

**Executive Summary**  
**Leadership Academy of Health Science and Communications**

Applicants seeking to open a charter school must complete the Model Florida Charter School Application from the Florida Department of Education School Choice website and upload into the Sponsor’s document management system, Charter.Tools. The state standard application form clearly specifies statutorily required standards and supporting criteria that reviewers should expect to find. To demonstrate the challenge of operating a quality charter school, applicants are asked to provide detailed plans in three areas critical to the successful operation of the school:

- Educational Plan
- Organizational Plan
- Business Plan

Pursuant to Section 1002.33, Florida Statutes, charter school applications are due on or before August 1 of each calendar year for charter schools to be opened at the beginning of the Sponsors’s next academic year. Applications received on time are evaluated by the Superintendent’s Charter School Review Committee, which is comprised of representatives from the departments of Elementary Learning, Secondary Learning, Bilingual/ESOL, Exceptional Student Learning Support, Budget, Student Assessment and Research, District Administration and other pertinent areas of the organization.

Staff Comments and Recommendations:

The Charter School Application for Leadership Academy of Health Science and Communications was reviewed by the Superintendent’s Charter School Review Committee and is recommended for denial due to the following deficiencies:

- I. **Mission, Guiding Principles and Purpose:** Failure to indicate what the school intends to implement, for whom, and to what degree as part of the mission, guiding principles and purpose of the school. Section 1002.33(2)(a) and (b), Florida Statutes, are required elements of the Model Florida Charter School Application.
  - A. Section 1002.33(2)(a), Florida Statutes, states that, “Charter schools in Florida shall be guided by the following principles: 1. Meet high standards of student achievement while providing parents flexibility to choose among diverse educational opportunities within the state’s public school system. 2. Promote enhanced academic success and financial efficiency by aligning responsibility with accountability. 3. Provide parents with sufficient information on whether their child is reading at grade level and whether the child gains at least a year’s worth of learning for every year spent in the charter school.”
    1. Application Deficiency: The application fails to identify where the guiding principles are adequately discussed and are supported by statute.
  - B. Section 1002.33(2)(b), Florida Statutes, states that, “Charter schools shall fulfill the following purposes: 1. Improve student learning and academic achievement. 2. Increase learning opportunities for all students, with special emphasis on low-performing students and reading.

3. Encourage the use of innovative learning methods. 4. Require the measurement of learning outcomes.”

1. Application Deficiency: The application fails to identify where the school’s purpose is adequately discussed and is supported by statute.

II. **Educational Program Design:** Failure to describe the educational foundation of the school and the teaching and learning strategies that will be employed. Section 1002.33(7)(a)2, Florida Statutes, is a required element of the Model Florida Charter School Application.

A. Section 1002.33(7)(a)2, Florida Statutes, states that, “The charter shall address and criteria for approval of the charter shall be based on: The focus of the curriculum, the instructional methods to be used, any distinctive instructional techniques to be employed and identification and acquisition of appropriate technologies needed to improve educational and administrative performance which include a means for promoting safe, ethical and appropriate uses of technology which comply with legal and professional standards.”

1. Application Deficiency: The application fails to describe how the educational program ensures that all students are building the basic skills and knowledge in all areas of science.
2. Application Deficiency: The application fails to provide evidence that the proposed daily schedule for middle school complies with the statutory requirements for annual number of instructional minutes/days.
3. Application Deficiency: The application fails to describe how the NASA Design Process will be implemented and monitored in the school and how it will ensure student achievement.
4. Application Deficiency: The application fails to detail how The Leader in Me character education program will be implemented and monitored.

B. Section 1002.33(7)(a)2a, Florida Statutes, states that, “The charter shall ensure that reading is a primary focus of the curriculum and that resources are provided to identify and provide specialized instruction for students who are reading below grade level. The curriculum and instructional strategies for reading must be consistent with the Florida Standards (FS) and grounded in scientifically based reading research.”

1. Application Deficiency: The application fails to clearly and coherently explain how students who need intensive remediation will be identified and how they will attain mastery of the Florida Standards.
2. Application Deficiency: The application fails to identify the intensive reading schedule for the middle school grades.
3. Application Deficiency: The application fails to provide a distinct education program design that explains how students will be supported in attaining the Florida Standards Assessment standards, how teachers will use the standards to drive instruction, and how students will receive instruction that is conducive to academic success.
4. Application Deficiency: The application fails to provide specific details on which data-driven systems will be used to remediate struggling students.

- III. **Curriculum Plan:** Failure to explain not only what the school will teach but the *how* and *why*. Sections 1002.33(6)(a)2 and 4, Florida Statutes, are required elements of the Model Florida Charter School Application.
- A. Section 1002.33(6)(a), Florida Statutes, states that, "Charter school applications are subject to the following requirements: 2. Provides a detailed curriculum plan that illustrates how students will be provided services to attain the Sunshine State Standards."
1. Application Deficiency: The application fails to explain how curriculum instruction and design will enable students to attain Florida Next Generation Sunshine State Standards (NGSSS) and receive a year's worth of learning in science for each year enrolled as well as how the curriculum will be appropriate for students below, at and above grade level in science.
  2. Application Deficiency: The application fails to state how the school will implement NGSSS for social studies as required by statute.
  3. Application Deficiency: The application fails to explain how the NASA Design Process, as presented as part of the Educational Program Design, will be implemented and monitored as the curriculum plan for the school and how this approach is aligned to the state-adopted standards.
  4. Application Deficiency: The application fails to meet the criteria for providing math instruction for students below, at or above grade level and meeting the credit requirements for promotion.
- B. Section 1002.33(6)(a), Florida Statutes, states that, "Charter school applications are subject to the following requirements: 4. Describes the reading curriculum and differentiated strategies that will be used for students reading at grade level or higher and a separate curriculum and strategies for students who are reading below grade level. A sponsor shall deny an application if the school does not propose a reading curriculum that is consistent with effective strategies that are grounded in scientifically based reading research."
1. Application Deficiency: The application fails to clearly state what reading plan the school will adopt.
  2. Application Deficiency: The application fails to describe the methods and systems that will be implemented to differentiate instruction based on the needs of all students below, at or above grade level.
  3. Application Deficiency: The application fails to provide a clear and coherent English/Language Arts framework that is aligned to LAFS and provide time for direct writing instruction using and approved supplemental curriculum in middle grades.
  4. Application Deficiency: This application fails to include a standards-based writing plan that aligns to instruction for the Florida Standards Assessment for writing. Based on the attachment provided, Shurley Grammar Scope/Sequence is not aligned to the Writing Standards in that it does not support instruction in argumentative, informative, narrative writing or text dependent responses.

- IV. **Student Performance:** Failure to define what the students attending the school should know and be able to do and reflect how the academic progress of individual students, cohorts over time, and the school as a whole will be measured. Sections 1002.33(6)(a)3, 1002.33(7)(a)3, and Section 1002.22(2), Florida Statutes, are required elements of the Model Florida Charter School Application.
- A. Section 1002.33(6)(a)3, Florida Statutes, states that, “Charter school applications are subject to the following requirements: 3. Contains goals and objectives for improving student learning and measuring that improvement. These goals and objectives must indicate how much academic improvement students are expected to show each year, how success will be evaluated, and the specific results to be attained through instruction.”
    - 1. Application Deficiency: The application fails to provide adequate evidence that the school will hold high expectations for student academic performance.
    - 2. Application Deficiency: The application references leadership binders that will be used for health science and communications instruction however, the application excludes measurable goals for student academic growth and improvement.
  - B. Section 1002.33(7)(a)3, Florida Statutes, states that, “The charter shall address and criteria for approval of the charter shall be based on: 4. The methods used to identify the educational strengths and needs of students and how well educational goals and performance standards are met by students attending the charter school. The methods shall provide a means for the charter school to ensure accountability to its constituents by analyzing student performance data and by evaluating the effectiveness and efficiency of its major educational programs. Students in charter schools shall, at a minimum, participate in the statewide assessment program created under s. 1008.22.”
    - 1. Application Deficiency: The application fails to include descriptions and explanations of valid and reliable school-based assessments that will be used to measure student performance. The application neglects to include specific provisions for administering the state-mandated FSA, ACCESS and FLKRS assessments.
    - 2. Application Deficiency: The application fails to provide an ongoing plan for sharing student performance information that will keep students and parents well informed of academic progress.
  - C. Section 1002.22(2), Florida Statutes, states that “RIGHTS OF STUDENTS AND PARENTS.— The rights of students and their parents with respect to education records created, maintained, or used by public educational institutions and agencies shall be protected in accordance with the Family Educational Rights and Privacy Act (FERPA)...”
    - 1. Application Deficiency: The application fails to adhere to FERPA by indicating that student data will be displayed by using the student identification number.
- V. **Exceptional Students:** Failure to demonstrate an understanding of the requirements of the school to serve all students and provide a concrete plan for meeting the broad spectrum of educational needs and providing all students with a quality education. Section 1002.22(16)(a)3, Florida Statutes is a required element of the Model Florida Charter School Application.

- A. Section 1002.33(16)(a)3, Florida Statutes, states that, “A charter school shall operate in accordance with its charter and shall be exempt from all statutes on chapters 1000-1012. However, a charter school shall be in compliance with the following statutes in chapters 1000-1013: 3. Those statutes pertaining to the provision of services of students with disabilities.”
1. Application Deficiency: The application fails to provide a clear plan to assure the participation in standardized testing for students with disabilities as is also required by Rule 6A-1.0943(1), Florida Administrative Code, which states, “All students with disabilities will participate in the statewide standardized assessment program based on state standards pursuant to Rule 6A-1.09401, Florida Administrative Code, without accommodations unless the individual educational plan (IEP) team, or the team that develops the plan required under Section 504 of the Rehabilitation Act determines and documents that the student requires allowable accommodations during instruction and for participation in a statewide standardized assessment.”
  2. Application Deficiency: The application fails to provide a comprehensive plan for providing extended school year to students with disabilities as is also required by Rule 6A-6.03028(3)(g)12, Florida Administrative Code, which states “At least annually, whether extended school year (ESY) services are necessary for the provision of a FAPE to the student consistent with the following...”
  3. Application Deficiency: The application fails to provide for students with disabilities whose education needs require a regular classroom and resource room combination between 40-80% of instruction occurring with non-disabled peers as is also required by Rule 6A-6.03028(3)(i)3, Florida Administrative Code which requires a “continuum of alternative placements must be available to meet the needs of students with disabilities for special education and related services, including instruction in regular classes, special classes, special schools, home instruction and instruction in hospitals and institutions and a school district must make provision for supplementary services (such as resource room or itinerant instruction) to be provided in conjunction with regular class placement.”
  4. Application Deficiency: The application fails to include a plan to ensure access to extracurricular activities and culture building activities for students with disabilities in the same manner as non-disabled students, as required by the American with Disabilities Act Title III which prohibits private places of public accommodation from discriminating against individuals with disabilities.
  5. Application Deficiency: The application fails to reference the appropriate processes and procedures for the county in which the application was submitted. The systems referenced are not used in Broward County, Florida.

- VI. **English Language Learners:** Failure to demonstrate an understanding of the requirements of the school to serve English Language Learner Students and to provide a concrete plan for meeting the broad spectrum of educational needs and providing all students with a quality education as required in Section 1003.56, Florida Statutes, English Language Instruction for

Limited English Proficient Students and Rules 6A-6.0900 to 6A-6.0909, Florida Administrative Code. Section 1002.33(10)(f), Florida Statutes, is a required element of the Model Florida Charter School Application.

- A. Rule 6A-6.0902, Florida Administrative Code, states that, “Each student who responded “yes” to any question on the home language survey shall be assessed to determine if the student is limited English proficient based on one of the standards set forth in this subsection. Any student identified by the home language survey who also meets one of the standards in subparagraphs (2)(a)1., 2. and 3. of this rule shall be classified as an English Language Learner (ELL) and shall receive appropriate instruction and funding as specified in Sections 1003.56 and 1011.62, F.S.”
  - 1. Application Deficiency: The application fails to describe how the school will meet the needs of English Language Learners as required by state and federal law including all the procedures that will be used for identifying such students and ensuring that they have equitable access to all programming.
- B. Rule 6A-6.0903, Florida Administrative Code, states that, “(1) Each student identified as an English Language Learner (ELL) shall continue to receive appropriate instruction until such time as the student is reclassified as English proficient and exited from the English for Speakers of Other Languages (ESOL) Program. English proficiency shall be determined by assessing the student utilizing the statewide English Language Proficiency Assessment and Florida Standards Assessment in English Language Arts (FSA in ELA) or Florida Standards Alternate Assessment (FSAA), or by ELL Committee determination, in accordance with this rule.”
  - 1. Application Deficiency: The application fails to provide plans for monitoring and evaluating the progress and success of English Language Learner students, including exiting students from the services aligned to procedures for Broward County, Florida.
- C. Rule 6A-6.0904, Florida Administrative Code, states that, “(1) Each English Language Learner shall be enrolled in programming appropriate for his or her level of English proficiency and academic potential. Appropriate programming includes enrollment in programs other than ESOL funded programs as provided in Rule 6A-6.0908, F.A.C. Such programs shall seek to develop each student’s English language proficiency and academic potential...”
  - 1. Application Deficiency: The application fails to describe specific instructional programs, practices, and strategies that school will implement to ensure academic success and equitable access to the core academic program for English Language Learners, including those below, at, or above grade level.
- D. Rule 6A-6.0907, Florida Administrative Code, states that, “(4) Implementation schedule for this rule... 1. Except as set forth in this subsection, any teacher required to have an endorsement or training pursuant to this rule shall complete such training within one year of his or her initial assignment... a. A beginning teacher shall complete the inservice requirements within two years of initial assignment. b. A teacher required to have an ESOL endorsement on a certificate pursuant to this rule shall complete course work required for such endorsement within three calendar years of his or her initial assignment.”

1. Application Deficiency: The application fails to describe the staffing plan for the charter school's English Language Learner program, including the number of staff.

VII. **School Culture and Discipline:** Failure to describe the learning environment of the school and provide evidence that the school will ensure a safe environment conducive to learning. Section 1002.33(7)(a)7 and 11, Florida Statutes, are required elements of the Model Florida Charter School Application.

A. Section 1002.33(7)(a)7, Florida Statutes, states that, "The charter shall address and criteria for approval of the charter shall be based on: 7. The admissions procedures and dismissal procedures, including the school's code of student conduct. Admission or dismissal must not be based on a student's academic performance."

1. Application Deficiency: The application fails to maintain consistency in processes outlined in the Sponsor's Code of Student Conduct despite stating that the school intends to follow it.

VIII. **Governance:** Failure to describe how the policy-making and oversight function of the school will be structured and operate. Section 1002.33(7)(a)15, Florida Statutes, is a required element of the Model Florida Charter School Application.

A. Section 1002.33(7)(a)15, Florida Statutes, states that "The charter shall address and criteria for approval of the charter shall be based on: 15. The governance structure of the school, including the status of the charter school as a public or private employer as required in paragraph (12)(i).

1. Application Deficiency: The application fails to include the Board Member Information Form as required by Governance, Subsection H of the application.

IX. **Budget:** Failure to provide financial projections over the term of its charter. Section 1002.33(6)(a)5 and 1002.33(6)(b)2, Florida Statutes, are required elements of the Model Florida Charter School Application.

A. Section 1002.33(6)(a)5, Florida Statutes, states that, "Charter school applications are subject to the following requirements: ...5. Contains an annual financial plan for each year requested by the charter for the operation of the school for up to 5 years. This plan must contain anticipated fund balances based on revenue projections, a spending plan based on projected revenues and expenses, and a description of controls that will safeguard finances and projected enrollment trends."

1. Application Deficiency: The application fails to meet the 5-year operating budget based on the projected student enrollment indicated in Section 2, Target Population and Student Body, of the application. Although the projected student enrollment from Section 2 for Year 3 is 694 and Year 5 is 866, the Five-Year budget projection for Section 20 for Year 3 is 712 and Year 5 is 844.
2. Application Deficiency: The application fails to include Attachments X and Y which the application's narrative states is to provide an example of a budget at 70% enrollment as a provision in the event that enrollment targets are not met.

3. Application Deficiency: Although the narrative states that “many services incurred during the planning period will be provided by the Educational Service Provider (ESP) as part of the contracted services, the charter application fails to include the draft contract between the school and the educational service provider.” The expenses for the ESP were not included in the budget.
  4. Application Deficiency: Although the application narrative in Section 20 mentions AV Materials-Capitalized in the amount of \$66,000, such expenses were omitted from the application budget.
  5. Application Deficiency: Although the application narrative in Section 20 mentions Instructional Supplies, Textbooks, Classroom Furniture and Office Furniture, such expenses for these items were inconsistent with the application budget.
  6. Application Deficiency: Although the application narrative in Section 20 mentions Facility Rental and the Lease Agreement Draft, such expenses for these items were inconsistent with the application budget.
- B. Section 1002.33(6)(b)2, Florida Statutes, states that, “Charter school applications are subject to the following requirements: ...2. In order to ensure fiscal responsibility, an application for a charter school shall include a full accounting of expected assets, a projection of expected sources and amounts of income, including income derived from projected student enrollments and from community support, and an expense projection that includes a full accounting of the costs of the operation, including start-up costs.”
1. Application Deficiency: The application fails to include any evidence of start-up cost although the application narrative references a line of credit for \$150,000 to be provided by Mr. Prats. No documentation to support a commitment of such funds was included in the application.
  2. Application Deficiency: The application’s start-up costs expenses identified in the narrative of Section 20 do not match the start-up cost attachment.
- X. **Financial Management and Oversight:** Failure to describe how the school’s finances will be managed and who will be responsible for the protection of student and financial records. Sections 1002.33(6)(a)5, 1002.33(7)(a)9 and 1002.33(7)(a)11, Florida Statutes, are required elements of the Model Florida Charter School Application.
- A. Section 1002.33(7)(a)9, Florida Statutes, states that “The financial and administrative management of the school, including a reasonable demonstration of the professional experience or competence of those individuals or organizations applying to operate the charter school or those hired or retained to perform such professional services and the description of clearly delineated responsibilities and the policies and practices needed to effectively manage the charter school...”
1. Application Deficiency: The application fails to provide clarity for who will keep and maintain the accounting records.
- XI. Start-Up Plan: Failure to provide a clear roadmap of the steps and strategies that will be employed to prepare the school to be ready to serve its students well on the first day of



operation. Section 1002.33(7)(a)16, Florida Statutes, is a required element of the Model Florida Charter School Application.

A. Section 1002.33(7)(a)6, Florida Statutes, requires “A timetable for implementing the charter which addresses the implementation of each element thereof and the date by which the charter shall be awarded in order to meet this timetable.”

1. Application deficiency: The application fails to include a realistic contingency plan for unanticipated events.

In addition to the above-mentioned deficiencies, the application fails to include Section 30, Board Member Information Form and Section 31, Applicant History Worksheet which are required elements of the Model Florida Charter School Application based on such circumstances as those present for the applicant.

It is requested that The School Board of Broward County, Florida, authorize the Superintendent of Schools to notify Leadership Academy of Health Science and Communications of the denial of the charter application. A draft letter notifying the applicant of the decision is attached.

The applicant for Leadership Academy of Health Science and Communications is encouraged to resubmit an application for the 2018 Application Review Cycle after the application deficiencies have been remedied.