conflict of interest policy established as provided in this subsection and applicable law.

Article IX
Use of Outside Experts

When the periodic reviews that is provide for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are.

DATED ADOPTED: _____

Board Chair

Board Secretary

**Appendix K – Articles of Incorporation
New Generation Charter Academy**



Department of the Secretary of State

To all whom these presents shall come, Greetings:

I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify the following and hereto attached to be a true copy of

ARTICLES OF INCORPORATION

OF

NEW GENERATION CHARTER ACADEMY

the original of which was filed in this office on the 25th day of July, 2019.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 25th day of July, 2019.

Elaine F. Marshall

Secretary of State

State of North Carolina
Department of the Secretary of State

ARTICLES OF INCORPORATION
NONPROFIT CORPORATION

Pursuant to §55A-2-02 of the General Statutes of North Carolina, the undersigned corporation does hereby submit these Articles of Incorporation for the purpose of forming a nonprofit corporation.

1. The name of the nonprofit corporation is: NEW GENERATION CHARTER ACADEMY

2. (Check only if applicable.) The corporation is a charitable or religious corporation as defined in NCGS §55A-1-40(4).

3. The name of the initial registered agent is: Torchlight Academy Schools, LLC

4. The street address and county of the initial registered agent's office of the corporation is:

Number and Street: 105 Star Street

City: Raleigh State: NC Zip Code: 27610 County: Wake

The mailing address *if different from the street address* of the initial registered agent's office is:

Number and Street or PO Box: P.O. Box 19191

City: Raleigh State: NC Zip Code: 27619 County: Wake

5. The name and address of each incorporator is as follows:

Name	Address
<u>Torchlight Academy Schools, LLC</u>	<u>P.O. Box 19191, Raleigh, NC 27619</u>

6. (Check either "a" or "b" below.)

a. The corporation will have members.

b. The corporation will not have members.

7. Attached are provisions regarding the distribution of the corporation's assets upon its dissolution.

8. Any other provisions which the corporation elects to include are attached.

9. The street address and county of the principal office of the corporation is:

Principal Office Telephone Number: _____

Number and Street: 105 Star Street

City: Raleigh State: NC Zip Code: 27610 County: Wake

The mailing address *if different from the street address* of the principal office is:

Number and Street or PO Box: P.O. Box 19191

City: Raleigh State: NC Zip Code: 27619 County: Wake

10. (Optional): Listing of Officers (See instructions for why this is important)

Name	Address	Title

11. (Optional): Please provide a business e-mail address: Privacy Redaction

The Secretary of State's Office will e-mail the business automatically at the address provided at no charge when a document is filed. The e-mail provided will not be viewable on the website. For more information on why this service is being offered, please see the instructions for this document.

12. These articles will be effective upon filing, unless a future time and/or date is specified: _____

This is the 19th day of July, 2019.

Torchlight Academy Schools, LLC

Incorporator Business Entity Name

Adam Ezell

Signature of Incorporator

Adam Ezell, Representative

Type or print Incorporator's name and title, if any

NOTES:

1. Filing fee is \$60. This document must be filed with the Secretary of State.

BUSINESS REGISTRATION DIVISION
(Revised August, 2017)

P. O. BOX 29622

RALEIGH, NC 27626-0622
Form N-01

Purpose of Corporation

This corporation is organized for the following purpose(s) (*check as applicable*):

- religious,
- charitable,
- educational,
- testing for public safety,
- scientific,
- literary,
- fostering national or international amateur sports competition, and/or
- prevention of cruelty to children or animals,

including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Sections 501(c)(3) and 170(c)(2) of the Internal Revenue Code of 1986 (herein the "Code") (or the corresponding provisions of any future United States Internal Revenue Code).

Prohibited Activities

No part of the net earnings of the corporation shall inure to the benefit of or be distributable to, its members, directors, officers, or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of purposes set forth in these articles of incorporation. No substantial part of the activities of the corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provisions of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

Distributions Upon Dissolution

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for religious, charitable, educational, scientific or literary purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Code as the Board of Directors shall determine, or to federal, state, or local governments to be used exclusively for public purposes. Any such assets not so disposed of shall be disposed of by the Superior Court of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organizations, such as the court shall determine, which are organized and operated exclusively for such purposes, or to such governments for such purposes.

**Appendix L – Insurance Quotes
New Generation Charter Academy**

INSURANCE PEOPLE

Below are the estimated annual premiums: **New Generation Academy**

Property Premium Estimate **\$450**

Contents	\$150,000
Deductible	\$1,000
Form	Special
Equipment Breakdown Included	

General Liability Premium Estimate **\$1,368**

Rating Basis:	Students	200
	Faculty	22

Limits:

Per Occurrence Limit	\$1,000,000
Annual Aggregate	\$3,000,000
Sexual Abuse & Molestation	\$1,000,000 per occurrence \$3,000,000 aggregate
Employee Benefits	\$1,000,000 per occurrence \$3,000,000 aggregate

School District & Educators Legal Liability (D&O/ E&O)

Premium Estimate **\$3,057**

	\$1,000,000 per occurrence
	\$2,000,000 aggregate
Additional Defense	\$100,000/\$50,000/\$100,000

Named insured includes the insured Organization (School Entity), it’s school board, School Committee, Board of Trustees, Board of Governors or similar governing body, elected or appointed members of the Board of Education, Board of Trustees, School Directors, School Committee, Board of Governors or similar governing board, Employees, Student Teachers, School Volunteers, and students while serving in a supervised internship program sponsored by the “educational institution”.

Wrongful Act to include any actual or alleged act, error, omission, misstatement, misleading statement, neglect, or breach of duty by or on behalf of the Insured Organization, including educational malpractice or failure to educate, negligent instruction, failure to supervise, inadequate or negligent academic guidance of counseling, improper or inappropriate academic placement or discipline.

INSURANCE PEOPLE

Fidelity Bond Estimate		\$332
Limit	\$250,000	
Auto Premium Estimate		\$181
Hired & Non Owned Autos Only		
Limit of Liability	\$1,000,000	
Head of Class Endorsement		\$82
Workers Compensation Premium Estimate		\$5,692
Statutory State - NC		
Employers Liability	\$500/ \$500/ \$500	
Payroll Estimate	\$947,000	
Umbrella Premium Estimate		\$2,387
Limit of Liability	\$1,000,000	
TOTAL ESTIMATED PREMIUM		\$13,549
Student Accident Coverage		\$7.00/ student

These premiums are subject to change based on Underwriter review and approval of completed applications.

Disclaimer: The abbreviated outlines of coverages used throughout this proposal are not intended to express legal opinion as to the nature of coverage. They are only visuals to a basic understanding of coverages. The policy terms, conditions, and exclusions will prevail. Please read the policy forms for specific details of coverage

**Appendix M – Revenue Assurances/Working Capital Report
New Generation Charter Academy**

TORCHLIGHT ACADEMY SCHOOLS LLC 2664

**Timber Drive
Unit 111
Garner, NC 27529
919-538-8060**

July 29, 2019

To Whom It May Concern:

Please let it be known that Torchlight Academy Schools LLC is committed to supplying your schools with a turnkey solution for your startup year and beyond. We will provide the facility, all furnishings, fixtures, refrigeration and warmers for food service as part of our facilities lease agreement. We will also provide 50,000 (fifty thousand dollars) in working capital to aid in student recruitment, the acquisition of supplies, insurance and other materials needed to open on time.

Thank you for allowing us to serve the children of your community.

Cordially,



Don McQueen

CEO

Torchlight Academy Schools LLC



Have a dream.

July 29, 2019

North Carolina Department of Public Instruction
NCDPI/Office of Charter Schools
301 N. Wilmington Street
Raleigh, North Carolina 27601-2825

Re: Torchlight Academy Schools, LLC

To Whom It May Concern:

Please be advised that Torchlight Academy Schools, LLC has maintained a banking relationship with M&F Bank since December 2014. All aspects of the relationship have been handled as agreed and we look forward to continuing a long and mutually beneficial banking relationship. The management team is well known and highly regarded by our organization.

Do not hesitate to contact me directly if you have questions or require additional information.

Sincerely,

Skipper Hines

Richard "Skipper" Hines, III
VP / Senior Portfolio Underwriter
M&F Bank

Office: 919.313.3617 | Fax: 919.687.7807
2634 Durham-Chapel Hill Blvd.
Durham, NC 27707
Email: richard.hines@mfonline.com

**Appendix N – Proposed School Budget for Year 1 through 5
New Generation Charter Academy**

Enrollment Projections Year 1 through Year 5

In the following tables, please list for each year and grade level, the numbers of students that the school reasonably expects to enroll. In addition, please indicate any plans to increase the grade levels offered by the school over time and be sure these figures match those on the initial cover page.

The numbers in the following tables are projections, or estimates, and do not bind the State to fund the school at any particular level.

LEA #1:	330-Edgecombe	What percentage of students from the LEA selected above will qualify for EC funding?	14%
LEA #2:	640-Nash	What percentage of students from the LEA selected above will qualify for EC funding?	14%
LEA #3:	420-Halifax	What percentage of students from the LEA selected above will qualify for EC funding?	14%

Grade	Year 1			Year 2			Year 3			Year 4			Year 5		
	LEA #1 330	LEA #2 640	LEA #3 420	LEA #1 330	LEA #2 640	LEA #3 420	LEA #1 330	LEA #2 640	LEA #3 420	LEA #1 330	LEA #2 640	LEA #3 420	LEA #1 330	LEA #2 640	LEA #3 420
Kindergarten	24	10	10	24	10	10	24	10	10	24	10	10	24	10	10
Grade 1	24	10	10	24	10	10	24	10	10	24	10	10	24	10	10
Grade 2	24	10	10	24	10	10	24	10	10	24	10	10	24	10	10
Grade 3	24	10	10	24	10	10	24	10	10	24	10	10	24	10	10
Grade 4	24	10	10	24	10	10	24	10	10	24	10	10	24	10	10
Grade 5				24	10	10	24	10	10	24	10	10	24	10	10
Grade 6							24	10	10	24	10	10	24	10	10
Grade 7										24	10	10	24	10	10
Grade 8													24	10	10
Grade 9															
Grade 10															
Grade 11															
Grade 12															
LEA Totals:	120	50	50	144	60	60	168	70	70	192	80	80	216	90	90

For the first two years the State will fund the school up to the maximum projected enrollment for each of those years as set forth and approved in the projected enrollment tables. However, in subsequent years, the school may increase its enrollment only as permitted by NCGS 115C-218.7(b).

Budget: Revenue Projections from each LEA Year 1

State Funds: Charter schools receive an equivalent amount per student as the local education agency (LEA) receives per student receives from the State. Funding is based on the 1st month average daily membership.

In year 1: Base state allotments are determined by the LEA in which the student resides.

In year 2 and Beyond: Base State allotments are determined by the LEA in which the school is located.

Local Funds: Charter schools receive a per pupil share of the local current expense of the LEA in which the student resides.

State EC Funds: Charter schools receive a per pupil share of state funds per student with disabilities (school-aged 5 through 21). Funds are limited to 12.75% of the local education agency's average daily membership (ADM).

Federal EC Funds: Charter schools must qualify and apply for the individual federal grants based on their population of students.

REFER TO RESOURCE GUIDE FOR ADDITIONAL INFORMATION AND SOURCE DOCUMENTS

LEA #1:		330-Edgecombe		
Revenue	Approximate Per Pupil Funding	Projected LEA ADM	Approximate funding for Year 1	
State Funds	\$6,408.21	120	\$768,985.20	
Local Funds	\$2,314.00	120	\$277,680.00	
State EC Funds	\$4,464.16	15	\$68,301.65	
Federal EC Funds	\$1,514.35	15	\$23,169.56	
Total:			\$1,138,136.40	

LEA #2:		640-Nash		
Revenue	Approximate Per Pupil Funding	Projected LEA ADM	Approximate funding for Year 1	
State Funds	\$5,801.61	50	\$290,080.50	
Local Funds	\$1,445.00	50	\$72,250.00	
State EC Funds	\$3,894.95	6	\$24,830.31	
Federal EC Funds	\$1,514.35	6	\$9,653.98	
Total:			\$396,814.79	

LEA #3:		420-Halifax		
Revenue	Approximate Per Pupil Funding	Projected LEA ADM	Approximate funding for Year 1	
State Funds	\$7,226.27	50	\$361,313.50	
Local Funds	\$731.00	50	\$36,550.00	
State EC Funds	\$4,261.76	6	\$27,168.72	
Federal EC Funds	\$1,514.35	6	\$9,653.98	
Total:			\$434,686.20	

Total Budget: Revenue Projections Year 1 through Year 5

All per pupil amounts are from the most current information and would be approximations for Year 1.

Federal funding is based upon the number of students enrolled who qualify. The applicant should use caution when relying on federal funding in year one to meet budgetary goals.

These revenue projection figures do NOT guarantee the charter school would receive this amount of funding in Year 1.

For local funding amounts, applicants will need to contact their local offices or LEA.

Income: Revenue Projections	Year 1	Year 2	Year 3	Year 4	Year 5
State ADM Funds	\$ 1,420,379	\$ 1,704,455	\$ 1,988,531	\$ 2,272,607	\$ 2,556,683
Local Per Pupil Funds	\$ 386,480	\$ 463,776	\$ 541,072	\$ 618,368	\$ 695,664
State EC Funds	\$ 120,301	\$ 144,361	\$ 168,421	\$ 192,481	\$ 216,541
Federal EC Funds	-	\$ 42,478	\$ 59,469	\$ 67,964	\$ 76,460
Other Funds*					
Working Capital*	\$ 50,000				
TOTAL REVENUE:	\$ 1,977,160	\$ 2,355,069	\$ 2,757,492	\$ 3,151,420	\$ 3,545,347

*All budgets should balance indicating strong budgetary skills. Any negative fund balances will, more than likely, generate additional questions by those evaluating the application. If the applicant is depending on other funding sources or working capital to balance the operating budget, please provide documentation such as signed statements from donors, foundations, bank documents, etc., on the commitment of these funds. If these figures are loans, the repayment needs to be explained in the narrative and found within the budget projections.

Assurances are needed to confirm the commitment of these additional sources of revenue. Please include these as Appendix M.

Total Instructional Personnel Benefits:	\$	203,400		\$	111,380		\$	149,110		\$	171,332		\$	200,805	
Total Personnel Benefits:	\$	237,300		\$	122,612		\$	160,678		\$	183,251		\$	213,084	
Total Admin & Support Personnel (Salary & Benefits):	3	\$	157,900	3	\$	139,232	3	\$	143,568	3	\$	147,919.00	3	\$	150,279
Total Instructional Personnel (Salary & Benefits):	18.5	\$	920,900	20	\$	914,320	26	\$	1,194,560	29	\$	1,376,752	33	\$	1,611,670
TOTAL PERSONNEL:	21.5	\$	1,078,800	23	\$	1,053,552	29	\$	1,338,128	32	\$	1,524,671	36	\$	1,761,949

*The personnel list below may be amended to meet the staffing of individual charter schools: This list should align with the projected staff located in the Operations Plan.

Operations Budget: Expenditure Projections

The following list of expenditure items is presented as an example. Applicants should modify to meet their needs.

OPERATIONS BUDGET: Administrative and Support	Year 1	Year 2	Year 3	Year 4	Year 5
Office					
Office Supplies	\$ 4,000.00	\$ 4,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Paper	\$ 2,000.00	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Computers & Software	\$ 5,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Communications & Telephone	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Copier leases	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Other	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Management Company					
Contract Fees	\$ 192,716.00	\$ 235,507.00	\$ 275,749.00	\$ 315,142.00	\$ 354,535.00
Other	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Professional Contract					
Legal Counsel	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Student Accounting	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Financial	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
EC Related Services	\$ 25,000.00	\$ 25,000.00	\$ 30,000.00	\$ 30,000.00	\$ 35,000.00
Other	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Facilities					
Facility Lease/Mortgage	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00
Maintenance	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Custodial Supplies	\$ 6,000.00	\$ 6,000.00	\$ 8,000.00	\$ 8,000.00	\$ 10,000.00
Custodial Contract	\$ 20,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Insurance (pg19)	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Other	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Furnishings	\$ 25,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00

Other	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Books and Supplies					
Instructional Materials	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Curriculum/Texts	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Copy Paper	\$ 10,000.00	\$ 10,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Testing Supplies	\$ 8,000.00	\$ 8,000.00	\$ 10,000.00	\$ 10,000.00	\$ 12,000.00
Other	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Total Instructional Operations:	\$ 64,000.00	\$ 64,000.00	\$ 68,000.00	\$ 68,000.00	\$ 70,000.00
TOTAL OPERATIONS:					
	\$ 828,516.00	\$ 862,307.00	\$ 935,549.00	\$ 995,942.00	\$ 1,064,335.00

**Applicants may amend this table and the position titles to fit their Education and Operations Plans.*

Overall Budget

SUMMARY	Logic	Year 1	Year 2	Year 3	Year 4	Year 5
Total Personnel	J	\$ 1,078,800.00	\$ 1,053,552.00	\$ 1,338,128.00	\$ 1,524,671.00	\$ 1,761,949.00
Total Operations	M	\$ 828,516.00	\$ 862,307.00	\$ 935,549.00	\$ 995,942.00	\$ 1,064,335.00
Total Expenditures	N = J + M	\$ 1,907,316.00	\$ 1,915,859.00	\$ 2,273,677.00	\$ 2,520,613.00	\$ 2,826,284.00
Total Revenue	Z	\$ 1,977,159.87	\$ 2,355,069.37	\$ 2,757,492.35	\$ 3,151,419.83	\$ 3,545,347.31
Surplus / (Deficit)	= Z - N	\$ 69,843.87	\$ 439,210.37	\$ 483,815.35	\$ 630,806.83	\$ 719,063.31

**Appendix O – Additional Appendices Provided by Applicant
New Generation Charter Academy**

NEW GENERATION CHARTER ACADEMY
CHARTER APPLICATION

Bibliography

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- Lemov, D. (2010). *Teach Like a Champion*. New York: Jossey-Bass.
- Ma, L. (1999). *Knowing and Teaching Elementary Mathematics*. Mahwah: Lawrence Erlbaum Associates.
- Pritchard, A. (2017). *Ways of Learning: Learning Theories for the Classroom*. San Francisco: Taylor & Francis Group.
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Teacher Name: Susan Teacher	Course Name: English Language Arts
Grade Level: 7th	Competency Goal(s): Reading Standards for Informational Text-Craft & Structure 7th Grade
Dates Covered: Monday, _____, 2020	Objective(s): (6) Determine the author’s point of view or purpose in a text and analyze how the author distinguishes his or her position from that of others.

ACTIVE-BASED LEARNING SAMPLE

<u>Action Step(s)</u>	<u>Mode(s)</u>	<u>Outcome(s)</u>	<u>Materials</u>	<u>Evaluation/Assessment</u>	<u>Accommodation(s)</u>
Monday: -Teacher presentation of passage and assignment. -Read selected passage from “Native Son” by Richard Wright. -Dramatize passage in group. -Discuss passage with cooperative learning group of (5) students. -Prepare group presentation. -Prepare Group Notes Sheet.	- Auditory: Listen to other in the group. - Logical: Read the passage and think through. - Interpersonal: Dramatize the passage within group.	-Students reach conclusions regarding author’s point of view. -Students reach conclusions regarding others points of view.	-Copy of selected passage from Native Son. -Group Notes Sheet.	-Small Group Presentation. -One page written report.	-Group setting to accommodate student in wheelchair.

Active-Based Learning Strategies use at least three “Mode(s)” in each lesson.

**Appendix P – Required Signed & Notarized Documents
New Generation Charter Academy**

Appendix P:

Charter School Required Signature Certification

Note: Outlined below is a list of areas that must be certified by the proposed Board of Directors. Any forms Not Applicable to the proposed charter school indicate below with N/A and provide a brief explanation for providing such response.

Serving on a public charter school board is a position of public trust and board members of a North Carolina public charter school; you are responsible for ensuring the quality of the school's entire program, competent stewardship of public funds, the school's fulfillment of its public obligations, all terms of its charter, and understanding/overseeing all third party contracts with individuals or companies.

- ❖ The selected Board Attorney that he/she has reviewed with the full Board of Directors, listed within the application, all the governance documents and liabilities associated with being on the Board of a Non Profit Corporation.

- Name of the Selected Board Attorney: Stephon J. Bowers
- Date of Review: July 17, 2019
- Signature of Board Members Present (Add Signature Lines as Needed):
 - Nancy McDaniel
 - Stephon J. Bowers
 - Michelle W. White
 - Stephon J. Bowers
 - Sybil W. Whiteaker
 - _____
 - _____
 - _____

- ❖ The selected Board Auditor that he/she has reviewed with the full Board of Directors, listed within the application, all the items required for the annual audit and 990 preparations.

- Name of the Selected Board Auditor: Darrell Keller
- Date of Review: July 17, 2019
- Signature of Board Members Present (Add Signature Lines as Needed):
 - Nancy McDaniel
 - Stephon J. Bowers
 - Michelle W. White
 - Stephon J. Bowers
 - Sybil W. Whiteaker
 - _____
 - _____
 - _____

❖ If contracting with a CMO/EMO, that the selected management company has reviewed with the full Board of Directors, listed within the application, all the items required and the associated management contract and operations.

○ Name of the Contact for Selected EMO/CMO: Don McQueen

○ Date of Review: July 20, 2019

○ Signature of Board Members Present (Add Signature Lines as Needed):

- ~~Debra Waters~~
- ~~Michelle Williams~~
- Nancy McDaniel
- Stephane Frank
- Suzella Whitaker
- _____
- _____

❖ If contracting with a financial management service provider that the selected financial service provider has reviewed with the full Board of Directors, listed within the application, all the financial processes and services provided.

○ Name of the Contact: _____

○ Name of the Selected Financial Service Provider: _____

○ Date of Review: _____

○ Signature of Board Members Present (Add Signature Lines as Needed):

- ~~Debra Waters~~
- ~~Michelle Williams~~
- Nancy McDaniel
- Stephane Frank
- Suzella Whitaker
- _____
- _____

ngmcd

❖ If the proposed Board of Directors, listed within the application, is contracting with a service provider to operate PowerSchool that the service provider has reviewed all of the financial processes and services provided.

○ Name of the Contact: _____

○ Name of the Selected PowerSchool Service Provider: _____

○ Date of Review: _____

○ Signature of Board Members Present (Add Signature Lines as Needed):

- ~~Debra Waters~~
- ~~Michelle Williams~~
- Nancy McDaniel
- Stephane Frank
- Suzella Whitaker
- _____
- _____

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Certification

I, Nancy McDaniel, as Board Chair, certify that each Board Member has reviewed and participated in the selection of the individuals and vendors attached to this document as evidenced by the full Board of Director signatures outlined above. The information I am providing to the North Carolina State Board of Education as New Generation Charter School is true and correct in every respect.

Nancy McDaniel
Signature

July 17, 2019
Date



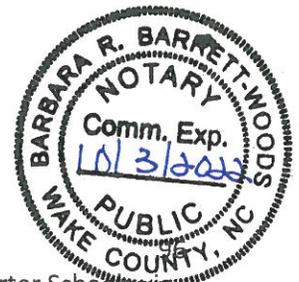
Signature Page

The foregoing application is submitted on behalf of the Board of Directors of New Generation Charter Academy. The undersigned has read the application and hereby declares that the information contained in it is true and accurate to the best of his/her information and belief. The undersigned further represents that the applicant has read the Charter School Law and agrees to be governed by it, other applicable laws, and SBE regulations. Additionally, we understand the final approval of the charter is contingent upon successful completion of a mandatory planning year. Per SBE policy "Planning Year for New and Preliminary Charter Schools – CHTR 013, all new nonprofit boards receiving a charter must participate in a year-long planning program prior to the charter school's opening for students. The planning year provides an applicant time to prepare for the implementation of the school's curricular, financial, marketing, and facility plans. During this planning year, regular meetings are held with the Board of Directors and consultants from the Office of Charter Schools to provide information on the following topics: school opening plans, staff development, finance, governance, board training, marketing, policies and procedures, securing a school site, and hiring a school administrator. Final approval of the charter will be contingent upon successfully completing all of the planning program requirements.

Print/Type Name: Nancy McDaniel
Board Position: Board Chair
Signature: Nancy McDaniel
Date: July 27, 2019

Sworn to and subscribed before me this 29 day of July, 2019.

Notary Public: Barbara R Barrett-Woods Official Seal:



My commission expires: 10/3/2022, 2022.

If you have questions regarding the application process, please contact the Office of Charter Schools via email at danielle.allen@dpi.nc.gov.