

APPLICATION COVER SHEET

NAME OF PROPOSED CHARTER SCHOOL: Doral Academy Charter Middle Hollywood

Name of HP school submitting Application*: Doral Middle School MSID#: 136030

NAME OF NONPROFIT ORGANIZATION/MUNICIPALITY UNDER WHICH CHARTER WILL BE ORGANIZED OR OPERATED: Doral Academy Inc.

Provide the name of the person who will serve as the **primary contact** for this Application. The primary contact should serve as the contact for follow-up, interviews, and all notices regarding this Application.

NAME OF CONTACT PERSON: Adri Lima

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NAME OF EDUCATION SERVICE PROVIDER (if any): Academica

NAME OF PARTNER/PARENT ORGANIZATION (if any): _____

Projected School Opening Date: 2014-2015

School Year	Grade Levels	Total Projected Student Enrollment	Student Enrollment Capacity (if known)
First Year	6-8	600	
Second Year	6-8	875	
Third Year	6-8	1050	
Fourth Year	6-8	1050	
Fifth Year	6-8	1050	

I certify that I have the authority to submit this application and that all information contained herein is complete and accurate, realizing that any misrepresentation could result in disqualification from the application process or revocation after award. I understand that incomplete applications will not be considered. The person named as the contact person for the application is so authorized to serve as the primary contact for this application on behalf of the applicant.

* High Performing letter from Commissioner of Education must be included.

Signature

Angela Ramos

Printed Name

Board Chair

Title

7-29-2013

Date

MODEL FLORIDA CHARTER SCHOOL APPLICATION

High Performing Replications

Submitted Pursuant to Section 1002.331, Florida Statutes

Doral Academy Charter Middle Hollywood

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I. REPLICATION

A. Provide a list of every High-Performing Charter School that is operated by the governing board submitting this application, including grade-levels served by each school.

This charter school application is being submitted by the Doral Academy, Inc., Governing Board of Directors. In the 2013-2014 school year, this governing board operated four Doral Academy schools, of which all four schools were designated high performing schools by the Florida Department of Education, having met all criteria specified in F.S. 1002.331, as evidenced by their respective HP school designation letters, contained herein, *Appendix H - High Performing System/ School verification letters*. These four Doral schools have each earned a letter grade of A (or points equivalent thereto) in the 2012-2013 school year, and therefore these schools will maintain their HP designation through this year. During the 2011-2012 school year, Doral Inc. opened up Doral Academy of Technology; which has been rated a letter grade of A. Therefore, the charter below will show all five schools with their current designation. The five High Performing schools include the following:

MSID#	School Name:	Grades Served	Designation 2012	2013 School Grade	Notes
133030	Doral Academy Elementary School	K-5	High Performing	A	No Change in HP Status
136030	JAM Middle School	6-8	Opened 2012-2013	A	Only open 1 year
136030	Doral Academy Middle School	6-8	High Performing	A	No Change in HP Status
133029	Doral Academy of Technology	K-8	Open two Years A 2012	A	Open 2 years
137020	Doral Academy High School	9-12	High Performing	A	No Change in HP Status
137009	Doral Academy Performing Arts High School	9-12	High Performing	A	No Change in HP Status

Due to the fact that at least 50% of the Doral schools operated by this governing board were eligible for HP designation, and having met all HP designation system criteria, in accordance with F.S. 1002.332, Doral Academy, Inc. also received High Performing System status, as stated in the Verification Letter from the Florida Commissioner of Education, also contained herein, *Appendix H - High Performing System/ School verification letters*.

Furthermore, it is expected Doral Academy Technology School and JAM Middle will also earn the HP designation, bringing the total HP designated schools in the Doral system to a total of Six schools out of Six, therefore yielding 100% of the schools operated by the Doral governing Board as HP, thereby ensuring the Doral system will remain a high performing system, meeting the conditions set forth in F.S. 1002.332.

B. Describe how the educational program proposed by the applicant is a substantial replication of the applicant school or one of the applicant's high-performing charter schools.

Doral Academy Hollywood Middle will be a replication of the High Performing School, Doral Academy Charter Middle School (#6012 Doral Academy Hollywood Middle will mirror the mission of developing the intellectual and social skills of its students by facilitating a rigorous college preparatory curriculum and a wide range of educational resources within a safe learning environment. Similar to school to be replicated, at Doral Academy Hollywood Middle, students will be expected to perform at or above grade level availing success in high school and within a global society. Doral Academy Hollywood Middle will maintain at the heart of the school's philosophy and underlying purpose as: Academic Excellence with a push towards College Readiness.

To ensure the educational program proposed by the applicant will be a substantial replication of this HP school, the governing board will ensure Doral Academy Hollywood Middle will replicate best practices of Doral Academy Middle School, including but not limited to:

- ensure fidelity of instructional programming, and utilize appropriate grade/subject level pacing guides and focus calendars.
- meet periodically by grade level and/or subject to plan and share best practices. Lesson plans will then be created and submitted to department heads for review.
- utilize the common board configuration - outlining the objectives, agenda, essential questions, and home learning assignments for each class.
- verify the fidelity of curriculum implementation through co-teaching, modeling, and mentoring.
- ensure teachers are on task and effective, utilizing various processes such as: Formal observations conducted at least once a year, classroom, walkthroughs conducted daily, and student performance data;
- use qualitative and quantitative data to inform and guide instructional planning and practice aligned with Next Generation Sunshine State Standards and/or Common Core Standards as adopted;
- use numerous data results from state summative assessments – and collect, disaggregate and compile in Data Binders
- Ensure Doral Academy Hollywood Middle engages in the same student data-driven continuous improvement methodology that is utilized at the school to be replicated;
- engage in professional development for implementation of curriculum, such as Carnegie, College Board's Spring Board Curriculum to supplement Math, and English/Language Arts instruction;
- Implement the same cornerstone elements: high expectations (through a push and pull philosophy); project based learning; targeted tutoring; and parental involvement through EESAC and an active PTSA;
- Implement the same three core areas of National Association of Secondary School Principals' (NASSP) and Center for Secondary Schools Redesign (CSSR) Breaking Ranks II (for middle and high schools) for which the school was named a Breakthrough School in 2009 – including collaborative leadership, personalization, and curriculum, instruction and assessment (wherein there is access to rigorous coursework, differentiated instruction with multiple assessment, data-driven decision making, and opportunities of career development);

- Ensure Doral Academy Hollywood Middle implements the same curriculum, Doralials, and scheduling process that is utilized at Doral Academy Middle Charter School, and which is reflected herein this application of this application;
- Provide access to supervised study time and tutoring after school (and possibly on Saturdays as well) to accelerate their progress.
- Provide access for students who wish to pursue an advanced academic program are provided with Honors, and Gifted courses (when applicable).
Additionally, in order to accurately reflect and commit to replicating the educational programming at Doral Academy Hollywood Middle which is being implemented at the HP school to be replicated; the applicant has committed employ the following actions:
- Involve the HP school's leadership team in the application and planning processes of the Doral Academy Hollywood Middle
- Assign the High Performing School Site administrator as a mentor to the Doral Academy Hollywood Middle Principal, to serve as a colleague principal, to assist with planning and first, and second year implementation of the Doral program. The mentor will be available to meet with the Doral Academy Hollywood Middle frequently and on an as-needed basis for support, mentoring, and coaching services.
- Appoint the HP School Site administrator to the interview committee that will select the Doral Academy Hollywood Middle principal;
- Guarantee Doral Academy Hollywood Middle meets all five AdvancEd/Southern Association Colleges and Schools-Council on Accreditation and School Improvement (SACS-CASI) Standards for schools; and
- Ensure support is provided from not only the replicated school but also from all Doral schools within the entire Doral network wherein all other leaders serve as mentors to new administrators and everyone shares ownership and accountability in maintaining the thriving, financially viable and academically high performing network of charter schools – that is “the Doral Way”.

C. Describe how the organization or individuals involved in the operation of the proposed school are significantly involved in the operation of the replicated school.

The Doral Board has the responsibility for all affairs and management of all Doral schools (including both the HP school to be replicated and the proposed DAW School discussed herein the application) and will provide continuing oversight of all Doral School operations. The School Principal, hired by the Board, will be responsible for all aspects of school operations within the scope of operating policy and budgetary approval by the Governing Board. The Governing Board of the School is the ultimate policy-making body that determines the academic direction, approves curriculum, and oversees operation of all Doral schools.

The board of the proposed School is comprised of the same individuals responsible for the existing HP Doral Academy Charter High School and other Doral schools, thus, they have ownership of the program and the experience to ensure the existing HP school model is replicated with fidelity. The strategies the governing board has identified for replication of the existing HP School design include, but are not limited to, the following:

- Implementing the same core values, and beliefs of the existing program;

- Adopting the research-based educational concept and utilizing the same curriculum strategies from the existing program;
- Utilizing stakeholders as consultants who continuously provide training to Doral administrators, faculty and staff;
- Adopting common expectations of student behavior and parental involvement;
- Adopting common Professional Policies and Standards for staff;
- Implementing the policies for financial management and oversight proven effective in the existing school and amongst all Doral schools; and
- Providing ongoing communication, training, and support for the school's changing operational needs.

As stated, the Doral Board Chair along with all sitting board members will oversee the business, operations and educational programming of the Doral schools, as well as reports on all aspects of school operations. The Doral Board will work closely with the DAW principal to ensure fidelity of all programs and for support at all times.

The educational leadership and on-site management of Doral schools are delivered through, a hired administrator, the Principal, and contracted Services and Support Organization, the ESP. The DAW School Principal will serve as the instructional leader and conduct day-to-day operations of the school and *Academica*, the ESP, will provide professional support services and manage the operations of the school while in communication with the Principal.

The School will benefit from professional management support (the ESP) while freeing the principal from many administrative and compliance duties, which would otherwise have to be shouldered internally. Professional management will ensure that the School has the latest information systems and administrative procedures in place to support an effective educational program, and at a reduced cost of implementing directly. With a staff of trained professionals, *Academica* will ensure DAW is professionally supported and operated in accordance with the requirements of Sponsor contracts and the requirements of all State and Federal laws, as well as local municipal ordinances as applicable to its operations or facilities.

The Doral Principals have formed a professional learning community comprised of all Doral School Principals, and a representative from the ESP, *Academica* (currently the Director of Education and Quality Assurance). This professional learning community also serves as a support network of school administrators, allowing experiences administrators to share best practices and ensuring continuous improvement of not only their respective school sites but also of the Doral system of schools.

The involvement of the aforementioned individuals in both schools demonstrates great capacity and competence to support the operation and implementation of the High Performing replication at DAW

II. EDUCATIONAL PLAN

Section 1: Mission, Guiding Principles and Purpose

A. Provide the mission statement for the proposed charter school.

The mission statement should, in a few concise sentences, indicate what the school intends to do, for whom and to what degree. A school's mission statement provides the foundation for the entire application.

The Vision of Doral Academy, Inc. is to provide students a viable educational choice that offers an innovative, rigorous, and seamless college preparatory curriculum, providing Doral students, at every level from Kindergarten - 12th grade, with a competitive advantage thus enabling students to become confident, self-directed, and responsible life-long learners.

Doral Schools strive to:

- create a dire to acquire knowledge in all disciplines;
- spark the art of thinking and serve as a springboard for lifelong learning; and
- deliver and enrich every student with a sense of purpose, a belief in their own efficacy, and a commitment to the common good.

To ensure the applicant will continue to achieve their vision, **DAW** will implement the following mission in alignment with the mission from its replicating high school:

“to prepare students with the academic skills that foster student success in any rigorous educational setting necessary to perform at or above grade level while instilling a belief in their own efficacy.”

B. Describe how the school will utilize the guiding principles found in section 1002.33(2)(a), F.S.

In accordance with the law, charter schools shall be guided by the following principles:

- **Meet high standards of student achievement while providing parents flexibility to choose among diverse educational opportunities within the state's public school system.**

Doral Academy Hollywood Middle Charter School, hereinafter referred to as “the School” will “meet high standards of student achievement while providing parents flexibility to choose among diverse educational opportunities within the state's public school system,” in accordance with the law. Through implementation of the strategies fully addressed in this application, the proposed school will meet and exceed these requirements by:

- Providing a highly rigorous curriculum, infused with effective, proven teaching strategies, that incorporates the Common Core State Standards (CCSS) and/or Next Generation Sunshine State Standards (NGSSS) for the content areas, as adopted, with research-based, print/literacy-rich, and technology-infused curriculum initiatives that encourage success for every student;
- Setting clear and measurable expectations for student success while providing ample opportunities for students to have ownership of the learning process;
- Implementing mechanisms to continuously monitor, evaluate, and improve both the structure of the curriculum and the methods used in its delivery to achieve continuous student improvement year to year; and
- Providing opportunities for active and genuine involvement of stakeholders (including students, families, teachers, staff, and community partners) within the School, in an effort to create and promote a synergetic learning community that holds all stakeholders accountable for the program's success.

It is anticipated that a standards-based curriculum, proven teaching strategies, and high expectations will benefit students through a systemic approach for teaching the Common Core Standards, wherein students are able to earn a positive achievement record as evidenced by student's success on the Partnership for Assessment of Readiness for College and Careers (PARCC).

The School thrives to provide parents and students with additional high quality public education choices within the state's public school system. Working alongside neighborhood partners and community members, and through an assertive, non-discriminatory marketing plan, the School will make certain to inform and offer a diverse group of parents and students in the community an innovative educational opportunity through the implementation of a Hebrew-English dual language program in Broward County.

Thus, the establishment of this school will provide students and parents with additional high quality public education choices within the state's public school system. Working alongside neighborhood partners and community members, with an assertive, non-discriminatory marketing plan, the School will make certain to inform a diverse group of parents and students of the innovative educational opportunities, including the implementation of a Hebrew-English dual language program, thereby providing them with additional choices within the state's public school system.

- Promote enhanced academic success and financial efficiency by aligning responsibility and accountability.

The School promotes financial efficiency and will be accountable to its students, their families, and other stakeholders, providing a quality education in a responsible, cost-efficient manner. In order to align the plan for academic success with financial efficiency, the School will gather pertinent data relative to its student body and subsequently set goals to target student performance and achievement. The School is responsible for its students' success and thus, must determine and meet each child's individualized educational needs. To meet these needs, the School will continuously monitor student progress in order to ensure all students are receiving the services they require in order to progress, as detailed more specifically herein Section I part D of this application. When available, student assessment records from previous years will be used to gather baseline data on each student. The data may also include standardized test scores, report card grades, attendance records, and behavioral records, Individual Education Plans (IEP), and/or English Language Learner Plans, as applicable. This data will be made available to teachers who, as stakeholders, will share in the responsibility of providing appropriate services to promote student academic success.

Further, upon accessing data from the State's Annual Accountability Reports, the School will objectively measure its own progress in meeting the needs of its student population. As a means for aligning responsibility for students' academic success to financial efficiency, after an appropriate implementation timeframe, and prior to any contract renewals, the academic programs which are utilized at the School will be re-evaluated, and the School's administration will discuss with the Governing Board their findings as to whether or not there exists a positive yield of student achievement for the respective investment.

Thus, by designing and communicating specific educational goals and financial responsibilities to its stakeholders (governing board, staff, students, and parents) – the School will promote continuous

academic success and financial efficiency by aligning responsibility with accountability.

- **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.**

Ongoing communication regarding the child's progress will occur between the School and home through mid-quarter progress reports; quarterly report cards as well as the School may plan parent conferences, parental involvement workshops and utilize other appropriate forms of written and oral communication.

Consistent with the Just Read Florida! Initiative, the School will provide parents with PARCC Assessment Results for Reading and Math as well as FCAT 2.0 for Science on a yearly basis for every year their child participates in PARCC and FCAT. This means of communication informs parents whether or not their child is reading at grade level and whether or not their child has gained a year's worth of learning for every year spent at the School. The School will also provide its parents with reports based on State Accountability Reports, communicating to the parent the child's reading learning gains for each year. Through detailed assessment of academic performance using standardized test scores and other assessments the School will:

- Identify students who are a level below, at grade level, or a level above grade level; and communicate this to parents;
- Identify those students not making adequate progress toward the Common Core State Standards and institute applicable measures for improvement and communicate the baseline, the intervention strategies, and the progress of those interventions, in the manner identified herein this charter school petition; and
- Report student progress throughout the academic school year via a standards-based means of grade assignment for report cards (grades will be assigned in consideration of Common Core State Standards and/or NGSSS in the content area, mastery).

Once academic performance data is disaggregated, the School will identify students not making adequate progress towards the Common Core State Standards and institute applicable measures for improvement. In addition, ongoing communication regarding the child's progress will occur between the School and the parents through mid-quarter progress reports and quarterly report cards. The School may also plan parent conferences, host parental involvement workshops or information sessions, parent academies, and utilize other appropriate forms of written, oral and/or digital communication, as necessary. Other such methods of communication may include sharing/discussing student needs through the respective documentation and communication processes for development and update of Educational Plans (EPs), Individual Education Plans (IEPs), and English Language Learner Plans as applicable. The School will also utilize an electronic gradebook providing parents and students access to student grades and attendance records. The School will strive to maintain an open channel of communication with parents and other stakeholders at all times.

C. Describe how the school will meet the prescribed purposes for charter schools found in section 1002.33(2)(b), F.S.

In accordance with the law, charter schools shall fulfill the following purposes:

- *Improve student learning and academic achievement.*

The School will offer a well-rounded, dynamic educational program that will hold itself and its students accountable for meeting self-imposed goals and standards, as well as those required by the State of Florida and Broward County Public Schools (BCPS). The educational philosophy of the School is rooted in increasing learning opportunities and raising the academic achievement of all its students. Within a quality-learning environment, the School will utilize a continuous improvement methodology, wherein student assessment results will offer opportunities for differentiated and targeted instruction, leading to consistent increased student achievement outcomes.

Aligned with the mission, the School is rooted in increasing learning opportunities, and an underlying purpose in Academic Excellence with a push towards College Readiness. The School will facilitate a rigorous college preparatory curriculum with a wide range of educational resources within a safe learning environment raising the academic achievement of all its students. To meet this goal, the school commits to:

- Deliver increased learning opportunity for its students, by providing challenging curriculum with a nurturing, quality-learning environment;
- Implement a continuous improvement methodology wherein student assessment results offer opportunities for differentiated and targeted instruction tailored to students' individual needs, ensuring consistent increased student achievement outcomes;
- Expect and encourage that all students will realize their highest academic potential, especially in the core subjects of Reading, language arts, mathematics, science and social studies, and provide the means for these students to reach their potential;
- Match or surpass the average student academic performance of the local district in all required public accountability tests, (e.g. PARCC, EOC and FCAT 2.0); and
- Seek out, establish, and maintain sound, mutually beneficial partnerships with local businesses and civic institutions to encourage the entrepreneurial spirit, and provide a wide array of educational experiences for students to enjoy continued learning opportunities and find relevance in the “real-world” and beyond the immediate classroom.

The school's educational program is aligned to specific learning methods and strategies, with emphasis on low-performing students and reading, which have proven successful in raising student learning and achievement. These include but are not limited to:

- A standards-based curriculum infusing an interdisciplinary approach to integrate core areas of study such as mathematics, reading, language arts, writing, science, and social studies.
- Appropriate assessments for learning (screening, progress monitoring and diagnostic)
- Data-driven high quality differentiated instruction
- Supplemental programs for student advancement and remediation
- Support for teachers and ongoing professional development.

The plan will provide a structured means to improve teaching and learning to meet state content and performance standards, and it is anticipated the proposed school will be highly effective in improving student learning and academic achievement, as has been the case in the success of other Doral schools.

- *Increase learning opportunities for all students, with a special emphasis on low-performing students and reading.*

One of the most important aspects of insuring the success of low performing students is monitoring their academic progress, and responding to individual learner needs immediately. Emphasis will be placed on low performing students, beginning with identification of those not making adequate progress and/or not demonstrating mastery of CCSS and/or NGSSS for the content areas, as adopted, evidenced by their previous year's performance on standardized tests. Taking into account the students' needs and keeping track of their progress on standardized tests will determine the needs for each individual student. Differentiated instruction methods and other appropriate measures for targeted instruction will then be instituted for these students. Students who are not performing at grade level will be placed on a Progress Monitoring Plan (PMP).

The reading proficiency of students is a fundamental need and basis for assimilation and mastery of all other curriculum to be implemented at the School. As such, implementation of the BCPS Comprehensive Research-Based Reading Plan (CRRP) will be instituted, with fidelity, and each teacher will be required to follow the plan. Teachers and staff will have training in and access to instructional materials to reinforce Reading and language arts skills. Some of these reinforces include: Structured Independent Reading, Reciprocal Teaching, Read and Retell Learning to Write – Writing to Learn, Vocabulary Development, Accelerated Reader Program, CRISS (Creating Independence through Student-owned Strategies), Book Sharing, Cooperative Groups, and Graphic Organizers, to name a few.

Further, the School's curriculum will serve learners of all ability levels and aim for mastery of CCSS and/or NGSSS for the content areas, as adopted, for all students. Using data from the published State Accountability reports, and standardized assessment results, the School will measure its own progress in meeting the needs of its student population. The school will annually develop measurable learning objectives over the major subject areas, to target student learning and development needs in its annual School Improvement Plan (SIP). Common Cores Standards, as applicable, that are not mastered will be identified, and appropriate measures for remediation will be instituted. All student students who scored a level 1 or 2 on the 2014 FCAT 2.0, as well as those students who have been identified as needing additional support and remediation, will have access to tutoring after school (and possibly on Saturdays, as well) to accelerate their progress. Students with special learning needs will also have access to the additional support as well as those students that are performing at grade level, and would like a similar opportunity to participate in Doral's tutoring program, in order to maximize their potential and advance their progress.

- *Encourage the use of innovative learning methods.*

The school goal is to provide students a viable educational choice that offers an innovative, rigorous curriculum, serving as a foundation for a successful academic experience. Furthermore the School will be committed to a core philosophy focused on students' intellectual and social development. Aligned with the school's mission, it will offer a disciplined, balanced, and enriched education of the highest quality, to prepare students for a successful postsecondary education.

While the School accepts the curriculum of BCPS as its basic curriculum, it will not be restricted to the content of the curriculum, and whenever appropriate, will introduce new elements to the courses offered. The School will maintain a commitment to the Common Core State Standards and its students'

mastery of the standards. Therefore, a variety of instructional methods will be used by teachers at the School to deliver the coursework, seeking the most effective way for the majority of students and targeting individualized learning needs as necessary to ensure success for all learners.

Other innovations to be incorporated in the program include but are not limited to:

- An integrated approach to learning through discovery and deductive reasoning methods in science and mathematics;
- Parental involvement obligations to ensure, whenever possible, that parents actively participate in the educational process; and
- Strong emphasis on civic responsibility and leadership with structured opportunities on campus and through School Community Projects.

Additionally, educators will be expected to “think outside the box” in terms of teaching techniques. All students learn differently and teachers will be encouraged to adapt their teaching styles to fit the learning needs of their students.

- *Require the measurement of learning outcomes.*

The School will participate in all applicable components of the Florida State Accountability system as required by Florida Statute, as well as, other age-appropriate assessments that may be recommended by the State and/or Sponsor. Subsequently, the School will utilize data from the State’s published FCAT, EOC (when applicable) and other State and Federal Reports to measure its progress in meeting the needs of its student population. Using the disaggregated data from those assessments, and any other pertinent data, the School will annually develop measurable learning objectives over the major subject areas, to target student learning and development needs and the School will publish those goals in their annual *School Improvement Plan*.

Through the data disaggregation process, students not making adequate progress towards mastery of the Next Generation Sunshine State Standards-Common Core Standards, as adopted, will be identified, and appropriate measures for remediation will be instituted and prescribed, with parent input, for development of a PMP. By determining and communicating specific responsibilities to its stakeholders, such as, governing board members, faculty and staff, students, and parents, etc. the *School Improvement Plan* will serve as a viable vehicle for continuous school-wide academic and financial improvement.

Apart from the introspective reflection that the school community will undergo through the development of the *School Improvement Plan*, the School will also report progress on its’ goals, the learning outcomes of its students, and other pertinent school wide data through the State issued Annual Accountability Report. Through this report, the School will document whether or not the goals written in the *School Improvement Plan* have been met as well as if it requires other important data, such as, qualifications and credentials of faculty, salary information for all staff, financial audit information, and etc.

Section 2: Target Population and Student Body

A. Describe the anticipated target population to be served

If applicable, applicants should describe if they will target, in accordance with the law, certain populations defined in section 1002.33(10)(e), F.S.

This charter school application is being submitted for an Middle School program, which will be open to students in grades 6 through 8 (approximately 11 through 14 years of age). The School expects that the student enrollment will closely mirror the current demographics of neighboring schools and the community where the school is located, and close to the demographics of Broward County Public Schools (including traditional and charter) which was reported through the 2012 February FTE Reports as follows: 50.81% White; 40..26% Black; 29.04% Hispanic; 3.47% Multiethnic; 1.3% Other.

In accordance with federal and state anti-discrimination laws and in accordance with the Florida Educational Equity Act, Section 1000.05(2)(a), the School will not discriminate on the basis of race, religion, or national or ethnic origin in the admission of students. The School will welcome students and their families, who choose to attend a school of high academic standards, delivering a rigorous and advanced curriculum, with an emphasis on mastery of the content of core academic areas, and a unique bilingual, bi-literate, and bi- cultural program, through the study of Hebrew as a second language. Any eligible student who submits a timely application will be accepted, unless the number of applicants is more than the capacity of the program. In such case, all applicants shall have an equal chance of being admitted through a random selection lottery process conducted by the school's accounting firm in conformity with Florida's Charter School Legislation.

To that end, through an open admissions policy will be implemented wherein the School will be open to any student residing in the County. Any eligible student, as described in Fla.Stat.§1002.33(10), who submits an application (prior to the posted deadline) and whose parents accept the conditions of the Parental Involvement Contract shall be considered, unless the number of applications exceeds the capacity of the program, class, grade level, or building. In such case, all applicants shall have an equal chance of being admitted through a random selection process. If the number of applications falls short of the established capacity, supplemental registration periods may be held for the purpose of reaching student capacity.

Florida's charter school legislation, Fla. Stat. §1002.33(10)(e), provides that the School may give enrollment preference to certain student populations. Said student populations include:

1. Students who are siblings of a student enrolled in the charter school.
2. Students who are the children of a member of the governing board of the charter school.
3. Students who are the children of an employee of the charter school.

Additionally, in order to minimize any traffic impact caused by the school and ensure that the school is available to serve the residents of the neighborhood where the school is located, the Governing Board of the charter school may elect to limit the enrollment process to target students residing within a reasonable distance of the school as provided under Fla. Stat. §1002.33 (10)(e).

In accordance with federal and state anti-discrimination laws and in accordance with the Florida Educational Equity Act, Section 1000.05(2)(a) the School will not discriminate on the basis of race, ethnicity, national origin, gender, disability, or marital status against a student in its school admission process.

- B. Provide the following projection for each year of proposed operation: the grades that the school will serve, the projected number of students to be served in each grade, the number of students expected in each class, and the total number of students enrolled.**

Projected estimated enrollment for the duration of the proposed application is as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5
Kindergarten	0	0	0	0	0
1st Grade	0	0	0	0	0
2nd Grade	0	0	0	0	0
3rd Grade	0	0	0	0	0
4th Grade	0	0	0	0	0
5th Grade	0	0	0	0	0
6th Grade	343	350	350	350	350
7th Grade	171	350	350	350	350
8th Grade	86	175	350	350	350
9th Grade	0	0	0	0	0
10th Grade	0	0	0	0	0
11th Grade	0	0	0	0	0
12th Grade	0	0	0	0	0
	600	875	1050	1050	1050

Note: * The numbers provided herein are estimates, and may fluctuate within each grade level depending on student enrollment and/or attrition in the respective grade levels.

Note: ** The projected student-to-teacher ratio shall be consistent with those required by Florida Law as applied to charter schools.

- C. Provide a description of how the student population projections were developed.**

The student population projection is based upon the applicant's previous successful experience, operating various other Doral Charter Schools within Miami-Dade County.

Section 3: Educational Program Design

- A. Describe the school's daily schedule and annual calendar, including the annual number of days and hours of instructional time.**

A student day shall consist of at least 360 minutes, and all hours of instructional time will be aligned with state and district requirements for secondary grades. It is anticipated the School will operate a seven-period day. The instructional day at the School is anticipated to commence at 7:30am and end at 2:30pm each day. The daily bell schedule is as follows

Sample - iDoral Academy Middle School Daily Schedule			
Description	Start Time	End Time	Length
Student Arrival	7:00 AM	7:25 AM	25 min
Period 1 and	7:30 AM	8:25 AM	55 min

Attendance			
Period 2 or 3	8:30 AM	10:20 AM	110 min
Morning Announcements	8:30 AM	8:40 AM	10 min
Period 4 or 5	10:25 AM	12:35 PM	130 min
Period 6 or 7	12:40 PM	2:30 PM	110 min

Annual Calendar:

The School will follow (and mirror) the annual public school calendar established by the Sponsor, which requires a minimum of at least 180 actual instructional days per school year

B. Describe the proposed charter school's educational program.

The School will offer a seamless middle school to high school educational program aligned to Next Generation Sunshine State Standards-Common Core Standards, as adopted, and tested via high-quality assessments that will minimize the academic gap between middle school and high school. The School will establish a cohesive approach to instruction by considering curriculum, assessment and teacher support, within a learning community focus. This approach will be personalized and tailored to all students' abilities and needs. Upon completion, students will have surpassed the ordinal set goals of the program as evidenced by some attaining high school credits as well as having successful outcomes on state and other examinations. Successful completion of the Doral program will provide students exposure to the challenges, rigors and demands of a high school and future college education.

The School will expose students to a program that addresses the rigors, relevance and relationships of learning in a college preparatory environment. The School model is unique in that it places a premium on preparing students for advanced academic coursework as early as the sixth grade. Students who are struggling and/or below-level will be identified so that any gaps in standards mastery or other similar learning deficiencies can be effectively remediated. Teachers and other support staff will use data from all available assessments to develop and target instruction in order to meet the needs of all students so that each child can realize his or her highest potential. The emphasis of the framework is a “*push and pull*” method of preparing students, wherein students are *pushed* to pursue the most rigorous and challenging academic program they can handle and those students who may be underachieving, are *pulled* out for remediation through an intensive tutoring program which utilizes supportive learning strategies.

The School will combine the best practices developed by model schools and those principles driving essential school reform nation-wide. Rigor, Relevance and Relationships, for example, will serve as the fundamental core of pedagogy, and drive teaching and learning within the School, preparing students for success in meeting the demands of the 21st century.

The School will also utilize three core areas of National Association of Secondary School Principals (NASSP) and Center for Secondary Schools Redesign (CSSR) Breaking Ranks II (for middle and high schools) as follows:

- collaborative leadership: professional learning communities, shared leadership, and student and staff leadership development;
- personalization: attention to all students, mentoring, and school/community connections;

- curriculum, instruction and assessment: providing access to rigorous coursework, utilizing differentiated instruction techniques and using multiple assessments for data-driven decision making.

These core areas have been implemented successfully at Doral Academy Charter Middle Schools, the HP school to be replicated, and which has yielded positive results.

The commitment to the Doral Academy Charter Middle School Educational program philosophy is rooted in a core of beliefs and/or values that drive and serve as the impetus for implementation of the vision and mission of the School founders (and described herein this petition). In addition, four cornerstone elements the School will employ to support delivery and execution of their instructional model include: high expectations, project-based learning targeted tutoring, and parental involvement. These proven research-based elements that Doral schools have all utilized in support of their educational programming include:

- **High expectations** - The curriculum of the School will meet, and in some cases exceed, the requirements to be considered a rigorous program. According to a report released by the National Center for Education Statistics, “The more rigorous the high school curriculum, the more likely students are to find success in college. Students with a rigorous high school curriculum were found more likely to enroll in four-year College institutions and ultimately attain a bachelor's degree. The report also finds that a lack of a rigorous curriculum proves a more significant obstacle to overcome than socioeconomic challenges, test scores, or a poor initial year in college.” This school aims to prepare their middle school students to springboard into a college preparatory high school through the implementation of a rigorous curriculum and program. The administration, faculty, staff and community will collaborate to prepare students for a success experience in any college preparatory high school.

Furthermore, at Doral we believe, high expectations engender success. Both students and teachers live up -or down- to expectations set for them. “Students do best - intellectually, personally, morally – when they are striving for excellence.” Further, autonomy in the teaching and learning process kindles a desire to quest for knowledge. Through accountability and responsibility, learners become engaged and the teacher facilitates the quest for knowledge and both the learner and facilitator are accountable for their actions.

- **Project-based learning** - enables students to pursue their own interests and passions, what is “in the moment” rather than imposed. Project- Based Learning emphasizes individual and collaborative projects as the foundation for learning and includes very little of the whole-class instruction typically found in traditional secondary schools (Newell, 2003).
- **Targeted Tutoring** – Teachers and peers will provide tutoring at the School. It will be offered during class time at the teachers' discretion, after school, and may also be offered on Saturdays. Tutoring will be used not only to adapt instruction for students who need additional help but also to enrich instruction for students able to accelerate their learning. “Teaching one student or a small number with the same abilities and instructional needs can be remarkably effective.”¹ (*Cohen, Kulik, Ebly, Medway*).

¹Educational Outcomes of tutoring: a meta-analysis of findings. American educational research journal (WA, DC), vol. 19, no. 2.

- **Parental Involvement** – sets the tone for declaring the home: school relationship as a partnership, and for which school and home share responsibility for children's learning. The School extends this partnership to include the larger community, with the hope that the benefits are greater yet. Perhaps most important is that when responsibility for children's learning is shared by the School, home, and community, children have more opportunities for meaningful, engaged learning.

Students are able to see the connection between the curriculum in the School and the skills that are required in the real world. Research demonstrates that building family and school partnerships promotes student success. Wendy S. Grolnick and her colleagues, in articles published in 1994 and 1997, conceptualized three dimensions of parental involvement based on how parent–child interactions affect students' schooling and motivation. Behavioral involvement refers to parents' public actions representing their interest in their child's education, such as attending an open house or volunteering at the school. Personal involvement includes parent–child interactions that communicate positive attitudes about school and the importance of education to the child. Cognitive/intellectual involvement refers to behaviors that promote children's skill development and knowledge, such as reading books and going to museums. Parental involvement, according to this theory, affects student achievement because these interactions affect students' motivation, their sense of competence, and the belief that they have control over their success in school². The School provides parents the opportunity to become active participants and decision makers in their child's education. This is particularly important at the secondary level as parents tend to detach from participating in their children's school career as they get older.

C. Explain how the educational program aligns with the school's mission.

The School's educational program is in direct alignment with the school's mission, and moreover supports and facilitates its implementation.

The globalization of the world through advances in information technology and other such media outlets has created a much more competitive world for our students. In the future, all human endeavors will necessitate that before students enter postsecondary education, there already exists, in them, a certain capacity to compete and be successful in “worldly matters.” What's more, this developed “capacity” is merely a leveling of the playing field.

The School will open “windows to the world” by creating college-ready students with expanded intellect and a thirst to interact within a global information age. Through enriched learning experiences the School remains true to its mission by developing and empowering their students via development of superior cognitive abilities and an understanding and respect for a pluralistic world.

The School's philosophy is built on a set of beliefs and values and these serve as the impetus for all student performance and achievement goals and objectives. The educational philosophy and approach are appropriate and likely to result in improved educational performance, as same has proven successful at the high performing school the School aims to replicate.

²Grolnick, Wendy S.; Benjet, Corina; Kurowski, Carolyn O.; and Apostoleris, Nicholas H. 1997. "Predictors of Parent Involvement in Children's Schooling." *Journal of Educational Psychology* 89:538 - 548.

Grolnick, Wendy S., and Slowiaczek, Maria L. 1994. "Parents' Involvement in Children's Schooling: A Multidimensional Conceptualization and Motivational Model." *Child Development* 65:237 - 252

Through a sustained commitment of the Applicant (and, in turn, the School) to maintain:

- high expectations for students and teachers, through delivery of a college preparatory curriculum;
- project based learning as a means to inspire creative endeavors and grow and develop all students;
- personalized and differentiated instruction and/or targeted tutoring to ensure student's success; and
- Parental Involvement obligation that builds the home school relationship and encourages a partnership between parents and the school, where students will benefit and have positive academic learning outcomes.

Further, students will understand and appreciate their learning styles; accommodate, plan, and monitor their learning, kindling a desire and fostering ability for lifelong learning. The aforementioned concepts are embodied in the school program and serve as a vehicle to increase learning opportunities with special effort made to help all students, including those labeled low performing students, have success and consistent learning gains thereby engaging in a cycle of continuous improvement.

D. Explain how the services the school will provide to the target population will help them attain the Next Generation Sunshine State-Common Core Standards, as required by section 1002.33, F.S.

The School is committed to serving the needs of all its students, regardless of level, learning style(s), and/or special needs; the goal remains that all our students attain and demonstrate mastery of NGSSS-CCS, as adopted. Teachers will utilize differentiated instruction, as well as other modes of instruction including, but not limited to peer tutoring, individual instruction, and group work. Additionally, the School will ensure that students with special needs, such as ESE and ELL students, are effectively served in accordance with the policies and procedures of Broward County Public Schools.

The School will utilize *Pacing Guides*, which incorporate both NGSSS and Common Core Standards (CCS). Additionally, all students will be monitored to ensure they are making adequate progress toward the NGSSS-CCS, as adopted, in this way, students who are struggling and/or below-level will be identified so that any problems can be effectively remediated. Teachers and other support staff will use data from all available assessments, including, but not limited to, state and district required assessments, to develop instruction that meets the needs of all students so that each child can realize his or her highest potential.

As deemed necessary, according to student need, the School may employ Reading and/or Math coaches and necessary ELL and ESE personnel, as required and necessary to adequately support and properly service students. Classroom teachers will utilize research based, state adopted texts, enhanced by supplementary materials and programs, to ensure students make progress toward the NGSSS-CCS, as adopted and as required.

E. Describe the applicant's capacity to replicate an existing school design.

The city of Doral is considered to be a very young city; it was officially recognized as its own city in 1995. Doral Academy Preparatory was the first high school located within the city when Doral opened in August of 1999. Since 1999, Doral Academy Preparatory Schools and the replicating school have earned a letter grade of A by the Florida Department of Education for the past five school years. In

addition to Doral Academy Preparatory High School, four other schools within the network have also received a letter grade of “A” by the Florida Department of Education for the past five school years. This high performing network not only creates a culture within the surrounding walls of their educational settings but shares best practices among schools and mentors principals when new schools come into the network.

Nestled within a changing residential community, industrial warehouse businesses, and cow pastures, Doral Inc. schools have united with the unique local community to develop and cultivate its mission. Doral Schools are preparing students with the academic skills that foster student success in any rigorous educational setting necessary to perform at or above grade level while instilling a belief in their own efficacy.

Doral Schools is a comprehensive high school enrolling over 6000 students in grades K through 12. The student body is a diverse population comprised of 92.8% Hispanic/Latino, 1.2% Black, 4.8% White, and 1.2% other. Administration, Faculty, and Staff are as diverse as the students served.

Doral Academy has developed a multi-tier system (management, instruction, assessment and professional development) that has achieved increased performance across all student populations and subgroups as evidenced by their historical academic student performance and achievement record of all their schools. Doral Academy Schools have been able to implement unique and innovative strategies aimed at improving student performance and achievement and Doral High Schools have increased college readiness; improved graduation rates; and cultivated not only college-bound but also college ready students, proving their model and their chosen strategies to be successful with all student populations, including English Language Learners, Special Education Students, and students entering

Doral has duplicated its success 6 times, producing high quality school programs across Miami-Dade County, wherein each has and continues to increase student performance, as evidenced by the historical student performance and achievement record of Doral schools.

The success of the applicant is due to the commitment of the Governing Board of Doral Academy to develop and implement a school model, which has proven to be a highly effective school design, demonstrating organizational viability, including compliance with all statutory requirements and mandates set forth by the Florida Department of Education and the obligations agreed to in the individual charter contracts of the schools under their purview.

The founders/stakeholders of Doral have displayed a strong commitment to the mission of increasing student performance at district, state and national levels. All Doral employees remain focused on delivering high quality, college preparatory, public school choice options, while positively affecting student performance and achievement. The achievement results are indicative of the applicant’s ability to decrease the achievement gap and increase student performance and achievement, as evidenced below in the Doral Academy, Inc. Report Card. *(Please see Doral Academy, Inc. Schools Report Cards on the following pages).*

School Code	School	Year	Grade	Sum Points Earned	Meeting High Standards in Reading	Meeting High Standards in Math	Meeting High Standards in Writing	Meeting High Standards in Science	Free or Reduced Lunch	Minority Rate
3030	Doral Academy	2011-12	A	639	83	83	88	77	37	92
		2010-11	A	671	94	97	94	84	35	91
		2009-10	A	626	89	93	93	67	38	89
		2008-09	A	619	87	90	85	55	9	89
		2007-08	A	609	85	87	89	57	5	88
		2006-07	A	541	85	85	92	45	5	89
		2005-06	A	457	88	83	82	N/A	22	90
		2004-05	A	474	85	77	91	N/A	27	90
		2003-04	A	473	80	80	86	N/A	31	89

School Code	School	Year	Grade	Sum Points Earned	Meeting High Standards in Reading	Meeting High Standards in Math	Meeting High Standards in Writing	Meeting High Standards in Science	Free or Reduced Lunch	Minority Rate
6030	Doral Academy Charter Middle School	2011-12	A	675	79	74	91	58	58	94
		2010-11	A	579	83	80	85	58	53	93
		2009-10	A	565	80	83	88	42	51	92
		2008-09	A	612	79	83	97	52	22	92
		2007-08	A	591	77	78	95	46	40	92
		2006-07	A	540	74	71	96	45	38	91
		2005-06	A	488	75	77	92	N/A	44	90
		2004-05	A	441	62	71	86	N/A	41	87
		2003-04	A	425	63	61	96	N/A	43	87
		2002-03	A	446	66	63	91	N/A	17	87
		2001-02	B	396	58	52	89	N/A	N/A	N/A

School Code	School	Year	Grade	Sum Points Earned	Meeting High Standards in Reading	Meeting High Standards in Math	Meeting High Standards in Writing	Meeting High Standards in Science	Free or Reduced Lunch	Minority Rate
7009	Doral Performing Arts & Entertainment Academy	2011-12	A	530	79	83	96	N/A	54	93
		2010-11	A	572	67	95	100	33	63	96
		2009-10	A	620	75	95	95	41	49	95
		2008-09	A	568	63	87	100	46	28	94
		2007-08	A	605	77	90	83	33	25	95
		2005-06	A	413	59	76	81	N/A	42	89
7020	Doral Academy Charter High School	2011-12	A	540	68	77	95	N/A	60	94
		2010-11	A	565	65	90	84	41	57	94
		2009-10	A	570	61	91	90	42	53	92
		2008-09	A	549	45	88	85	44	44	92
		2007-08	A	537	51	83	92	39	40	92
		2006-07	A	565	49	85	93	35	43	91
		2005-06	B	407	39	78	88	N/A	48	92
		2004-05	B	395	39	79	95	N/A	42	93
		2003-04	C	377	39	67	96	N/A	38	93
		2002-03	A	422	39	62	96	N/A	1	94

School Code	School	Grade	Sum Points Earned	Meeting High Standards in Reading	Meeting High Standards in Math	Meeting High Standards in Writing	Meeting High Standards in Science	Free or Reduced Lunch	Minority Rate
3030	Doral Academy	A	639	83	83	88	77	37	92
6030	Doral Academy Charter Middle School	A	675	79	74	91	58	58	94
7009	Doral Performing Arts & Entertainment Academy	A	530	79	83	96	N/A	54	93
7020	Doral Academy Charter High School	A	540	68	77	95	N/A	60	94

The governing board of the proposed school is comprised of the same individuals responsible for the operation of the existing Doral schools. These highly experienced professionals possess the expertise in the areas of curriculum, assessment, finance, law, school management and governance to be able to replicate the existing design. The applicant has the financial and human resources available to replicate a high quality model; has ownership of the existing school design; and most importantly has a proven track record of success in replicating the design. These factors all support Doral Academy Inc.'s capacity to replicate the High Performing school design of Doral Academy Charter High School.

Strategies for replication of the existing program design are detailed in the sections referenced below. These include, but are not limited to, the following:

Implementing the same core values, beliefs, and core curriculum content of the existing programs (*Section 3- 4*)

- Adopting the research-based educational concept for the existing programs (*Sections 3- 8*)
- Utilizing the team of experts (who have experience and/or ownership of the Doral educational program) as consultants who continuously provide training to the proposed school's administrators, faculty and staff (*Sections 9 and 11*)
- Adopting common expectations of student behavior and parental involvement (*Section 8 and 13*)
- Adopting common Professional Policies and Standards for staff (*Section 10 and 12*)
- Implementing the policies for financial management and oversight proven effective in the existing schools (*Section 18*)
- Providing ongoing communication, training, and support for the school's changing operational needs (*Section 9 and 12*).

Furthermore, apart from the positive student performance and achievement record detailed in the aforementioned Doral Academy, Inc. School's Report Cards, the applicant's success is evidenced by local, state, and national recognitions for their exemplary performance in serving elementary, middle, and high schools students. Some of the meritorious accolades earned by Doral schools include:

- Doral Academy High School recognized Newsweek Top 500 Schools, 3 consecutive years
 - o 2011-2012
 - o 2010-2011
 - o 2010-2009
- All 6 Doral Academy Inc. schools are consistently ranked in the top 10% of the schools in Miami-Dade County Public Schools (both charter and non-charter)
- During the 2009-2010 school year, thirty-seven percent (37%) of our students enrolled in Advanced Placement courses passed their exams with a three (3) or better.
- In 2010-2013, ninety-eight percent (98 %) of the class of 2009 graduated and enrolled in two or four year institutions compared to ninety-nine (99 %).
- Collectively, Doral students received \$1.3 million dollars in scholarships in 2009 and \$2.4 million dollars in 2010. In 2013 students received \$3.7 million in scholarships.
- Doral Academy also had one of its own represent native country Suriname during the Beijing Summer Olympic Games in 2008 and the London Summer Olympic Games in 2012. This same student brought Doral its first ever FHSAA State Championship in the fifty-meter (50 m) freestyle in swimming in 2010.

Additionally, further pursuing academic accountability and excellence, Doral Academy High School underwent a complete Self-Study process, sought and obtained Accreditation for the Doral Academy Preparatory High School. In June of 2010, Doral Academy was awarded AdvancEd Corporate/District Accreditation for its proven commitment to quality and continuous improvement and educational excellence. The Quality Assurance Review (QAR) Team representing the SACS CASI examined the effectiveness of the system's methods for quality assurance. The report findings validate a direct relationship between the program elements and positive

student achievement record. An excerpt from the QAR final exit report commended Doral Academy, Inc. for the following:

- The vision of the school creates a college preparatory environment through the inclusion and encouragement of all student participation in the Advance Placement curriculum.
- The collaboration, support, and guidance fostered by school leadership *promotes* professional growth and a collegial environment focused on the needs of all stakeholders;
- A comprehensive and robust website provide the school and community stakeholders access to school wide curricular, and extracurricular information as well as two way communication;
- A committed and dedicated faculty and staff is the most valuable resource in the school from which a culture of student support is evident;

Based on the organization's accreditation, the proposed school under the operation of Doral Academy, Inc. will open as an AdvancEd accredited school from inception and will be held to the same standards of accountability of the existing programs. Thus, by replicating the successful educational design of the existing schools – with a full-range of services targeted to students of all performance levels -- the proposed School will prove highly effective in raising student achievement.

Doral's continuous compliance with legal, organizational, and financial requirements coupled with increasing academic performance annually for all schools has yielded approved and/or renewed charter school contracts over the past several years. Today, there are six Doral Academy programs in Miami-Dade County offering complete Pre-K through high school systems at two separate campuses. The evidence above indicates that by adopting Doral's successful educational design of the existing High Performing Charter High School – with a full-range of services targeted to students of all performance levels – the proposed school will be highly effective in raising student achievement with emphasis on low-performing and minority populations.

Section 4: Curriculum Plan

A. Describe the school's curriculum in the core academic areas, illustrating how it will prepare students to achieve the Next Generation Sunshine State-Common Core Standards.

The objectives and goals in the Doral Academy curriculum are built upon the Florida Next Generation Sunshine State Standards and/or Common Core State Standards, as adopted. The School's curriculum will focus on clear and measurable expectations for student learning and covers the main subject areas of Reading/Language Arts, Mathematics, Social Studies, Science, Foreign Language, Music, Art, Life Skills, Character, multimedia production and Computer Education. The curriculum will continuously reflect high quality instruction and implement research based strategies, innovations and activities that facilitate achievement for all students.

The school will have the following processes in place to support the delivery of the curriculum:

- continuous review of curriculum to ensure a year's worth of learning of all state – benchmarks
 - research-based instructional practices (i.e., Breaking Rank II)
 - collaborative leadership: professional learning communities, shared leadership, and student and staff leadership development;

- personalization: attention to all students, mentoring, and school/community connections;
 - curriculum, instruction and assessment: providing access to rigorous coursework, utilizing differentiated instruction techniques and using multiple assessments for data-driven decision making
- principal evaluation through daily classroom walkthroughs (principal is expected to have strong awareness that all teachers are utilizing the best practices and implementing the instructional initiatives with fidelity)
- The School Improvement Plan (SIP) will be used as a quality assurance tool to ensure that the curriculum goals are being accomplished.
- assessment data to make instructional decisions and plan interventions
- weekly grade level and monthly staff meetings
- ongoing professional development workshops
- before and afterschool tutoring for remediation and acceleration for all students who scored a Level 1 and 2 on FCAT 2.0
- targeted interventions for struggling readers and students performing below grade level.
- integration of long-term thematic projects across the curriculum
- multiple ELL and SPED strategies across the curriculum
- focus on differentiated instruction for learning styles
- integration of technology across all major disciplines

The School's curriculum will require students to interact with each other, apply curriculum to real-life situations, and use a variety of technological tools beyond the classroom. Teachers will incorporate various teaching strategies to accommodate all learning styles as detailed in Table 2 –Section 3 above. In accommodating individual learning styles and needs the School's curriculum incorporates the following instructional practices:

Interdisciplinary Connections - Curricular decisions will be guided by the aim thorough student mastery and achievement rather than by an effort merely to cover content. As teachers build on interdisciplinary connections, students naturally begin to link information between and among courses, increasing the relevancy of skills and content in such courses.

Vertical and Horizontal Teaming: Horizontal and Vertical Teams exist throughout the School and also throughout the Doral System, creating opportunities for success in every classroom, because both grade-level and content-area teams work together to align curriculum, instruction, and assessment. The PLCs provide opportunities within Doral to engage multiple teaming patterns. For example, PLCs by grade level and PLCs across-disciplinary teams work collaboratively to plan and implement standards-based instruction and connections across content areas, respectively. To further illustrate, in-school curriculum council meets across all disciplines, while another active PLC is meets by subject area. Additionally, the Doral system also has a Doral Reading Coaches PLC, Doral Science PLC and a Doral Mathematics PLC with Language Arts and Social Studies PLCs, planned for the future.

Differentiated and Standards-Based Instruction – The School's ultimate goal is to provide a learning environment that will maximize the potential for student success. Teachers will use differentiated instructional strategies that connect with individual student's learning needs. Teachers will manage instructional time to meet the standards while providing motivating, challenging, and meaningful

experiences for students to receive and process information in ways that require differentiation of experience. These instructional practices will include:

► **Direct Instruction (lecturing/modeling):** this methodology will be used when teachers need to explain or demonstrate specific content and skills. Explicit, systematic instruction will be based on the NGSSS and/or CCSS, as adopted. This instruction is structured and based on mastery learning. Frequent Curriculum-based assessments help place students in ability groups for further differentiated strategies and identify students who require additional intervention.

► **Scaffolding -** Teachers will identify the current developmental skills of individual students based on assessments and provide support structures to help students move to the next level. As the year goes on, the student becomes more adept at skills and at directing his or her learning, and becomes more autonomous

► **Cooperative Learning –** Teachers will guide small-group learning, to increase communication and team-building skills. It is based on grouping small teams of students heterogeneously according to ability, interest, background, etc. Some Cooperative learning activities will include Jigsaw II, STAD-Student Teams, or Group Investigation.

► **Inquiry-Based Learning -** Based on the scientific method, this student-centered strategy will require students to conduct investigations independent of the teacher, unless otherwise directed or guided through the process of discovery. Teachers will use this strategy in developing critical thinking and problem solving skills.

► **Information Processing Strategies -** Teaching students "how to" process information is a key factor in teaching students how to strategically organize, store, retrieve, and apply information presented. Such strategies will include memorization, KWL, reciprocal teaching, graphic organizing, scaffolding, or webbing

Behavior Management – We believe that both teachers and students need to be provided with a consistent behavior management system so that maximum time can be spent teaching and learning. Inappropriate behaviors that interfere with the learning process and the expectations set for character development can be reduced and ultimately extinguished through consistent, best practice behavior management techniques.

Behavior management based on a positive reward/point system will be in place in all classrooms from the beginning of the first year of operation. Pre-service and in-service training will be required of all teachers. Each teacher, then, will be given the opportunity to implement her/his own behavior management techniques in their respective classrooms. The ultimate goal will be to remove these systems from the classrooms, based on the theory that appropriate behaviors will be internalized and external reward systems will no longer be necessary.

Accountability - Teachers at The School are required to document instruction of the NGSSS and/or CCSS, as adopted, (including ELL and SPED strategies) by completing daily lesson plans, as well as records of weekly and monthly thematic unit plans. Lesson plans identify specific objectives taught and benchmarks met as listed in the curriculum. Furthermore, teachers are required a common board configuration in all classes and will be evaluated by the administrative team during daily walkthroughs.

The Principal will check lesson plans weekly and conduct a daily walk through classrooms to ensure that curricular objectives are being documented in each teacher's lesson plan book and taught accordingly.

Reading/Language Arts

The School will use the state-approved text to differentiate between the regular and honors curriculum in the area of language arts. The School's text selection will be modified as per the Sponsor's text adoption and modification to the CRRP throughout the duration of the charter. The School will use state-adopted, Prentice Hall Literature Series as well as state-approved College Board Springboard Language Arts/English textbooks in order to align curriculum with the Common Core Standards and to further prepare students for Advanced Placement courses in high school.

The School's Language Arts program will include strategies for students reading at grade level or higher, as well as for students who are reading below grade level. It is expected that students will master reading, writing, and verbal skills through continuous infusion of reading skills in all subject areas. The program emphasizes critical and creative thinking skills through instruction aligned to the NGSSS/CCS. Lessons will be based on broad topics covering the reading process, literary analysis, the writing process, communication, information and media literacy.

The Writing Process: All students will be required to write on a daily basis across the curriculum (i.e. Informative, Persuasive, and Creative Writing). Each class will be responsible for an on-going writing project that is appropriate to each grade level. The ongoing writing strategies such as Prewriting (LA.5.3.1, Drafting (LA.5.3.2), Revising (LA.5.3.3), Editing for Language Conventions (LA.5.3.4) and Publishing (LA.5.3.5.1) will help develop effective writers and enhance student performance on District and State writing assessments. Writing will also be incorporated across the curriculum through the utilization of CRISS strategies including but not limited to reader response logs, two-column notes, perspective journal entries, completing framed paragraphs, or RAFT - essay writing that includes a role, audience, format and a topic, plus a strong verb.

Students writing after reading may include: quick-writes, mapping, brainstorming, essay questions and/or journal entries, writing a summary, a learning log entry, writing peer responses, or creating a summary poem. Writing before, during, and after the main story selection from the state adopted text will provide systematic, explicit writing instruction and ample practice in spelling, grammar, usage, and mechanics daily.

Book of the Month: The Language Arts Department will promote a new book every month that will celebrate as Book of the Month. The title of the Book of the Month will be posted in the school office and serve as a vehicle for cross-curricular educational projects.

Grades 6-8 - The School will follow the state course descriptions for the following courses to be offered in grades 6-8. These courses cover concepts and materials that are aligned to the Next Generation Sunshine State Standards and/or Common Core State Standards, as adopted:

The following is an overview of the core curricular program and courses to be offered:

6 th Grade	Course Number
M/J Language Arts I	100101001

M/J Language Arts I Advanced	100102001
M/J Language Arts I Advanced Gifted	100102002
M/J Language Arts I through ESOL	100200002
M/J Reading I	100801001
M/J Reading I Advanced	100802001
M/J Intensive Reading-Grade 6	100001006
Grade 7	
M/J Creative Writing	100900001
M/J Language Arts II	100104001
M/J Language Arts II Advanced	100105001
M/J Language Arts II Advanced Gifted	100105002
M/J Language Arts II through ESOL	100201202
M/J Intensive Reading-Grade 7	100001007
Grade 8	
M/J Language Arts III	100107001
M/J Language Arts III Advanced	100108001
M/J Language Arts III Advanced Gifted	100108002
M/J Language Arts III through ESOL	100202002
M/J Intensive Reading-Grade 8	100001008

*The following is an overview of the core curricular program and courses to be offered:
All FCAT Level 1 and 2 students, regardless of whether they are fluent, will be placed in the appropriate reading class.

*Intensive Reading Enrichment courses are meant for high level 2 students or for students who scores regressed from the previous year (e.g. achievement levels dropped from a level 3,4, or 5 to a level 2).

*ELL students will be scheduled in the Developmental Language Arts Through ESOL course.

1. Language Arts content course scheduled by grade level:

Grade 6 M/J Language Arts I- Through ESOL -100200002

Grade 7 M/J Language Arts I1- Through ESOL - 100201002

Grade 8 M/J Language Arts I11- Through ESOL- 100202002

2. Language proficiency course scheduled by ESOL level:

M/J Developmental Language Arts Through ESOL I -1002180L1*

M/J Developmental Language Arts Through ESOL II -1002180L2*

M/J Developmental Language Arts Through ESOL III -1002180L3*

M/J Developmental Language Arts Through ESOL IV -1002180L4*

1. Intensive Reading Plus (IR+): Level 1 and 2 students who are disfluent and in need of decoding, fluency, vocabulary, and comprehension instruction = minimum of 90 minutes daily. Students in middle school who are disfluent will be provided a daily literacy block. This literacy block will focus on explicit phonics and fluency instruction in order to improve decoding and fluency. The literacy block will include one period of Intensive Reading “Plus” back-to-back with one period of Language Arts taught

by the same teacher. In order to provide sufficient opportunity to remediate these deficits, the students enrolled in the Intensive Reading “Plus” literacy block will receive a greater allotment of instructional time.

2. Intensive Reading (IR): Level 1 and 2 students who are fluent and in need of vocabulary and comprehension instruction = minimum of 55 minutes daily. This class will focus on effective reading strategies and differentiated instruction that reinforces whole group instruction and provides opportunity for intervention within the classroom context.

3. Intensive Reading Enrichment (IR-EN): This course is required. Level 2 students who are fluent and in need of vocabulary and comprehension instruction at a higher level=minimum of 55 minutes daily. The School will provide an Intensive Reading Enrichment class for high FCAT Level 2 students and students who have regressed to level 2 from level 3 or higher. The class will focus on specific reading strategies targeted to enrich the level of instruction to significantly improve students’ vocabulary and comprehension achievement using selected grade level text and novel units.

ESOL

6-8 M/J ESOL Developmental Language (L1)

6-8 M/J ESOL Developmental Language (L2)

6-8 M/J ESOL Developmental Language (L3)

6-8 M/J ESOL Developmental Language (L4)

Advanced and Advanced Gifted Courses will be offered depending on the need of the student population.

* Developmental instruction in reading may be required during grade 6 when student performance in grade 5 indicates a need for strengthening. These courses will be in addition to the regular language arts courses and may be offered as electives. Students scoring at Levels 1 and 2 on the most recent administration of FCAT 2.0 reading are to be enrolled in M/J Intensive Reading in addition to their required M/J Language Arts course in grades 6, 7, and 8. A double literacy block for all Level 1 FCAT reading students, who have reading deficiencies in decoding and fluency (Intensive Reading Plus), will be instituted on daily basis. All FCAT Level 1 students will be required to enroll in an Intensive Reading or Intensive Reading Plus course, with the exception of ELL students who are required to enroll in an M/J Developmental Language Arts through ESOL course.

Mathematics

The School will use the state-approved CollegeBoard Springboard text or other state-adopted text in the instruction of Mathematics. The School’s text selection will be modified as per the Sponsor’s text adoption and modifications throughout the duration of the charter. The Mathematics curriculum will be aligned with NCTM Principles and Next Generation Sunshine State Standards and/or Common Core State Standards as adopted, for Mathematics by grade level for grades 6-8 (Big Ideas and Supporting Ideas). Additional resources, such as, Carnegie Mathia, Math IXL and USA Prep will help supplement lessons. Mathematics activities will also include mental math, math stories, math games, and competitions (i.e. Math counts and Math Bonanza).

Every student will be able to acquire the knowledge and skills to make sense of data, interpret technical materials, understand linear and nonlinear growth, manipulate formulas, distinguish logical arguments, and apply geometric principles. The content will include, but not be limited to operations, numeration,

whole numbers, fractions, decimals, percents, ratio and proportion, equations, inequalities, functions, expressions, properties, constructions, area, volume, proofs, limits derivatives, integrals and the development of logical reasoning skills. The discipline of math enhances pattern recognition, which is transferable not only to other subject areas but also to real-world problem solving. The Mathematics curriculum will focus instruction based on the Big Ideas that are important to understanding, fluency, and application of mathematics ideas to problem solving. The supporting ideas are key components that allow students to make the necessary connections with the Big Ideas.

Furthermore, teachers at the School will focus on how the following five (5) standards that describe how content is taught:

- Problem Solving: Engage in tasks for which the solution method is not known in advance.
- Reasoning and Proof: Think analytically.
- Communication: Share ideas and clarify understanding.
- Representation: Understand ways in which mathematical ideas are represented.
- Connections: Understand how mathematical ideas interconnect and build on one another.

These courses cover concepts and materials that are aligned to the NGSSS/CCS. Teacher will pace instruction using the M-DCPS Curriculum Pacing Guides by subject and grade level. Students requiring further strengthening in mathematics will be enrolled in M/J Intensive Mathematics.

Grades 6-8 - The School will follow the state course descriptions for the following courses to be offered in grades 6-8. The purposes of these courses are to provide instruction and promote academic excellence in basic mathematic skills, geometry, algebra, problem solving, and mathematical reasoning. The skills covered will prepare students for the FCAT 2.0, as well as promote student success for the real world work environment. These courses cover concepts and materials that are aligned to the NGSSS and/or CCSS, as adopted:

6 th Grade	Course Number
M/J Intensive Mathematics	120400001
M/J Mathematics I	120501001
M/J Mathematics I Advanced	120502001
M/J Mathematics I Advanced Gifted	120502002
7 th Grade	
M/J Intensive Mathematics	120400001
M/J Mathematics II	120504001
M/J Mathematics II Advanced	120505001
M/J Mathematics II Advanced Gifted	120505002
8 th Grade	
M/J Intensive Mathematics	120400001
M/J Mathematics III (Pre-Algebra)	120507001
Algebra I Honors	120032001
Algebra I Honors Gifted	120032002
Geometry I Honors	120632001
Geometry I Honors Gifted	120632002

Advanced and Advanced Gifted Courses will be offered depending on the need of the student population.

*All Level 1 and 2 students will be required to enroll in an M/J Intensive Mathematics.

** Senior High School Credit(s) for Students in Grades 6, 7, and 8.

Students may enroll in selected senior high school courses for the purposes of pursuing a more rigorous program of study in both Algebra I and Geometry; however, students are required to adhere to End of Course requirements as stated by the Florida Department of Education.

*The EOC Assessments will be computer-based, criterion-referenced assessments that measure the NGSSS/CCS for specific high school level courses, as outlined in the course description. The EOC will be administered to eligible students enrolled in Algebra I and/or Geometry. Students enrolled in Algebra I and or Geometry, or an equivalent course must earn a passing score on the EOC assessment to earn course credit. Achievement levels shall range from Level 1 (lowest) to Level 5 (highest). Achievement Level 3 will indicate satisfactory performance.

Science

The School will use the state-approved and district adopted CPO Publishing Company and Pearson Prentice Hall for Biology or other state-adopted text alongside their digital software and multimedia, in the instruction of Science. The Science curriculum will prepare students to achieve the NGSSS and/or CCSS, as adopted by incorporating an inquiry based approach to learning of the central science themes: matter and energy, force and motion, earth and space, processes of life, and the scientific method. In addition, supplemental materials such as Science Weekly, National Geographic and/or other comparable scientific magazines may be used. Teachers will utilize the NGSSS and/or CCSS, as adopted, while incorporating FCAT 2.0 test item specifications in their daily lesson plans. Moreover, students will participate in weekly hands-on science investigations, exposing students to the scientific process and scientific thinking. In grades 6-8, students will be encouraged to participate in Science Clubs where they will be able to explore and investigate the steps to the scientific method.

Additionally, the School will take an active approach regarding Science instruction. Teachers will be encouraged to engage students through the following ways:

- Quantitative and qualitative observations
- Investigation of thoughtful questions
- Design and conduct experiments and other types of investigations
- Collect and organize data
- Make logical predictions and offer reasonable explanations
- Explore possible conclusions
- Communicate their understanding

Supplemental Science instructional materials will be gathered for lesson plans using the following resources:

- Florida Association of Science Teachers
- Science FCAT Resources
- National Institute of Science Education
- National Science Teachers Association

- Technology: Including but not limited to, GIZMOS, and Brainpop, and computer-based programs will assist students visually in understanding science concepts.

The purpose of the courses offered is to provide students with a broad knowledge of scientific concepts. All of the science courses are designed to promote a sense of inquiry through laboratory experiences and to develop critical thinking skills. The courses offer conceptual development in the earth, life, and physical sciences and will cover a gamut of topics therein. Earth and Space sciences focus on the relationships between the environment, our solar system, and the universe, along with the structure of our own planet and how these factors influence life on Earth.

The life science courses deal with the living world, cells, relationships between plant and animal life, and the biotic and a-biotic factors that influence these relationships. Physical sciences approach the concepts of energy. The School will develop Professional Learning Communities of science teachers to help students:

- Examine and explore student misconceptions and provide opportunities for students to apply concepts in the real world
- Explore their surroundings for evidence of cause and effect relationships that exist in Earth/Space science.
- Work on hands on interactive activities and write to compare and contrast biological and environmental concepts
- Conduct laboratory investigations during and after school hours to increase scientific thinking.

6 th Grade	Course Number
M/J Comp Science I	200204001
M/J Comp Science I Advance	200205001
M/J Comp Science I Advance Gifted	200205002
7 th Grade	
M/J Comp Science II	200207001
Physical Science Honors	200332001
Physical Science Honors Gifted	200332002
8 th Grade	
M/J Comp Science III	200210001
Physical Science	200331001
Biology I Honors	200032001
Biology I Honors Gifted	200032002

*Senior High School Credit(s) for Students in Grades 6, 7, and 8. Students may enroll in selected senior high school courses for the purposes of pursuing a more challenging program of study; however, students are required to adhere to End of Course requirements for Biology, as stated by the Florida Department of Education.

*The EOC Assessments will be computer-based, criterion-referenced assessments that measure the NGSSS/CCS for specific high school level courses, as outlined in the course description. Achievement

levels shall range from Level 1 (lowest) to Level 5 (highest). Achievement Level 3 will indicate satisfactory performance.

Social Studies

The School will use the state-approved McGraw Hill or other state-adopted text in the instruction of Social Studies. The Social Studies curriculum includes the study of related knowledge and modes of inquiry selected from history, the humanities, and the social sciences, including anthropology, archaeology, economics, geography, history, law, philosophy, political science, psychology, religion, and sociology.

Thematic units have been designed that integrate the various subjects and address key areas of social studies in alignment with Sunshine State Standards. Character Education components (respect, honesty, responsibility, self-control, tolerance, kindness, citizenship and cooperation) will be emphasized individually through thematic lessons and group projects.

Social Studies education will promote loyalty and love of country and community, and it will prepare students to participate intelligently in public affairs. Its component disciplines foster in students the knowledge and skills needed to understand current political and social issues. Social studies education will provide students with an understanding of the democratic principles and ideals upon which good citizenship is founded and an understanding of the world beyond their borders. The comprehensive social studies program will:

- Emphasize content, concepts, and skills from the social sciences, the humanities, and, where appropriate, mathematics, and the natural sciences;
- Reflect a clear commitment to democratic beliefs and values;
- Encourage civic responsibility and active participation;
- Promote high expectations for all students;
- Incorporate a multicultural perspective;
- Reinforce the development of a global perspective;
- Promote understanding of social, political, and economic institutions;
- Encourage student involvement in community service;
- Focus on the identification of the potential solutions to local, national, and world problems;
- Involve students in their learning by using a variety of teaching strategies and instructional materials;
- Promote an interdisciplinary approach to learning.

Lessons will be designed to teach students to effectively analyze historical evidence, use sources effectively, detect potential bias in resources due to cultural influences, and argue empathetically. Thematic units Interdisciplinary lessons will be designed that integrate the various subjects: Time, Continuity, and Change (History); People, Places, and Environments (Geography); and Government and the Citizen (Civics and Government). Additionally, the School will include the following Social Studies topics in the Social Studies curriculum:

- African-American History Requirement
- Holocaust Requirement

- Hispanic Contributions to the United States Requirement
- Women’s Contributions to the United States Requirement
- Veterans Contributions Recognition
- “Celebrate Freedom Week” Instruction - shall be in accordance with Florida Statutes and district guidelines.
- Character Education - Instruction in the nine core character education values (The nine core values are citizenship, cooperation, fairness, honesty, integrity, kindness, pursuit of excellence, respect, and responsibility).

Grades 6-8 - The School will follow the state course descriptions for the following courses to be offered in grades 6-8. These courses cover concepts and materials that are aligned to the NGSSS and/or CCSS, as adopted. Students will be required to successfully complete three credits of Social Studies at the Middle School level in Global Geography, Civics, and U.S. History.

6 th Grade	Course Number
M/J World History	210901001
M/J World History Advanced	210902001
M/J World History Advanced Gifted	210902002
7 th Grade	
M/J Civics	210601001
M/J Civics Advanced	210602001
M/J Civics Advanced Gifted	210602002
8 th Grade	
M/J US History	210001001
M/J US History Advanced	210002001
M/J US History Advanced Gifted	210002002

*Advanced and Advanced Gifted Courses will be offered depending on the need of the student population.

* Beginning in 2014, students in middle school must pass the Civics EOC Exam in order to be promoted to high school.

B. Describe the school’s reading curriculum. Provide evidence that reading is a primary focus of the school and that there is a curriculum and set of strategies for students who are reading at grade level or higher and a separate curriculum and strategy for students reading below grade level. *The reading curriculum must be consistent with effective teaching strategies and be grounded in scientifically-based reading research.*

The School will support the Just Read, Florida! Initiative in assisting all students in becoming successful, independent, and comprehensive readers by adopting the Sponsor’s Comprehensive Research-Based Reading Plan (CRRP) to provide teachers with a systematic framework for literacy instruction. The goal of all instruction is to improve student achievement through mastery of the State Standards, as adopted).

Reading programs alone cannot accomplish the task of moving students to achieve mastery with grade level text. Schools need to use research-based strategies that are systematic, explicit, scaffolded, differentiated, and print-rich and that are compatible with the instructional goals in the district's Comprehensive Research Based Reading Plan Programs.

Student Placement:

The decision to participate in Intensive Reading Class will be made in accordance with the District's CRRP by student's performance on the state adopted assessment report, e.g. the 2014 Reading FCAT 2.0 Level 1 & 2 and in subsequent years the PARCC or state adopted test. In addition to state adopted standardized assessments, data from diagnostic assessments such as the District's Interim Assessments and State assessments like the FAIR, progress monitoring, and teacher recommendations. To further elaborate, the K-12 CRRP requires each school to conduct a screening and diagnostic process to identify appropriate placement of students, not meeting state proficiency standards, in reading classes to be completed prior to the end of the school year. The K-12 CRRP also requires a daily double block for all students who have reading deficiencies in decoding and fluency (Intensive Reading Plus). Some high achieving FCAT Level 2 (based on 2014 FCAT 2.0 scores) students as per the CRRP may attend either an Intensive Reading or a homogeneously grouped language arts course, in which the language arts teacher instructs the reading course, while infusing the language arts benchmarks into the course. The criteria are based on FAIR.

To that end, the School intends to implement, as necessary, based on student data, the following programs as detailed below, and within District guidelines for placement, will deliver research based-programs and quality CCSS instruction.

Students who not meeting state standards in Reading and who have intervention needs in the areas of decoding and/or fluency will have an extended block of reading intervention, either through a double block of intensive reading or by blocking together a class of "Intensive Reading" with another subject area class. This block of time will be taught by the same teacher, and said teacher will be highly qualified to teach reading or working toward that status (pursuing the reading endorsement or K-12 reading certification. Classroom infrastructure will be at a ratio of no more than 25:1, and have appropriate and adequate CIRP and SIRP materials (detailed below) to address learner needs. Furthermore, the reading intervention course will include daily:

- whole group explicit instruction;
- small group differentiated instruction;
- independent reading practice monitored by the teacher;
- infusion of reading and language arts reading benchmarks specific to the subject area blocked with the intensive reading course (biology, world history, etc.); and
- a focus on increasingly complex literary and informational texts (exposition, documentation/persuasive, functional/procedural documents, etc. at a ratio matching CCSS.

Instructional Models

Guided by teacher instructions, reading/literacy teachers will model effective reading strategies and guide students through pre-reading, during reading, and post-reading techniques that will strengthen metacognition and self-monitor their own comprehension.

Based on the research, teachers will use systematic, direct and differentiated instruction in their curriculum delivery while implementing the above-mentioned research-based strategies as follows:

Systematic instruction will involve a carefully designed sequence plan for instruction. The plan for systematic instruction is carefully thought out, strategic and designed before activities and lessons are developed. Systematic instruction is clearly linked within, as well as across, the six elements of reading instruction (oral language, phonemic awareness, phonics, fluency, vocabulary, and comprehension). For systematic instruction, lessons build on previously taught information, from simple to complex, with clear, concise student objectives that are driven by ongoing assessment. Students are provided appropriate practice opportunities, which directly reflect instruction.

Direct instruction is an instructional approach that utilizes explicit and structured teaching routines. A teacher using direct instruction models, explains, and guides the students through extended practice of a skill or concept until mastery is achieved. The lessons are fast paced, students are academically engaged, and teachers are enthusiastically delivering instruction. Direct instruction is appropriate instruction for all learners, all five components of reading, and in all settings (whole group, small group, and one-on-one).

Differentiated Instruction meets the demands of the differing learning abilities in the same class. For optimal instruction, students will be grouped in various ways and in flexible setting to accommodate varying reading levels and learning styles. Teachers will utilize the methods of whole-group instruction, small-group instruction, individual instruction, and independent reading to address the various needs of the students

Print Rich Environment - Each class will maintain a classroom library to include a collection of quality literature that includes material written at varying reading levels and in a variety of genre forms, inclusive of both fiction and nonfiction. This collection will offer students reading material that will support their individual interests and abilities. Frequent successful reading experiences using appropriate texts will provide the opportunity to improve their reading proficiency with regard to fluency, vocabulary, and comprehension. The books in the classroom library will be attractively displayed to exhibit an inviting accessibility to all students. Teachers will organize classrooms to afford students ample opportunities for, and easy access to, reading materials during literacy center time within the daily reading block.

Word Walls - Teachers will create effective word walls that consist of high frequency words, word patterns or phonic elements, and interesting, exciting words. Students will use word wall during lessons and activities to practice recognizing words quickly and accurately.

Sustained Silent Reading - Increments of independent, sustained silent reading, for at least 30 minutes daily, will be included in the reading classroom to help students build stamina for increasingly longer and more challenging text. Teachers must monitor for engagement. Reading logs, reaction journals, text talk, and book passes or story summaries help students make connections to text.

ELL students will follow the comprehensive literacy program using Prentice Hall with the grade level text and the support of the Hampton-Brown and Hampton-Brown/National Geographic

Middle School Reading - The skills and strategies taught align with CCSS, as adopted, for ELA at the appropriate grade level, specifically those benchmarks that are assessed by the PARCC or the state

adopted assessment. Reading strategies in the content areas are to be provided to students in all grades in the middle schools. These strategies should be in addition to those taught during language arts classes.

Middle school students who are enrolled in Intensive Reading will have an extended block of reading intervention. This may occur through a double block of intensive reading or by blocking together a class of “Intensive Reading” with another subject area class. This intervention course should include on a daily basis, whole group explicit instruction, small group differentiated instruction, independent reading practice (monitored by the teacher) and interdisciplinary instruction in the content areas during the intensive reading block (biology, world history, etc.).

The intensive reading courses include:

- M/J Intensive Reading
- M/J Intensive Reading Plus
- Developmental Language Arts through ESOL (for ELL)

Middle Grades Rigorous Reading Requirement - If the school has fewer than 75% of the student body scoring non- proficient on the State adopted assessment, the school will follow the Middle Grades Rigorous Reading Requirement. Until students enroll, the school is unable to determine if it will be required to implement this intervention. If, upon student enrollment, the school determines that it is subject to this guideline, then it shall implement its stipulations, which are beyond that of the reading instruction strategies noted earlier.

In Grades 6-8, the Developmental Reading Program for students on or above grade level include will include:

Prentice Hall/Holt

Novel studies-6 -8

Reading in the Content Area- 6 -8

There are three courses in middle school that reflect the intensity of instruction based on student needs:

Students who scored a Level 1 or 2 during the 2014 FCAT 2.0 and in subsequent years do not meet the state proficiency standards, regardless of whether they are fluent, will be placed in the appropriate reading class. ELL students will be scheduled in the Developmental Language Arts Through ESOL course.

1. Intensive Reading Plus (IR+): Students not meeting state proficiency standards and who are disfluent and in need of decoding, fluency, vocabulary, and comprehension instruction = minimum of 90 minutes daily. Students in middle school who are disfluent will be provided a daily literacy block. This literacy block will focus on explicit phonics and fluency instruction in order to improve decoding and fluency. The literacy block will include one period of Intensive Reading “Plus” back-to-back with one period of Language Arts taught by the same teacher. In order to provide sufficient opportunity to remediate these deficits, the students enrolled in the Intensive Reading “Plus” literacy block will receive a greater allotment of instructional time.

2. Intensive Reading (IR): Students not meeting state proficiency standards who are fluent and in need of vocabulary and comprehension instruction = minimum of 55 minutes daily. This class will focus on effective reading strategies and differentiated instruction that reinforces whole group

instruction and provides opportunity for intervention within the classroom context.

3. Intensive Reading Enrichment (IR-EN): This course is required. Students not meeting state proficiency standards who are fluent and in need of vocabulary and comprehension instruction at a higher level=minimum of 55 minutes daily. The School will provide an Intensive Reading Enrichment class for those students who have shown regression in the state adopted assessments, such as high FCAT Level 2 students and students who have regressed to level 2 from level 3 or higher. The class will focus on specific reading strategies targeted to enrich the level of instruction to significantly improve students' vocabulary and comprehension achievement using selected grade level text and novel units.

Reading instruction will utilize a Comprehensive Intervention Reading Program (CIRP) to address multiple areas of reading, with the aim of accelerating growth in reading to ultimately achieve, at minimum, grade level proficiency. Similarly, Supplemental Intervention Reading Programs (SIRP) will assist to provide instruction in one or more areas of reading skill, as SIRPs are intended for flexible use as part of differentiated instruction or more intensive interventions to meet student learning needs in specific areas (oral language, phonological awareness, phonics, fluency, vocabulary, and comprehension). All skills and strategies will align with grade appropriate Common Core State Standards, as adopted, and specifically those that will be assessed on the PARCC and/or a state adopted assessment. Intensive Reading teachers will be certified, Reading endorsed, or working towards said endorsement by completing at least two courses of the six reading endorsement competencies per year.

Supplemental Intervention Reading Programs (SIRP)

SIRP's will provide instruction that primarily focuses on one single essential component of reading (i.e., oral language, phonemic awareness, phonics, fluency, vocabulary, OR comprehension) intended to extend beyond the initial instruction of a Comprehensive Core Reading Program (CCRP). They may be used with almost all students in the class in the event that the Comprehensive Intervention Reading Program (CIRP) does not provide enough instruction and practice in a given area for the majority of the students in the class or to provide targeted, intensive interventions for smaller groups of struggling readers. These programs provide targeted instruction designed to fill in gaps in student knowledge or skill. These programs can be used to provide additional instruction, additional practice, or both. The School may use the following approved research-based programs:

- Achieve 3000 (6-8) *The national research available on selected programs and results of implementation in selected school districts indicated success in narrowing the achievement gap of struggling readers. A Florida based research study conducted using Achieve 3000 indicated that students reading below grade level at the beginning of the school year made gains of nearly triple the expected growth norms. English Language Learners made more than two and a half times their expected growth norms, gaining an average of 213 Lexile points.*
- Reading Plus

Comprehensive Intervention Reading Programs (CIRP) - CIRP's are intended for students who are reading one or more years below grade level, and who are struggling with a broad range of reading skills. The instruction provided through these programs should accelerate growth in reading with the goal of returning students to grade level proficiency. This Intervention will provide more frequent assessments of student progress and more systematic review in order to ensure proper pacing of instruction and mastery of all instructional components. Reading Strategies include:

- Reciprocal Teaching strategies to increase reading comprehension including predicting, clarifying, questioning, visualizing, and summarizing;

- QAR: four types of questions that include: right there, think and search, author and you, and on my own, to foster students' understanding of text, develop vocabulary, and build critical thinking.
- Differentiated Instruction and Grouping to accommodate varying reading levels and learning styles: 1) Whole-group instruction 2) Small-group instruction 3) Individual instruction 4) Independent reading

The school may use the following programs in providing targeted differentiated intervention support to meet the specific needs of struggling readers. The School may purchase or a variety of approved comprehensive intervention materials/programs such as, but not limited to:

- Voyager Passport Reading Journeys- 6-8
- Measuring Up- 6-8
- FCAT Coach- 6-8

The School will utilize the following CIRP in middle school M/J Developmental Language Arts through ESOL classes:

- Hampton Brown Inside Level A/B- ESOL Level 1
- Hampton Brown Inside Level C- ESOL Level 2
- Hampton Brown Inside Level D- ESOL Level 3
- Hampton Brown Inside Level E- ESOL Level 4

Intervention: School Literacy Leadership Teams will develop a plan, Walk to Intervention Model, based on student assessment data which addresses identified areas of weakness in oral language, phonemic awareness, phonics, fluency, comprehension and vocabulary. Intensive immediate intervention (iii) instruction is provided daily for students needing Tier 2 or Tier 3 intervention services. Student's not meeting state proficiency standards, regardless of whether they are fluent, will be placed in the appropriate intensive reading class in addition to their Language Arts block. A Progress Monitoring Plan (PMP) or Individual Education Plan (IEP) documents plan will address reading deficiencies for each intervention student. Teachers provide intervention instruction with their students in small groups based on their needs. Teachers will use a variety of formal, informal, and on-going progress monitoring assessments such as FAIR, District Interim Assessments, observational data, and in-program assessment data. Such screening Instrument will be used to monitor student growth and achievement, grouping students for assessment, assess for student skill and strategy proficiency, and assess the effectiveness of instruction.

Response to Intervention (RtI)- The RtI model is a multi-tiered approach to providing high quality instruction and intervention matched to student needs, using learning rate over time and level of performance to inform instructional decisions.

Embodied in each tiers are four steps:

Step 1-Identify the problem.

Step 2-Analyze the problem and determine why there is a discrepancy.

Step 3-Establish a performance goal for the student, develop an intervention plan to address the goal, and monitor the student's progress during implementation.

Step 4-Use research-based data, collected during the progress monitoring, to evaluate the effectiveness of the intervention. Once effectiveness has been evaluated, RtI team determines if additional intervention is needed and/or adjusts the intervention to support student progress.

RtI Three Tier Model:

Within the RtI structure, resources are aligned in direct proportion to student needs and are depicted into a three-tier model that used increasingly more intense instruction.

- **Tier 3: Intensive, Individualized Interventions & Supports.** The most intense instruction and intervention based upon individual student need. During this stage, intervention frequency is increased and one to one support is provided as needed.
- **Tier 2: Targeted, Supplemental Interventions & Supports.** More targeted instruction/intervention in addition to supplemental support, in addition to differentiated/small group instruction. Identified students will receive a minimum of 20 additional minutes of instruction to provide instructional support.
- **Tier 1: Core, Universal Instruction & Supports:** General academic instruction and support is provided to all students in all settings.

Technology Resources: Using an interdisciplinary approach, supported by technology, to teach and learn broadens the learning experience and engages students in meaningful ways. Technology does not replace active reading instruction, however will be able to provide additional support and enrich the learning environment. Teacher lesson plans will reflect the infusion of technology as a tool to increase reading growth opportunities for all students. Additionally, effective use of computer-assisted instruction will enhance the basic reading skills of students. The school will have access to, but are not limited to the following software programs:

- FCAT Explorer (6-8)
- Reading Plus, (6-8)

The Literacy Leadership Team - The school will establish a Literacy Leadership Team to collaboratively oversee the implementation of the CRRP, and monitor the use of instructional materials related to reading instruction, data analysis, professional development, and technology.

The Literacy Leadership Team may be comprised of the Principal, Assistant Principal of Curriculum, Reading Coach, Media Specialist, SPED Teacher, ESOL Coordinator, Testing Chair, Department Chairs, and Reading Teachers. The administrative team will conduct classroom visitations, monitor lesson plans and ensure that reading strategies are implemented across the curriculum. Reading Coach's will support teachers needing assistance. In addition, all faculty members must address strategies for reading instruction in their annual Individual Professional Development Plans (IPDP). These strategies must be constantly updated based on the results and analysis of progress monitoring in reading. The Literacy Leadership Team will meet on a regular basis to:

- Review the school's implementation of the reading plan;
- Assess the professional development needs of staff related to reading instruction based on student performance data; and

- Develop an action plan that addresses curricular and professional development needs as they relate to the implementation of the reading plan.

Reading Coach's will analyze progress-monitoring data on a quarterly basis. As student data are collected and analyzed, these data will be used to identify specific areas in which teachers can benefit from additional professional development opportunities. Assessment data will indicate areas where improvement is needed in instructional methods, practices and necessary interventions, thereby allowing for laser-focused professional development (including site-based modeling and coaching). A Coach Log will be updated regularly and reviewed by the principal, to ensure the Reading Coach is supporting teachers through classroom modeling and coaching.

Screening and Progress Monitoring- Assessments will be used to (1) monitor students progress in reading as well as mathematics, and science sunshine state standards; (2) Provide teachers with classroom assessment tools that will provide student-level benchmarks; and (3) Provide students with information on their progress on specific benchmarks. The assessments include but are not limited to:

Screening: Students will be screened using the Florida Assessments for Instruction in Reading (FAIR) or any assessment mandated by the Sponsor's CRRP.

Progress Monitoring: Students who did not meet proficiency state standards, in grades 6th through 8th, will be progress monitored three times per year using the Florida Assessments for Instruction in Reading (FAIR).

For ELL's - CELLA (administered each spring to all current ELL students in grades 6-8 to measure proficiency and gains in reading, writing, listening, and speaking). Teachers will keep data portfolios, or folders, of student assessment results and progress in their classrooms to provide additional data of student progress for district and school-based monitoring.

Diagnostic Assessment: Florida Assessments for Instruction in Reading (FAIR).

Outcome Measures: PARCC and/or state adopted assessment and FAIR Assessment Report

Data Collection and Analysis: The school will compile progress-monitoring data on a quarterly basis (or when available) and will disaggregate the results. Classroom instruction will be designed to address the deficiencies shown by data analysis and progress monitoring (incorporating classroom- assessment) will be used to measure effectiveness of such.

The Home Connection – The School believes learning continues beyond the classroom. For that reason, in addition to the efficient use of classroom time, the following objective from Florida's *Reading Program Specifications* will be a practice implemented at the school.

Homework assigned will reinforce reading skills taught in the classroom. In addition, the School will promote parental and family involvement in teaching and encouraging reading, encourage family literacy practices, and communicate information regarding students' reading progress to parents. The idea encouraged will be that reading should take place in the home as well as in the classroom, and parents will be encouraged to read with their children whenever possible. . The idea encouraged will be that

reading should take place in the home as well as in the classroom, and parents will be encouraged to read a minimum of 15-30 minutes every night with their children.

Professional Development - The Reading Coach, in conjunction with the Literacy Leadership Team, will design workshops to address the needs of classroom instruction. The Reading Coach will meet with the literacy committee and grade levels/departments to review these results and share best practices. For further intensification, demonstration lessons, in-class coaching, peer observation and additional professional development opportunities will be made available to the faculty.

The literacy team will also provide classroom support and on-site teacher professional development in utilizing reading intervention programs. In addition to providing classroom support seminars, the school will participate in a series of instructional workshops to actively engage students:

- Differentiated Instruction (3 suggested sessions)
- Content-Area Classroom Libraries (1 suggested session)
- Vocabulary Strategies/ Word Walls (1 suggested session)
- Reciprocal Teaching (3 suggested sessions)

C. Describe proposed curriculum areas to be included other than the core academic areas.

Special Areas and Electives

Health, Physical Education, and Safety - The Physical Education courses impart knowledge, offer group experiences, teach the joy of effort and achievement, and build lasting recreational interests. The Physical Education program seeks to develop an appreciation for sports from the standpoint of a spectator, a reader of sports, as well as a participant. The health and safety competencies will focus on educating students to develop habits of health that contribute to the continued good functioning of the body.

The P.E. program will consist of a standards based, balanced, sequential and progressive program-involving moderate to vigorous physical activity. It always strives to be in step with the current practices and procedures in education and to contribute to the all-around development and education of students. This course also focuses on Health. Students are taught not to take their health for granted, but rather to develop habits of health that contribute to the continued good functioning of the body. The School will be designated a “Drug Free School Zone” and a smoke-free worksite.

The health competencies will focus on educating students to develop habits of health that contribute to the continued good functioning of the body. The School will have a strong “Say No to Drugs” campaign and prevention curriculum which will be highlighted by units of study that focus on substance abuse across the grade levels and by Red Ribbon Week.

P.E. Grade 6-8 - In accordance with the “*Don Davis Physical Education Act*,” the equivalent of one class period per day of physical education for one semester of each year is required. This requirement shall be waived for a student who meets one of the following criteria:

- the student is enrolled or required to enroll in a remedial course;
- the student’s parent indicates in writing to the school that:

1. The parent requests that the student enroll in another course from among those courses offered as options by the school district; i.e. art, music, language, etc. OR
2. The student is participating in physical activities outside the school day, which are equal to or in excess of the mandated requirement; i.e. afterschool sports, dance classes, physical activity as part of an after school program, etc.

Grades 6-8 Courses for Physical Education

M/J Comp PE I (0.5) Sem. 1 and 2
 M/J Comp PE II (0.5) Sem. 1 and 2
 M/J Comp PE III (0.5) Sem. 1 and 2
 M/J Dance I
 M/J Dance II
 M/J Dance III

Foreign Language - The School recognizes that there is a growing international interdependence among nations, which demands that the United States develop citizens with a sound understanding of international and cross-cultural issues and the ability to communicate in more than one language. The School intends to develop students' understanding of international and cross-cultural issues as well as their ability to communicate in more than one language. Thus, the school will implement Spanish as a foreign language program for both non-speaking and Spanish-speaking students. Moreover, the school will offer French, as a foreign language, based on the needs of the school's learning community.

Grades 6-8 – Middle School Spanish for Spanish Speakers - The school will implement the Spanish for Spanish Speakers course if it has a 10% or more Hispanic Population. Hispanic students will be tested for Spanish Language Level using a placement test as determined by the Sponsor. The essential content of this Spanish for Spanish Speakers course will be to reinforce and build grammar, vocabulary, comprehension and critical thinking skills that will be transferred to the English language and better FCAT scores. This course at the middle school level will significantly increase students' opportunities to enroll in Spanish Advanced Placement Language and Literature courses in high school.

Music – 6-8 the music curriculum includes both vocal and instrumental music. Following the Next Generation Sunshine State Standards and/or Common Core State Standards as adopted, specialists will introduce students to both skills and knowledge of various genres. Skills and techniques will be developed throughout all grade levels and will focus on music instruction in skills and techniques involved in singing and playing instruments, practice in musical interpretation, and training in creative expression.

Art – 6-8 the primary goal in art education is to provide all students an opportunity to develop and explore their creative potentials. The Art curriculum includes planning, developing, and implementing the fine arts as outlined in the Next Generation Sunshine State Standards and/or Common Core State Standard, as adopted. Students will be exposed to the many components of art including production, history, criticism and aesthetics. Moreover, the School will emphasize the interdisciplinary connections between Art and the core subjects. Authentic assessment is one of the focal points of the curriculum and will be implemented through a series of community based art experiences, festivals and art exhibitions.

Grades 6-8 - There will be two annual elective courses at each grade level. For ELL students' only one elective course is allowed since the second elective is the required M/J Developmental Language Arts through ESOL. The School may establish appropriate requirements greater than prescribed district requirements, subject to the approval of the Governing Board.

GRADE MIDDLE SCHOOL ELECTIVE COURSES

Grade	Course
6-8	M/J French Beginning
6-8	M/J French Intermediate
6-8	M/J Spanish S, Beginning (Non-Speakers)
6-8	Spanish for Spanish Sp I*
6-8	Spanish for Spanish Sp II*
6-8	Spanish for Spanish Sp III Honors*
6-8	M/J Computer Application I
6-8	M/J Computer Application II
7-8	Exploratory Career Wheel
7-8	Critical Thinking, Problem Solving
6	M/J Comp PE
7	M/J Comp PE II
8	M/J Comp PE III
6-8	M/J Dance I
6-8	M/J Dance II
6-8	M/J Dance III
6-8	M/J Drama I
6-8	M/J Drama II
8	M/J Peer Counseling I
6-8	M/J Journalism
6-8	M/J Journalism – Yearbook
6-8	M/J Chorus I
6-8	M/J Chorus II
6-8	Introduction to Arts, A/V Technology of Communications
6-8	Fundamental of Telecommunications

D. Describe how the effectiveness of the curriculum will be evaluated.

The effectiveness of the curriculum will be measured by the student achievement of the specific measurable objectives for the first year of operation (described in *Section 5* below). Expectations are that students will progress as well or better than they did before attending the charter school, and that the specific measurable objectives for the school are achieved from year to year. In years two and beyond, effectiveness of the curriculum will be evaluated based on achievement of the objectives in the School

Improvement Plan, wherein students will be expected to make annual learning gains toward achieving the Next Generation Sunshine State Standards and/or Common Core State Standards, as adopted.

Ongoing monitoring and analysis of school-wide assessment data (as described in *Section 5* below) will assist the School in determining staff development needs, curriculum realignments, and the objectives submitted in the School Improvement Plan (SIP). Student outcomes on standardized and school-wide assessments, benchmark tests and quizzes, projects, presentations, exhibitions, and portfolios will help in assessing the effectiveness of the curriculum throughout the school year. Ongoing internal audits of student progress, such as progress reports, report cards, beginning year, mid-year, and end-year assessments will be utilized as tools to evaluate whether the curriculum is effective and meeting the needs of all students.

Additionally, through the School's commitment to pursue and obtain accreditation from the *Southern Association of Colleges and Schools Council on Accreditation and School Improvement* (SACS/CASI), within specific timelines will also serve as a means to evaluate not only of the effectiveness of the curriculum but also the entire school program. Through the Accreditation process, the School will: validate compliance with numerous SACS/CASI learning standards; demonstrate engagement in Continuous Improvement, including the development and implementation of foundations for continuous improvement; provide for quality assurance; and participate in a peer review process.

Section 5: Student Performance, Assessment and Evaluation

- A. State the school's educational goals and objectives for improving student achievement. Indicate how much academic improvement students are expected to show each year, how student progress and performance will be evaluated, and the specific results to be attained.**

The School will establish educational goals for improving student achievement through Annual Measurable Objectives (AMO) that aim to continuously increase student proficiency from year to year and remain competitive with district/state and local comparable public school's achievement targets.

The AMO's will be realigned annually through the School Improvement Plan as a vehicle for continuous improvement. Furthermore, although the FL-DOE has not yet fully established a state measure for assessing student mastery on adopted CCSS in 2015, the School, in order to demonstrate a commitment to continuous improvement, has included objectives herein that set student performance and achievement goals competitive with local district and state. Notwithstanding, since the school cannot set absolute thresholds at this time for certain objectives, the School commits to realign AMOs, and address absolute thresholds for all state/district assessments (including applicable EOC) based on actual baseline data, once available.

At minimum, the school has set the following Annual Measurable Objectives for 2014-2015:

1. Given school-wide instruction for mastery of the Next Generation Sunshine State Standards/Common Core Standards in Language Arts/Reading, at least 73 percent of 6th through 8th grade students in eligible subgroups will demonstrate grade level proficiency for Reading, as evidenced by earning a 3 or higher on the 2015 Florida Comprehensive Assessment Test of Reading (FCAT 2.0).

2. Given school-wide instruction for mastery of the Next Generation Sunshine State Standards/Common Core Standards in Mathematics, at least 80 percent of 6th through 8th grade students in eligible subgroups will demonstrate grade level proficiency for Mathematics, as evidenced by earning a 3 or higher on the 2015 Florida Comprehensive Assessment Test of Mathematics (FCAT 2.0).
3. Given school-wide instruction for mastery of the Next Generation Sunshine State Standards and/or Common Core Standards in Language Arts-Writing, at least 89 percent of 8th grade students will demonstrate grade level proficiency in Writing, as evidenced by earning a score of 4 or higher on the 2015 Florida Comprehensive Assessment Test of Writing (FCAT 2.0).
4. Given school-wide instruction for mastery of the Next Generation Sunshine State Standards and/or Common Core Standards in Science, at least 53 percent of 8th grade students will demonstrate grade level proficiency in Science, as evidenced by earning a score of 3 or higher on the 2015 Florida Comprehensive Assessment Test of Science (FCAT 2.0).
5. Given school-wide instruction for mastery of NGSSS/CCS in Mathematics with emphasis in Algebra, the School average passing rate for students enrolled in the class will meet and/or exceed the District and/or State average (whichever is higher) of students who achieve a passing score (as established by FL-DOE) on the 2015 End of Course (EOC) exam in Algebra I.
6. Given school-wide instruction for mastery of the Next Generation Sunshine State Standards in Civics, the School will meet and/or exceed the District and/or State average (whichever is higher) of students who achieve a passing score (as established by FL-DOE) on the 2014 End of Course Civics Exam, as applicable*.
7. Given school-wide instruction for mastery of the Next Generation Sunshine State Standards in Science, the School average will meet and/or exceed the District and/or State average (whichever is higher) of students who achieve a passing score (as established by FL-DOE) on the 2015 administration of End of Course Biology I Exam as applicable).
8. Given a school-wide emphasis on instruction for mastery of the Next Generation Sunshine State Standards*, at least 55 percent of the lowest quartile of students in grades 6th through 8th, will make learning gains in reading, as evidenced by:
 - Demonstrating improvement in one or more achievement levels; or
 - Increasing to achievement levels 3, 4, or 5; OR
 - Demonstrating one year's growth to exceed the Developmental Scale Score (cut score) for their respective grade level for students who previously scored below proficiency level on their previous FCAT 2.0 Exam.
9. Given school-wide instruction for mastery of the Next Generation Sunshine State Standards and/or Common Core Standards, at least 95% of students will participate in Florida's 2015 K-12 Statewide Assessment Program, as applicable

10. Given a quality choice for the education of their child(ren), at least 80 percent of parents/guardians of students enrolled at the School, will indicate a high level of satisfaction with their child's schooling experience as evidenced by positive feedback on Stakeholder Satisfaction Survey (school climate survey) administered in the second semester of the 2015 school year.

*The AMO % target was set using the FLDOE'S guideline for establishing FCAT baseline for new schools as per the Annual Measurable Objectives (AMOs) for Florida's Schools, Districts, and the State, 2011-2012.

**All Students are expected to make annual learning gains toward achieving the CCSS and NGSSS. Due to changes in legislation and state-mandated testing, these formulas have not yet been established.

Evaluating Student Performance and Progress – The School will participate in the statewide assessment program created under s1008.22, Florida Statutes. As per the *Student Success Act*, school districts will be expected to administer student assessments that measure mastery of course content for each course offered, beginning the 2014-2015 school year. Accordingly, the school will use such state and district-adopted as well as school-based assessments to measure student progress toward mastery of the Common Core State Standards and applicable NGSSS across all grade levels.

The School will implement the Sponsor's testing calendar and performance measurements, with the same frequency of assessments, as amended from time to time in accordance with district and/or statewide assessments. School-based methods of assessing students' mastery of performance outcomes will consider interim progress reports and report cards, facilitator observations, teacher tests and quizzes, attendance rates, teacher-generated exams, midterm and final examinations, and portfolios.

Students are expected to make annual learning gains toward achieving the Common Core State Standards and applicable NGSSS appropriate for the student's grade level. The annual gains will be measured by the student's developmental scale score on the PARCC or other state approved standards based test and on internal pre and post tests to be administered at the beginning and end of each school year. In addition to PARCC or other state approved standards based test assessments, the School will use internal pre and post testing to measure annual gains.

The following instructional activities will be will be intergraded in the School program as a vehicle to achieve performance standards and to increase learning opportunities:

- ❖ Implement tutoring or Saturday tutoring for non-proficient students (as per state in order to maximize student achievement
- ❖ Implement parent workshops that will assist with the implementation of effective strategies at home
- ❖ Facilitate student participation in essay, poetry, and book writing contest in order to promote writing success
- ❖ Utilize assessment data, writing pretest, and other ongoing assessments to drive instruction and target remediation.
- ❖ Utilize assessment data to drive instruction and target remediation in order to maximize student achievement

- ❖ Implement PARCC tutoring program to increase reading levels, implement a variety of literature and maximize the use of standards-based reading components such as phonic and word recognition, reading complex text and writing to text
- ❖ Utilize state-adopted supplemental material in order to increase reading critical thinking skills.
- ❖ Implement flexible scheduling that designates two hours of English Language Arts/Reading instruction and one hour of daily collaborative grade level planning times

In addition to the PARCC and all applicable district/State assessments, the School will conduct its own internal pre and post testing and assessment to measure annual gain. The test will be comprehensive, and will include assessments in readiness, listening, reading, spelling, writing, research and study skills, and mathematics. The assessment instrument to be used will ultimately be determined by the testing professional retained to provide that service. Other internal testing and assessment, such as competency-based standardized tests, may also be used by the School to evaluate the effectiveness of its curriculum and teaching methods.

Other methods of assessing students' mastery of performance outcomes will include, but will not be limited to, facilitator observation, peer- and self-evaluations, teacher tests and quizzes, projects, rubrics, presentations, exhibitions, portfolios, and attendance rates. The student portfolios will show not only the student's "best" work, but also drafts of student work that will demonstrate progress. Ongoing internal audits (Progress Reports and Report Cards) of student performance, including beginning year, mid-year, and end-year assessments, will be utilized as reflective and guidance tools.

English Language learners (ELL) will be assessed and served by ESOL-certified personnel. The School will adopt and abide in all respects by the requirements of the *LULAC et.al. Vs. State Board of Education Consent Decree (1990)*.

B. Describe the school's student placement procedures and promotion standards.

Promotion from grade to grade will be in accordance with the requirements set forth in the BCPS *Student Progression Plan*. Each student must meet specific levels of performance in reading, writing, mathematics, and science in order to be promoted. For each student who does not meet state performance levels in reading, writing, mathematics, and/or science, the School will implement a school-wide Progress Monitoring Plan (PMP) to assist the student in meeting expectations for proficiency. In consultation with the parent/guardian, student performance will be evaluated and reported based on mastery of standards to determine a student's eligibility for promotion.

Instructional staff members will utilize such evaluative devices and techniques as may be needed to report individual achievement in relation to school goals, acceptance norms, and student potential. The academic grades in all subjects are to be based on the student's degree of mastery of the instructional objectives and competencies for the subject. The determination of the specific grade a student receives will be based on careful consideration of all aspects of each student's performance during a grading period: Class work, observations, tests, portfolios, district and state assessments, and written progress reports and report cards (at the end of every nine weeks of school) should serve as the primary means of communicating student progress and achievement of the standards for promotion. The student's mastery of the content of the course, in which the student is enrolled, as determined by the teacher, is a further condition for passing the course.

Student grades will be issued in accordance with State and Sponsor guidelines, as specified in the Sponsor's SPP. Academic grades will reflect the student's academic progress based on the competencies/benchmarks for the grade level/course in which the student is enrolled. A student's academic grade will reflect the teacher's most objective assessment of the student's academic achievement. The determination of the specific grade a student receives will be based on the teacher's best judgment after careful consideration of all aspects of each student's performance during a grading period, including such factors as class attendance, homework, and participation. The grade will not be based on the student's effort and/or conduct, attendance or tardiness.

Reading and Mathematics - For 2014-2015, any student who scores at Level 1 on FCAT 2.0 Reading, the student must be enrolled in and complete an intensive reading course. Placement of Level 2 readers in either an intensive reading course or a content area course in which reading strategies are delivered shall be determined by diagnosis of reading needs. Furthermore, in the subsequent years, any student that does not score at a proficient level on the PARCC and/or any state adopted assessment will also be enrolled in and complete an intensive reading course. Reading courses shall be designed and offered pursuant to the sponsor's comprehensive reading plan. For 2014-2015, any student who scores at Level 1 and Level 2 on FCAT 2.0 Mathematics, the student must receive remediation the following year, which may be integrated into the student's required mathematics course. In subsequent years, students who do not demonstrate proficiency in Mathematics PARCC assessment will also receive remediation.

English Language Learners - Promotion for an ELL student and an ELL student with disabilities is to be based on the student's performance in the dominant language while the student is in the process of becoming independent in English. Retention of an ELL student requires the review and recommendation of the ELL committee. Retention of a student with disabilities who is also ELL requires the review and recommendation of the IEP team. Language Arts Through ESOL instructional time for ELL students must be equal to the time non-ELL students are required to participate in the regular English language arts/reading program. The courses M/J Language Arts (1, 2, and 3) through ESOL mirror the course descriptions for regular middle school Language Arts. In addition, all secondary ELL students, i.e., ESOL Levels I-IV are required to take a second period of Developmental Language Arts through ESOL.

Middle School Promotion – Students who pass less than 4 courses are retained in the same grade, interventions are continued, and progress must be monitored as specified in the school-wide PMP. Prior to a recommendation for a second retention, a student is to be referred for evaluation in case an alternative program or an exceptional student education program is needed.

GRADE	LANGUAGE ARTS	MAT H	SOCIAL STUDIES	SCIENCE	Physical Education	ELECTIVE S **	TOTAL
6	1	1	1	1	0.5	1.5	6
7	1	1	1*	1	0.5	1.5***	6
8	1	1	1	1	0.5	1.5	6

*a civics course must be successfully completed in order to be promoted to senior high school. An end-of-course (EOC) assessment must be passed.

** Students not meeting state proficiency standards on PARCC and/or any state adopted assessment in ELA and/or Math will lose the opportunity to select an elective course and will be required to enroll in an intensive reading and/or math course

***a Course Code Directory which includes career and education planning, which should be completed in 7th or 8th grade.

***M/J Language Arts Through ESOL as appropriate. For those ELL Students not meeting state proficiency standards on PARCC, and/or any state adopted assessment, in ELA and/or Math will be enrolled in a second ESOL course. The M/J Developmental Language Through ESOL course will count as an elective credit (this course is taken in lieu of an intensive reading course)

Students in grades 6, 7, and 8 may enroll in selected senior high school courses for the purposes of pursuing a more challenging program of study.

C. If the school will serve high school students, *describe the methods used to determine if a student has satisfied the requirements specified in section 1003.428, F.S., and any proposed additional requirements.*

N/A

D. Describe how baseline achievement data will be *established*, collected, and used. *Describe the methods used to identify the educational strengths and needs of students and how these baseline rates will be compared to the academic progress of the same students attending the charter school.*

Pre- and post-testing in Year 1, as well as reports from previous school records will be collected as a baseline to measure progress in Years 1, 2, 3, and beyond, and as an integral part of the planning and refinement of instructional strategies.

Baseline data will include standardized test scores, Baseline Benchmark Assessment score, report card grades, attendance reports, behavioral records, and IEP /EP and or ELL Plans (as applicable). This data will be compared to current data at the end of each school year.

Based on the school's philosophy of providing "personalized instruction," the school will use data (state and district requirements, report cards, testing scores, past performance and comportment) as factors for placement in the appropriate classes which best suit each child. Ongoing internal audits (Interim Progress Reports and Report Cards, FAIR Ongoing Assessments) of student performance, including beginning year, mid-year, and end-year assessments, will be utilized as reflective and guidance tools for course placement.

E. Identify the *types and frequency* of assessments that the school will use to measure and monitor student performance.

The School will participate in all Statewide and District assessment programs and will use the state standardized assessment scores, district assessment scores and school-based assessments to measure student progress toward mastery of the CCSS and/or NGSSS in the content area, as adopted, at all grade levels. These include but are not limited to:

DESCRIPTION	ABBREVIATION	PARTICIPANTS
District Benchmark Assessments	BAT	Grades 6-8
Florida Assessments for Instruction in Reading (Assessment 1, 2 & 3)	FAIR	Grades 6-8
Florida Alternate Assessment	FAA	Grades 6-8**
National Assessment of Educational Progress	NAEP	Grades 8, selected schools
Florida Comprehensive Assessment Test Science	FCAT 2.0 Science	Grades 8
Comprehensive English Language Learning Assessment	CELLA	Grades 6-8, all current ELLs and selected former ELLs
Trends in International Mathematics and Science Progress in International Reading Literacy Study	TIMSS PIRLS	Grades 8, selected schools Grade
End-of-Course Exams Algebra I, Geometry I, Biology I, US History, Civics (Field Tested)	EOC ***	Grades 7-8, enrolled students Selected schools, grade levels

Notes:

*All Differentiated Accountability schools must administer assessments according to the dates established by the Office of School Improvement.

**Only includes SPED students exempted from standardized testing at these grade levels.

***The Algebra I, Geometry I, & Biology I will be administered to eligible students in grades 6 through 8 enrolled in courses or an equivalent course. The student must earn a passing score on the EOC assessment in Algebra I, Geometry I, & Biology I to earn course credit.

FAIR assessments will be administered three times per year to provide an ongoing measure of reading fluency and comprehension, predict PARCC or State Adopted Assessment performance, and serve as a progress-monitoring device for teachers and students. Furthermore, English Language Learners will be assessed and served by ESOL-certified personnel and in accordance with the Sponsor's ELL Plan and the requirements of the *LULAC et al. vs. State Board of Education Consent Decree (1990)*.

School-Based Assessments in all Courses:

- Weekly teacher-generated quizzes
- Teacher-generated chapter tests
- Quarterly projects and/or investigations based on focus lessons
- Portfolios and presentations
- Class participation rubrics

F. Describe how student assessment and performance data will be used to evaluate and inform instruction.

Administrators and faculty collaboratively will develop an instructional calendar with a timeline for addressing targeted strands as denoted in assessed benchmarks. The calendar will reflect item specification formats and the percentage of students who attained proficiency during prior year assessment. Through the use of the calendar, student assessment data will drive decisions for continuous improvement of the teaching and learning process. Data will be used to understand and improve school effectiveness by targeting benchmarks indicating which students need additional support to master specific grade level skills.

The School Instructional Leadership team –consisting of the principal, assistant principal, Department Chairs, SPED and ESOL teachers, Reading Coach and/or Media Specialist, if applicable, --- will monitor and analyze data to maintain a problem solving system that brings out the best in our school, teachers, and our students. The leadership team will meet weekly to:

- Evaluate data and correlate to instructional decisions;
- Review progress-monitoring data at the grade level and classroom level to identify students and their academic levels.
- Identify professional development to enhance students’ achievement levels.
- Collaborate regularly, problem solve, share effective practices, evaluate implementation, make decisions, and practice new programs and skills.
- Facilitate the process of building consensus, increasing infrastructure, and making decisions about implementation.

Department Chairs will communicate with teachers to determine the areas of students’ strengths and weaknesses as demonstrated by class work assignments and assessment results. Each teacher will use data to determine the instructional focus of whole group lessons. An Item-Analysis of benchmarks Assessments and chapter tests will be used to re-teach questions that students missed most frequently. Students on a PMP and/or students referred by teachers will be targeted for Early Bird tutoring, Super Saturday tutoring, and daily pull-out tutoring.

Students at and above mastery level will be challenged through the use of additional hands-on investigations, projects and research assignments that will reinforce the mastery of benchmarks.

The School will also develop and utilize a Response to Intervention (RtI) model that integrates assessment and intervention within a multi-level prevention system to maximize student achievement and to reduce behavior issues. The school will identify students at risk for poor learning outcomes, monitor student progress, provide evidence-based interventions and adjust the intensity and nature of those interventions depending on a student’s responsiveness, and identify students with learning disabilities or other disabilities. The RtI implementation at the school will contribute to more meaningful identification of learning/behavioral concerns, improve instructional quality, provide all students with the best opportunities to succeed at the school, and assist with the identification of learning disabilities and other disabilities.

The RtI model at the school will have four essential components: A school-wide, multi-level instructional and behavioral system for preventing school failure, screening, progress monitoring, data-based decision making for instruction and movement within the multi-level system. Regardless of the number of interventions the school implements, each will be classified under one of the three levels of prevention: primary, secondary, or tertiary. This will allow for a common understanding across the entire process.

Student Assessment and Instructional Intervention

The RtI framework will be a comprehensive support to students. The school will practice RtI as a prevention oriented approach to linking assessment and instruction. This can then inform teachers on how to best teach their students. The goal of the RtI model at the school is to minimize the risk for long-term negative learning outcomes by responding quickly and efficiently to documented learning or behavioral concerns and ensuring appropriate identification of students with disabilities that will impact

their learning and outcomes.

Multi-level Prevention System

The model being employed by the school is a rigorous prevention system that provides for the early identification of learning and behavioral challenges and timely intervention for students who are at risk for long-term learning problems. This system includes three levels of intensity or three levels of prevention, which represent a continuum of supports. The school may use more than one intervention within a given level of prevention. These levels of intervention will be as follows:

- **Primary prevention:** high quality core instruction that meets the needs of most students
- **Secondary prevention:** evidence-based intervention(s) of moderate intensity that addresses the learning or behavioral challenges of most at-risk students
- **Tertiary prevention:** individualized intervention(s) of increased intensity for students who show minimal response to secondary prevention
-

Identification of Students at Risk for Poor Learning Outcomes of Behavior

Struggling students will be identified by implementing a 2-stage screening process. The first stage, universal screening, is a brief assessment for all students conducted at the beginning of the school year; for students who score below the cut-off point on the universal assessment (summative assessment), a second stage of screening is then conducted to more accurately predict which students are truly at risk for poor learning outcomes. This second stage involves additional, more in-depth testing or short-term progress monitoring to confirm a student's at risk status. The tools utilized for the screening will mirror those used at the school district.

Researched Based Interventions

Classroom instructors will use research-based curricula in all subjects. When a student is identified via screening as requiring additional intervention, evidence-based interventions of moderate intensity will be provided. These interventions are in addition to the core primary instruction and will typically involve small-group instruction to address specific identified problems. These evidenced-based interventions are well defined in terms of duration, frequency, and length of sessions. Students who show minimal response to secondary prevention move to tertiary prevention, where more intensive and individualized supports are provided. All instructional and behavioral interventions will be selected with attention to their evidence of effectiveness.

Adjustment to Interventions

Progress monitoring data will be used to determine when a student has or has not responded to instruction at any level of the prevention system. For a student who has not responded to the intervention, the increasing of the intervention will take place. This can be accomplished by lengthening instructional time, increasing the frequency of instructional sessions, reducing the size of the instructional group, or adjusting the level of instruction. The intervention may also be increased by providing intervention support from a teacher with more experience and skill in teaching students with learning or behavioral difficulties. Some students may be provided a Secondary prevention by the school. That may typically involve small-group instruction that relies on evidence-based interventions that specify the instructional procedures, duration and frequency of instruction.

Tertiary Intervention

This will be the most intensive of the three levels and the school will individualize and target each student's area(s) of need. At this level, the teacher will begin with a more intensive version of the intervention program used in secondary prevention (e.g., longer sessions, smaller group size, more frequent sessions). The teacher will conduct frequent progress monitoring (i.e., at least weekly) with each student. When the progress monitoring data indicates the student's rate of progress is unlikely to achieve the established learning goal, the teacher will engage in a problem-solving process. The teacher modifies the components of the intervention program and continues to employ frequent progress monitoring to evaluate which components will enhance the rate of student learning. By continually monitoring and modifying (as needed) each student's program, the teacher is able to design an effective, individualized instructional program.

The School will participate in all applicable components of the The Partnership for Assessment of Readiness for College and Careers (PARCC), End of Year Course (EOC) *if applicable*, and/or any state adopted assessment and other age-appropriate tests that may be required or recommended by the Sponsor. In accordance with our mission, students will have an active role in their education by learning to monitor and evaluate their work. Student and Parent Reports received from the FL-DOE will be sent to parents and shared with students in planning student's academic program and services for the following school year. Teachers will use assessment rubrics as teaching tools in the classroom by helping students to interpret their performance and comprehend their results

If a child's performance is below target (not making adequate progress towards CCSS and/or NGSSS in the content areas, as adopted, the parent/guardian will be advised in a special conference if need be, and remedial strategies will be communicated.

If a child's performance is on target for his or her immediate stage of development, we will so advise the parent. Assessment and performance information will be shared with parents and evidenced by parental contact logs for every teacher.

Not later than midway between marking periods, an interim report shall be sent to parents of students who are experiencing difficulty including, but not limited to, the following: failing, a drop of two or more grades, unacceptable behavior and excessive absences. In schools with an automated system for record keeping and grading, interims will be provided for all students. Ongoing communication will occur through progress reports, report cards, parent/student conferences, and other forms of written and oral communication. Additionally, Mater Academy West will host "Parent Conference Night" after each progress reports are released. Parents will have an opportunity to meet with their child's teacher and discuss their progress. During these conferences teachers and parents will be able to identify strengths and/or weaknesses and develop a plan to address the students need in school and at home. Counselors will also contact and arrange parent conferences for those students not making adequate progress in one or more courses. Conferencing will be a highly effective way to keep parents apprised of their child's progress in all grade levels.

G. Describe how student assessment and performance information will be shared with students and with parents.

The School will participate in all applicable components of the Florida Assessment Program, including the FCAT 2.0 and other age-appropriate tests that may be required or recommended by the Sponsor. In accordance with our mission, students will have an active role in their education by learning to monitor

and evaluate their work. FCAT Student and Parent Reports received from the FL-DOE will be sent to parents and shared with students in planning student's academic program and services for the following school year. Teachers will use assessment rubrics as teaching tools in the classroom by helping students to interpret their performance and comprehend their results

If a child's performance is below target (not making adequate progress towards the NGSSS and/or CCSS, as adopted, the parent/guardian will be advised in a special conference if need be, and remedial strategies will be communicated.

If a child's performance is on target for his or her immediate stage of development, we will so advise the parent. Assessment and performance information will be shared with parents and evidenced by parental contact logs for every teacher.

If a child's performance is above target for his immediate stage of development, the school may recommend to the parent advanced level placement such as honor and advanced or high school level courses in the middle grades, as applicable by subject.

Not later than midway between marking periods, an interim report shall be sent to parents of students who are experiencing difficulty including, but not limited to, the following: failing, a drop of two or more grades, unacceptable behavior and excessive absences. In schools with an automated system for record keeping and grading, interims will be provided for all students. Ongoing communication will occur through progress reports, report cards, parent/student conferences, and other forms of written and oral communication. Additionally, Doral Academy Middle Hollywood will host "Parent Conference Night" after each progress reports are released. Parents will have an opportunity to meet with their child's teacher and discuss their progress. During these conferences teachers and parents will be able to identify strengths and/or weaknesses and develop a plan to address the students need in school and at home. Counselors will also contact and arrange parent conferences for those students not making adequate progress in one or more courses. Conferencing will be a highly effective way to keep parents apprised of their child's progress in all grade levels.

Section 6: Exceptional Students

- A. Please indicate the level of service that the school will provide to students with disabilities by selecting from the list below.**
- The school will serve students with disabilities whose needs can be met in a regular classroom environment (at least 80% of instruction occurring in a class with non-disabled peers) with the provision of reasonable supplementary supports and services and/or modifications and accommodations.**
 - The school will serve students with disabilities whose needs can be met in a regular classroom and resource room combination (between 40%-80% of instruction occurring in a class with non-disabled peers) with the provision of reasonable supplementary supports and services and/or modifications and accommodations.**
 - The school will serve students with disabilities whose needs can be met in a separate classroom (less than 40% of instruction occurring in a class with non-disabled peers).**

The school will serve students with disabilities whose needs can be met in a regular classroom environment (at least 80% of instruction occurring in a class with non-disabled peers) with the provision of reasonable supplementary supports and services and/or modifications and accommodations.

Students with disabilities enrolled in the School will be educated in the least restrictive environment and will be segregated only if the nature and severity of the disability is such that education in regular classes with the use of supplementary aids and services cannot be achieved satisfactorily. An inclusion model with ESE support will be used, as appropriate, wherein the ESE Specialist and General Education teacher regularly monitor students' progress on attaining goals stated on the IEP as well as grade-level curriculum goals.

Multi-Tier System of Supports Leadership Team will ensure that students' needs are being met even before student is identified or evaluated for Exceptional Education Services through a Response to Intervention (RtI) process, wherein interventions will be frontloaded in the general education classroom as a first step allowing student to be receive support and have an opportunity to learn. The RtI framework will be a comprehensive support to students. The school will practice RtI as prevention oriented approach to linking assessment and instruction. This can then inform teachers on how to best teach their students. The goal of the RtI model at the school is to minimize the risk for long-term negative learning outcomes by responding quickly and efficiently to documented learning or behavioral concerns and ensuring appropriate identification of students with disabilities.

B. Describe how the school will ensure that students with disabilities will have an equal opportunity of being selected for enrollment in the charter school.

The School will not discriminate on the basis of race, religion, or national or ethnic origin, or exceptionality in the admission of students. Any eligible student who submits a timely application and whose parents accept the conditions of the Parental Involvement Contract shall be considered, unless the number of applications exceeds the capacity of the program, class, grade level, or building. The School will be open to any student residing in the county. The School will have an open admissions procedure, utilizing a "first come, first served" policy as required by statute, unless the number of applicants exceeds capacity. In such case, all applicants shall have an equal chance of being admitted through a random selection process conducted by the School's accounting firm in conformity with Florida's Charter School Legislation. All students in the lottery will be assigned a waiting list number should student seats become available or capacity increases.

C. Describe how the school will work with the sponsor to ensure the charter school is the appropriate placement for each student with a disability, based on the student's needs.

The School hereby agrees to adopt and implement the Sponsor's policies and procedures with respect to the Special Education, as amended from time to time. It is the School's mission to place students in an environment where they can develop to their highest potential, those students whose needs cannot be adequately addressed at the School will be appropriately referred, and staff will work together with the Sponsor's personnel to ensure that the needs of these students are met.

Operating under the auspices of the Sponsor as the Local Education Agency (LEA), the School will assume responsibility for programming and delivering related services to exceptional students, as identified in the student's IEP with adherence and fidelity to the Sponsor's policies, and with provisions

further detailed in the paragraph that follows. The School does acknowledge a need for a collaborative linkage with the Sponsor, especially with respect to the responsibilities that exist for providing a free appropriate public education to children with disabilities.

Least Restrictive Environment: Students with disabilities will be educated in the least restrictive environment and will be segregated only if the nature and severity of the disability is such that education in regular classes, with the use of supplementary aids and services, cannot be achieved satisfactorily. Similarly, gifted students will be educated in an environment that promotes acceleration.

The school will utilize the Sponsor's policies and procedures with respect to serving students with disabilities, including the procedures for identifying students with special needs, developing Individualized Education Plans, and 504 Plans (as applicable), and providing a full range of services. Special Education students will be provided with programs implemented in accordance with federal, state, and local policies (specifically, the Individuals with Disabilities Education Act (IDEA); Section 504 of the Rehabilitation Act of 1993; Sections 1000.05 and 1003.57, Florida Statutes; Chapter 96-186, Laws of Florida; and Chapter 6A-6 of the Florida Administrative Code. Additionally, the School will follow guidelines and procedures detailed in the Miami-Dade County Public Schools Special Programs and Procedures for Exceptional Students Manual. The educational program for exceptional students will include and adhere to the principles of the law as follows:

- **Free appropriate public education (FAPE)**- will be provided to every exceptional student enrolled in the School. That is, Free (no cost to parents); appropriate suited to individual needs of the child; public – provided by and paid for the public education system; education-including extracurricular activities.
- **Appropriate evaluation** – evaluations will occur within appropriate timeframes and in accordance with published guidelines. **Individual Education Plans (IEP)**- and Educational Plans (EP) for gifted will be developed, and maintained and meetings will be held in accordance with Sponsor's guidelines.
- **Parent/Student Participation in Decisions** – including but not limited to giving consent for evaluation and initial placement, helping design the IEP, helping the School understand their child.
- **Procedural Due Process** – A Non-discriminatory policy regarding the eligibility, identification, location, placement and evaluation process as well as adherence to procedural guidelines for all of these and with integrity to FAPE will consistently be implemented. Notwithstanding, when in question, due process hearings may be initiated by a parent or the district on the proposal or refusal to initiate or change the identification, evaluation, or educational placement of the student or the provision of a free appropriate public education.

Identifying students with special needs- The School will use a multi-tiered Response to Intervention (RtI) model for the implementation of research-based instruction and intervention.

The Response to Intervention model integrates assessment and intervention within a multi-level prevention system to maximize student achievement and to reduce behavior problems. The school will identify students at-risk for poor learning outcomes; monitor student progress; provide evidence-based interventions and adjust the intensity and nature of those interventions depending on a student's responsiveness; and subsequently begin the process to identify students with learning disabilities or other disabilities. The RtI implementation at the school will contribute to more meaningful identification of learning/behavioral problems, improve instructional quality, provide all students with the best opportunities to succeed at the school, and assist with the identification of learning difficulties and problems.

The RtI model at the school will have four essential components: A school-wide, multi-level instructional and behavioral system for preventing school failure, screening, progress monitoring, data-based decision making for instruction and movement within the multi-level system. Regardless of the number interventions the school implements, each will be classified under one of the three levels of prevention. This will allow for a common understanding across the entire process. At Tier 1, research-based core instructional and behavioral methodologies, practices and supports designed for all students provide the foundation in general education. Tier 2 consists of supplemental instruction and interventions that are provided in addition to and in alignment with core instruction and behavioral supports to targeted groups of students identified as needing additional assistance. Tier 3 is targeted for those students that require intensive instructional or behavioral intervention in addition to and in alignment with core instruction. At this tier, instruction and intervention intensity is reflected in increased frequency, greater duration and/or more individualization.

The RtI process consists of the following:

- RtI teams review (Tier 1 meetings) the screening data and identify students in need of additional support through Tier 2 intervention. For those students that meet benchmark standards, they will continue to remain at Tier 1 and their progress monitored at the next benchmark assessment.
- While receiving intervention at Tier 2, a student's progress will be monitored by the RtI team to determine if progress is being made adequately. If a student is not progressing and the intervention(s) has been implemented as designed, the student will be referred to the School Support Team (SST).

At Tier I, research-based core instructional and behavioral methodologies, practices and supports designed for all students provide the foundation in general education.

Tier II consists of supplemental instruction and interventions that are provided in addition to and in alignment with core instruction and behavioral supports to targeted groups of students identified as needing additional assistance. The School may use the Comprehensive Research Based Reading Plan (CRRP) to determine specific intensive reading and math interventions that can be used for students at Tiers I and II.

Tier III is targeted for those students that require intensive instructional or behavioral intervention in addition to and in alignment with core instruction. At this tier, instruction and intervention intensity is reflected in increased frequency, greater duration and/or more individualization.

The School Support Team (SST) will assist teachers in providing additional interventions for students with learning, emotional, social, and behavioral problems in school, primarily within general education classes. The SST process is initiated as assistance is requested and the collection of student information such as history of grades, background screening, attendance, academic, behavioral and/or social-emotional screening assessments etc. is conducted. Continual filtering of student's response to intervention determines the effectiveness of interventions and assists in the data-based decisions. After the consideration of all the data by the SST, a data-driven decision is made as to whether a referral for an Multidisciplinary Team evaluation will be initiated. This rigorous and constant sorting and analyzing of information makes the SST a reliable and efficient system incorporating the tiers of intervention delivery.

In addition to the SST being a valuable resource for schools it is also a filtering process which serves to fluidly move students through the tiers of intervention, always evaluating and monitoring their response

to these interventions and making data-based decisions every step of the way. It is a process that ensures the delivery of general education interventions first to address student's academic, behavioral and/or social emotional needs. The filtering then begins as students who continue to perform below standards and show inadequate response to general education interventions, even when provided with appropriate instruction and evidence based interventions, formally enter the SST process.

The SST will review the screening and progress monitoring data and information provided from all other relevant records in order to develop more focused, intensive interventions for the student. Parent(s)/guardian(s) are integral team members and provide data regarding developmental history and current functioning within the family and community units. Barriers to learning are identified and strategies to overcome such barriers are developed. Progress monitoring schedule is determined and responsible persons are determined for the implementation of interventions and progress monitoring. Interventions are implemented and monitored as Tier 3 interventions as designed. Progress monitoring data is collected a minimum of every two weeks and parents are notified of intervention implementation and student progress over time. The School Psychologist will periodically conduct fidelity checks on the SST Intervention Plan while assisting with progress monitoring data collection.

If the focused, evidence-based interventions attempted at all Tiers do not produce a satisfactory level of progress, as evidenced by review of the RtI data and an analysis of any existing barriers to learning, interventions are modified and a comprehensive evaluation may be requested. Documentation of the various strategies and interventions employed in Tiers 2 and 3, as well as all data pertaining to progress monitoring, become part of the referral packet.

Parents are kept informed of planned intervention efforts and the student's progress in response to intervention throughout the entire SST process.

School Support Team (SST) will consist of the School administrator who will serve as the SST Coordinator, school psychologist, counselor, general education teacher and the parent(s), ESOL Coordinator (as applicable). The School's SST Coordinator will ensure that the SST protocol delineated in Sponsor's Manual will be followed when addressing the needs of students with academic, behavioral, and/or social-emotional difficulties.

Referral Procedures - Prior to a referral for students suspected of having a disability, school personnel must make one of the following determinations and include appropriate documentation in the student's educational record:

1. For students who present speech disorders; severe cognitive, physical, or sensory disorders; and/or severe social/behavioral deficits that require immediate attention in order to prevent harm to the student or others, the implementation of evidence-based interventions (including the parent involvement in the intervention procedures) and the observations of the student would be inappropriate in addressing the immediate needs of the student.
2. The activities described in the general education intervention procedures above have been implemented, but have been unsuccessful in addressing the areas of concern for the student
3. The parents of the child receiving general education interventions requested, prior to the completion of the interventions, that the school conduct an evaluation to determine the child's eligibility for specially designed instruction and related services as a student with a disability. In this case, the activities described in the general education interventions procedures are completed concurrently with the evaluation but prior to the determination of the student's eligibility for specially designed instruction.

In the instance significant risk factors are present or if the student demonstrates severe cognitive, physical or sensory impairments, or presents as a danger to self or others, an individual intervention plan should be developed as the child awaits the M-Team evaluation.

Developing Individualized Education Plans: Students will be guaranteed a free appropriate education and evaluation as well as consequent placement and implementation of an appropriate IEP. The written individualized educational plan for each student will include measurable annual learning goals and behavioral goals that may involve the evaluation of behavior through a Functional Assessment of Behavior (FAB) and the development of a Behavior Intervention Plan (BIP). Additionally, program components including specialized instruction and related services, goals, progress reports to parents on goals, diploma options, curriculum whether standard and/or modified, and assessment may also be addressed therein. Supplementary aids and related services will also be identified as well as necessary accommodations and modifications will be clearly delineated in this written plan. The School will ensure that appropriate personnel will be trained in using the Web Based IEP system (Special Education-Electronic Management System) that is currently being used by the Sponsor.

504 Plan Procedures:

A student is entitled to FAPE and may be entitled to Section 504 accommodations if he or she has a physical or mental impairment that substantially limits one or more major life activities. That is to say, for students experiencing difficulty in the classroom and for whom there is the suspicion of a disability should initially be referred to the SST. The SST will follow all established SST procedures and determine if appropriate to refer for possible 504 Plan services.

The eligibility/ineligibility is based on a variety of sources. 504 Eligibility sources may include teacher observations, information from parents, information from medical providers, standardized test scores, grades, or other pertinent information. Parents must receive notice of the Section 504 meeting and be invited to attend. Parents and students should be encouraged to attend the meeting and provide input that would help the committee in making decisions. Section 504 teams that convene for annual or interim meetings should consist of the parents, the student, the school administrator or designee, and school personnel who are familiar with the student, such as the student's teacher or counselor.

Federal and State Reports: Unless otherwise exempted by Chapter 1002, Florida Statutes, the School will complete federal, state and any other reports deemed necessary in accordance with the time-lines and specifications of the Sponsor and the State Department of Education.

D. Describe how the school will utilize the regular school facilities and adapt them to the needs of exceptional students to the maximum extent appropriate, including the use of supplementary aids and services.

The School will make adaptations to school facilities, to the maximum extent appropriate and within provisions of the law, to ensure students with disabilities enrolled in the School will be educated in the least restrictive environment and will be segregated only if the nature and severity of the disability is such that education in regular classes, including the use of supplementary aids and services, cannot be achieved satisfactorily.

E. Describe how the school's effectiveness in serving exceptional education students will be evaluated.

All students will be engaged in and benefit from the curriculum including exceptional students or students who enter the school below grade level. The results of the most recent Florida Comprehensive Assessment Test, teacher-made tests, and screenings through the reading program will be used to determine the level of mastery in reading, writing, mathematics and science for all students. This information, coupled with the results of the prior year standardized tests results and student records, will be used to determine the best educational setting for students (e.g., appropriate course selection, tutoring, referral for special services).

Apart from providing the specific services listed in a student's IEP, EP, and/or ELL plans for ELLs, as applicable, the School's faculty will differentiate instruction as necessary, as well as offer tutoring services or other such assistance to ensure students remain successful. Student performance will be continuously assessed. Students not making adequate progress towards mastery of the Next Generation Sunshine State Standards-Common Core Standards, as adopted, will be identified and the following measures will be instituted:

- All students not meeting standards will be placed on a Progress Monitoring Plan and specific strategies to remediate any learning deficiencies will be implemented (excluding ELLs who have been participating in the ESOL program for less than 2 years.)
- Reading strategies in the content areas will be facilitated throughout the curriculum to provide students additional practice in addition to those taught during language arts classes.
- Early bird, Super Saturday, and daily pull-out tutoring may be required for those students consistently demonstrating non-mastery of the standards.
- Students consistently demonstrating non-mastery of Benchmarks on teacher generated quizzes, chapter tests, projects, investigations, and poor academic progress will be targeted for supplemental and intensive instruction/intervention.

In addition, students needing remediation based on respective subject area assessments in specific subject areas will be assigned to and placed on a specific Progress Monitoring Plan (PMP) targeting these deficiencies. This plan requires active participation from the student, the parents and specific teachers in order to ensure continuous student improvement. This initiative allows each student to have ownership and understating of his/her learning style and allows each student to track and monitor his/her achievement. The PMP will be comprised of specific measurable individualized goals for that student, as well the strategies and services (tutoring/required additional classes, ELD services) to be implemented in order for the student to achieve the specified goals.

F. Explain how exceptional students who enter the school below grade level will be engaged in and benefit from the curriculum.

The School curriculum is designed to serve students of all ability levels, and the School will ensure that all students will be engaged in and benefit from the curriculum, including exceptional students who enter the school below grade level. Any student in need of remediation for not making adequate progress towards mastery of the Next Generation Sunshine State (and/or Common Core Standards, as adopted) will have access to supervised study time and tutoring services during school and non-school hours (e.g. after school, Saturday mornings, etc. and whenever possible, to accelerate and/or remediate student achievement).

Apart from providing the specific services listed in a student's IEP, as applicable, the School's faculty will differentiate instruction as necessary, as well as offer tutoring services or other such assistance to ensure students success. Student performance will be continuously assessed and students not making adequate progress towards mastery of the Next Generation Sunshine State Standards-Common Core Standards, as adopted, will be identified and the following measures will be instituted:

- All students not meeting standards will be placed on a Progress Monitoring Plan and specific strategies to remediate any learning deficiencies will be implemented (excluding ELLs who have been participating in the ESOL program for less than 2 years.)
- Reading strategies in the content areas will be facilitated throughout the curriculum to provide students additional practice in addition to those taught during language arts classes.
- Early bird, Super Saturday, and daily pull-out tutoring may be required for those students consistently demonstrating non-mastery of the standards. M-Team will meet to discuss the pull-out tutoring and all decisions will be documented on the student's IEP and Matrix of Services.
- Students consistently demonstrating non-mastery of Benchmarks on teacher generated quizzes, chapter tests, projects, investigations, and poor academic progress will be targeted for supplemental and intensive instruction/intervention.
- All students with disabilities will be monitored as stated on their IEP and quarterly progress notes will be sent to the parents attached to their report cards every nine weeks.

G. Provide the school's projected population of students with disabilities and describe how the projection was made.

The school will be nonsectarian in its programs, recruitment, admission policies and operations. The promotional plan to be followed in publicizing the School will be designed to reach the entire community and, accordingly, all groups within it. By publicizing the availability of the School throughout Broward County, the School's demographic composition should mirror that of the local community. Therefore it is anticipated that the School may have approximately 12 percent population of students with disabilities enrolled at the School.

H. Identify the staffing plan, based on the above projection, for the school's special education program, including the number and qualifications of staff.

The school teaching staff will include a certified ESE Program Specialist with demonstrated experience in providing support and services to children with disabilities. The ESE Specialist will be an employee of the School and will at a minimum possess full certification in special education. The ESE Specialist will ensure the implementation of all IEPs and will consult with the general education teachers to provide direct instructional support to special education students. Consultation provided by the ESE Specialist will include:

- adjustments to the learning environment
- modifications of instructional methods
- adaptation of curricula, and the use of appropriate accommodations to meet the needs of individual students

Special Education teachers will be hired to service students with disabilities, in accordance with the level of support needed to implement the related services and specialized instruction detailed on the IEP (e.g.

including, but not limited to, if applicable, Extended School Year (ESY) services for students needing specialized services as required by students IEP).

The school will employ teachers who meet all licensure and/or certification requirements that apply to the area in which the individuals are providing services to the special education students. The number of special education staff will be based on the number of students in the Special Education Program identified upon student enrollment.

Speech-language, occupational, and physical therapy services will be contracted services that the School may provide for students who qualify for those services. Similarly, all personnel who provide related services (e.g. psycho-social counseling will be provided by a psychologist, social worker or mental professional, etc.) to students will meet all required licensure and/or certification requirements pertaining to their area of related service.

I. Describe how the school will serve gifted and talented students.

The School will serve the needs of gifted students in accordance with State Board Rule 6A-6.03019, FAC, *Special Instructional Programs for Students Who Are Gifted*, and the Sponsor's Exceptional Student Education Policies and Procedures, as amended from time to time.

Identifying Gifted Students - As per State Board Rule 6A-6.03019, FAC, the school defines a gifted student as one who has superior intellectual development and is capable of high performance. The criteria for eligibility under this rule requires that students meet the following criteria:

Plan A - (a) The student demonstrates:

- Need for a special program.
- A majority of characteristics of gifted students according to a standard scale or checklist,
- Superior intellectual development as measured by an intelligence quotient of two (2) standard deviations or more above the mean on an individually administered standardized test of intelligence.

Plan B - The student is a member of an under-represented group and meets the criteria specified in an approved school district plan for increasing the participation of under-represented groups in programs for gifted students. Under-represented groups are defined as groups:

- Who are limited English proficient, or
- Who are from a low socio-economic status family, which is identified by free and/or reduced lunch.

All students made eligible for gifted under Plan B must have a:

- Need for a special instructional program;
- Characteristics of the gifted;
- Intellectual development (minimum Intellectual Quotient of 112); and
- All students meeting eligibility for gifted under Plan B must meet the requirements of the Plan B Matrix. The School will follow procedures identified in the District's Plan B Manual for administrators, teachers, school psychologists, and staffing specialist to use, including the new Plan B Matrix forms.

Identification - In alignment with The Sponsor's Gifted Education Program, the following procedures are to be followed for identifying those students who may be gifted:

Screening – Student will be screened using two or more of the following criteria:

- High academic achievement, as indicated by standardized test 89 percentile or higher or FCAT Level 4 or 5 or course work grades of A or B
- Above average creative output in artistic, literary, scientific, or mathematics endeavors
- Very rapid learning rate or unusually insightful conclusions
- Multiple nominations from teachers and staff who observe unique talent
- Parental reports of advanced developmental behavior, such as early reading, verbal precocity and use of complex syntax, or evidence of mechanical aptitude
- Outstanding academic, creative, or leadership abilities, self-reported or peer-reported.

A student profile will be developed for a student being referred to the SST. The student profile includes the following:

- Gifted Characteristics Checklist- Students need to demonstrate the majority of characteristics of a gifted student as defined as 16 or more items at a 3 or 4; and
- Information that can be utilized to demonstrate the student's ability and need for gifted program services. This information may include, but is not limited to: standardized test scores (A standardized achievement test is administered to students who do not have Stanford Achievement Test or FCAT scores; additionally, the APRENDA can be used to measure the achievement of Spanish- speaking ESOL students) classroom performance indicators such as report card grades, class work, and/or projects.
- Creativity Measure- The School will utilize the Sponsor's adopted creativity measure, the Williams Scale, in order to determine the creativity indicator on the Plan B Matrix.

A SST meeting is convened in order to review the information gathered in the student's profile. The SST makes the determination of whether or not to continue the evaluation process, based on the supporting documentation and a majority of gifted characteristics as measured by the Gifted Characteristics Checklist.

Students may be considered eligible for gifted under Plan B if he/she shows

- A documented need for a special program as indicated by report cards, teacher observations, and outstanding academic, creative, and/or leadership abilities
- A score of 16 or more items at a 3 or 4 on the Gifted Characteristics Checklist,
- A minimum score of one (1) in the category of intellectual abilities
- A completed creativity measure, namely the Williams Scale

Plan B eligibility is determined by calculating the total number of points in the three highest categories on the matrix.

Instructional Strategies – Instructional strategies will include an effective and differentiated approach designed for the abilities of gifted students. The following curriculum differentiation strategies will be in place to ensure that each individual student progresses in the curriculum to the maximum extent appropriate:

Specially Designed Instruction and Curriculum Modifications Acceleration through:

- Curriculum Compacting -
- Flexible Grouping-
- Research and Independent Study-
- Content Acceleration - the practice of presenting curriculum content earlier or at a faster pace.

Enrichment Through:

- Learning Centers-
- Problem-based Learning –allowing students the opportunity to solve authentic problem situations
- Open-ended Tasks- students guide activities in various directions and receive diverse outcomes
- Service Learning/Enrichment Clusters- combines learning with service to the community

The School will emphasize a quantitatively differentiated curriculum based on content, concepts, processes, and applications through products/projects in language arts, mathematics, science and/or social studies. Such a differentiated curriculum will provide for in-depth consideration of topics and concepts beyond the requirements of regular courses. The curriculum for the gifted student assures access to the general curriculum, Next Generation Sunshine State Standards and/or Common Core State Standards, as adopted. These include, but are not limited to, the important concepts of critical thinking, creative thinking, developing independence in learning, personal growth, leadership skills, research skills, and problem solving. Emphasis will be placed on Gifted Goals and Objectives identified in the students' EPs as determined to offer opportunities for growth for the gifted learner based on the student's strengths and present level of performance.

Service Delivery Models - The school will meet the special needs based on the student's Educational Plan (EP) through the following delivery model as applicable:

Middle School Gifted Program through the content areas (6-8)/ Middle School Gifted Courses –

The School will offer gifted content area courses and/or State-approved middle school elective courses. All of the students in the gifted course will be eligible for gifted services. Teachers of gifted students will be certified in the appropriate content field and endorsed to teach gifted or on an approved waiver to complete the gifted endorsement and do so within three years.

Section 7: English Language Learners

The School will adhere to all applicable provisions of Federal law relating to students who are limited English proficient, including Title VI of the Civil Rights Act of 1964 and the Equal Educational Opportunities Act of 1974.

The ELL Plan, as referenced herein, reflects current policies and procedures adopted by the Sponsor. The School hereby agrees to adopt and implement the Sponsor's policies and procedures with respect to the ELL Plan, as amended from time to time.

A. Describe how the school will comply with state and federal requirements for serving English language learners, including the procedures that will be utilized for identifying such students and providing support services.

The School hereby agrees to adopt and implement the Sponsor's ELL plan, policies and procedures with respect to the ELL Plan, as amended from time to time. Additionally, the School will meet the requirements of the Consent Decree entered in *Lulac, et al. vs. State Board of Education* and all applicable provisions of Federal law relating to students who are limited English proficient. English Language Learners enrolled at the school will be served by ESOL-certified personnel who will follow the Sponsor's District Plan for English Language Learners as follows:

Identification and Assessment: Per FS 1003.56, the School will identify "English Language Learner" (ELL) as:

- An individual who was not born in the United States and whose native language is a language other than English;
- An individual who comes from a home environment where a language other than English is spoken in the home; or
- An individual who is an American Indian or Alaskan native and who comes from an environment where a language other than English has had a significant impact on his or her level of English language proficiency

The school will survey ALL parents upon initial entry (registration) using the **Home Language Survey (HLS)**. This is required by the *League of United Latin American Citizens (LULAC) et al. v. State Board of Education* Consent Decree. The Home Language Survey includes three questions and is given at the time of registration. The questions are as follows:

1. Is a language other than English used in the home?
2. Did the student have a first language other than English?
3. Does the student most frequently speak a language other than English?

If a parent answers "yes" to one or more of the three HLS questions, and/or meets the definition of ELL, they will be advised that the student will need an aural/oral language assessment of English proficiency to determine eligibility and placement in the school's ESOL Program. The parents are informed orally of the need of a language assessment by the school registrar, ESOL contact/designee, or by the guidance counselor. The student is then referred to a trained language assessor at the school.

The student is assessed for English aural/oral language proficiency with the IPT within 20 days of registration, using the following assessment instrument:

IDEA Oral Language Proficiency Test I (IPT-I)

IDEA Oral Language Proficiency Test II (IPT-II)

Kaufman Test of Educational Achievement II Brief Form (KTEA-II).

1. If the student is classified A1-B2, the school will update the language classification on TERMS and the ELLSEP folder. All decisions regarding ELL programmatic assessment and academic placement will be documented in the appropriate section of the student's English Language Learner Student Educational Plan (ELLSEP) folder. Parents will be notified of placement within 20 days in the home language.
2. ELLs in grades 3-8 who score Fluent English Speaker on the IDEA Oral Language Proficiency Test are administered the Kaufman Test of Educational Achievement II Brief Form (KTEA-II) as part of the entry requirements into the ESOL program. This test generates Reading and

Writing scores and can be used to determine reading achievement.

3. In addition, ELLs are administered the *Comprehensive English Language Learning Assessment (CELLA)*, which contains a separate reading section.

Once the student is assessed with an aural/oral language assessment instrument, use the charts correlating the *IDEA Oral Language Proficiency Test Score Levels with Broward County Language Level*

The ELL Committee: The main function of the ELL Committee is to resolve any issue that affects the instructional program of an ELL student. It is composed of at least 4 members: an administrator or designee, the ESOL teacher, the home language teacher (if any), the classroom/subject area teacher(s), plus guidance counselors, school social workers, school psychologists or other educators as appropriate for the situation. The parent(s) will be invited in writing in home language to attend any meeting of the ELL Committee.

The Individual ELL Student Education Plan: All students classified as ELL will have an Individual ELL Student Plan. Such plan is part of the permanent student cumulative record folder upon entry into the ESOL program. The plan will include biographical student information (name, grade, home language), initial assessment and placement data, ESOL program and update information, program participation, amount of instructional time and/or schedule, exit information, post program review, etc. The plan will be updated on an ongoing basis to include programmatic changes, assessments, level updating, and ELL committee meeting information.

The ELL Plan will:

- ❖ Inform the student, parent, and teachers on the student ESOL language level
- ❖ Monitor student progression
- ❖ Establish meetings between the school, the parents, and the student to discuss academic progress
- ❖ Provide methods for evaluation and provisions for monitoring and reporting student progress
- ❖ Provide for parental and teacher involvement to ensure that the students are being properly serviced
- ❖ Provide for student exit from and reclassification into the program.

The School will designate an ESOL coordinator to be responsible for developing and updating all Student ELL Plans, keeping a record of parental contact and ESOL Program Records Folder.

Evaluation: Student plans will be updated at minimum annually by the program coordinator. The ESOL coordinator will document former ELL student's progress in the student's ELL Student Plan using a Post-Program Review Report and a Post-Program Review Student Profile. These are generated with information regarding students who have exited the ESOL program within the last two years. Documentation of the progress review for each ESOL-exited student will be conducted at the end of the student's first grading period, first semester, first year, and second year after exiting. The school will monitor the student's progress using report cards, test scores, classroom performance, Post Program Review Reports (as applicable), Standardized tests and Student Case Management referrals (as applicable).

Additionally, students who are in the program longer than 4 years may have a plan update twice a year, depending upon their date of entry into an ELL program.

ESOL Program Placement: The school will implement an ESOL program of instruction in meeting the needs of the ELL population to be served. Program instruction will be designed to develop the student's mastery of the four language skills, including listening, speaking, reading, and writing, as rapidly as possible. The School will provide ESOL instruction in English and ESOL instruction (or home language instruction) in the basic subject areas of reading, mathematics, science, social studies, and computer literacy following the guidelines and procedures outlined by the current District ELL Plan.

English Language Learners will receive instruction, which is comprehensible, equal and comparable in amount, scope, sequence and quality to the instruction provided to English proficient students. Administrators will be responsible for monitoring the implementation of strategies by the classroom teacher using classroom walk-through model. Evidence can be observed during classroom visits, through lesson plans, through use of materials and audiovisuals, and through grade book notations. All teachers of ELLs document the ESOL strategies used for each lesson in their plan book.

Some of the ELL Strategies to assist ELLs include but are not limited to Marzano's High Yield Strategies:

<p><u><i>Identifying Similarities and Differences</i></u></p> <p>Mind mapping Venn diagrams T Charts Cause and Effect Organizers Word Sort</p> <p><u><i>Cooperative Learning</i></u></p> <p>Group Projects Language Experience Approach Shared Reading and Writing Book Pass Dramatization</p> <p><u><i>Nonlinguistic Representations</i></u></p> <p>Pictures Manipulatives Reflective journals Sharing goals and objectives with parents Praise efforts to use English</p>	<p>Concept Maps Student Drawings Mnemonic Clues Visualization 5 Senses Organizer</p> <p><u><i>Questions-Cues-Advanced Organizers</i></u></p> <p>Activate background knowledge Frontload key vocabulary Predicting, inferencing, concluding Reciprocal teaching and modeling Think alouds and guided questions KWL</p> <p><u><i>Homework and Practice</i></u></p> <p>Lesson opening with review and preview. Metacognition of strengths and weaknesses. Hold high expectations Honor individual learning styles Use authentic assessment</p>
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The school will also utilize strategies approved by BCPS as noted on the *ESOL Instructional Strategies Matrix* as seen below:

ESOL Instructional Strategies Matrix
(How We Teach is as Important as *What* We Teach)

A Accommodations	B Clear Communication	C Assessments	D Vocabulary	E Collaboration & Conversation	F Metacognitive & Metalinguistic
A1 Heritage Dictionary A2 Heritage Language (L1) Support A3 Flexible Scheduling A4 Flexible Setting A5 Flexible Timing	B1 Concise Language B2 Clear Directions B3 Enunciation B4 Pauses & Pacing B5 Pointing B6 Repeating/Paraphrasing B7 Gestures B8 Show Examples & Non-Examples B9 Demonstrations B10 Anecdote/Storytelling	C1 Rubrics C2 Presentation C3 Portfolio C4 Checklist C5 Labeling C6 Interview C7 Response Cards C8 Oral Assessment C9 Observation C10 Context-Embedded Text C11 Voting Devices C12 Cloze Test C13 Visual Representations C14 Self /Peer Assessment C15 Samples C16 Sentence Frames	D1 Etymology/Cognates D2 Semantic Feature Analysis D3 Context Clues D4 Tier II/Tier III Analysis D5 Interactive Word Walls D6 Vocabulary Games D7 Multiple Meanings D8 Phonology D9 Vocabulary Banks	Grouping Configurations: E1 Heterogeneous Grouping (Language/Content Readiness; Learner Profiles; Interests) E2 Homogeneous Grouping (Language/Content Readiness; Learner Profiles; Interests) E3 Jigsaw E4 Peer Pair E5 Reader's Theater E6 Think/Pair/Share E7 Academic Games E8 Group Presentations/Projects E9 Socratic Seminar E10 Panel Discussion E11 Debate/Defend with Evidence	F1 L1 Transfer F2 Mnemonic Devices F3 Dialogue Journals F4 Self-Correction F5 Self-Evaluation F6 Self-Monitor F7 Peer Editing F8 Associations
G Context Embedded Supports & Close Reading			H Multimodal & Multimedia	I Advance Organizers	J Additional Resources
G1 Activating and/or Building Prior Knowledge G2 Chunking Text G3 Annotations & Symbols G4 Ask Inferential & HOT Questions G5 Ask Clarifying Questions G6 Modeling G7 Read Aloud G8 Think Aloud G9 Multimodal Texts G10 Visualization/Illustrations G11 Summarizing G12 Dramatic Enactments/Role Play G13 Identify Key Concepts G14 Similarities & Differences G15 Language Experience Approach	G16 Note-Taking/Outline Notes G17 Question-Answer-Relationship (QAR) G18 Reading with Specific Purpose G19 Reread Text G20 Text Features & Structural Analysis G21 Survey, Question, Read, Recite, Review (SQ3R) G22 Text Connections G23 Total Physical Response (TPR) G24 Vary Complexity of Assignment G25 Realia/Manipulatives G26 Captioning		H1 Audio-Visual Applications H2 Digital Books H3 Computer Software H4 Document Camera H5 Interactive White Board H6 Tablet/Interactive Devices H7 Language Master H8 Video/Film/CD/MP3 H9 Digital Simulations H10 Translation Devices	I1 Charts (Flowcharts, T-Charts, etc.) I2 Anticipation Guide I3 Cornell Notes I4 Digital Tools/Software I5 Foldables I6 Graphs/Diagrams I7 K-W-L I8 Reading and Analyzing Non-Fiction (RAN) I9 Notes TM I10 Webbing/Mapping I11 Story Maps I12 Timelines I13 Venn Diagrams I14 Vocabulary Improvement Strategy (VIS)	J1 Art Integration J2 Community Resources J3 Cultural Sharing J4 Celebrations J5 Field Trips J6 Guest Speakers J7 Holiday Programs J8 Multicultural Resources J9 Music/Songs/Jazz Chants

ESOL Department, Broward County Public Schools
06/2013

ESOL Program Placement (Grades 6-8): A student identified as ELL will be placed in **two** ESOL courses as applicable to the student's grade level and language proficiency:

1. Language Arts content course scheduled by grade level:

M/J Language Arts 1 Through ESOL -100200002
M/J Language Arts 2 Through ESOL - 100201002
M/J Language Arts 3 Through ESOL- 100202002

2. Language proficiency course scheduled by English Proficiency Level:

1002181L1 - M/J Developmental Language Arts Through ESOL (Level 1 Reading)
1002181L2 - M/J Developmental Language Arts Through ESOL (Level 2 Reading)
1002181L3 - M/J Developmental Language Arts Through ESOL (Level 3 Reading)
1002181L4 - M/J Developmental Language Arts Through ESOL (Level 4 Reading)

Resources: Word-to-Word dictionaries in the students' heritage language/English language will be available in the ESOL and Content classrooms throughout the year, as well as, for all district and state assessments.

The Comprehensive English Language Learning Assessment (CELLA) The CELLA will be administered each spring to all current ELL students to measure proficiency and gains in reading, writing, listening, and speaking. For Grades K-2, CELLA will be used for classification updates in the spring.

Exit procedures:

Students in grades K-2 will be eligible to exit from the school's ESOL program once they score proficient on the Listening/Speaking, Reading and Writing sections of the CELLA.

The school will follow the Exit Criteria Flowchart in the District's ESOL Handbook.

Students in grades 3-8 will be eligible to exit from the school's ESOL program once they score proficient on the Listening/Speaking, Reading and Writing sections of the CELLA and score an achievement level of a 3 or equivalent developmental scale score on the Reading/ELA portion of the PARCC or other state standards based assessment approved by the FLDOE. After reviewing scores, the School will follow the Exit Criteria Flowchart for any students who meet the new exit criteria.

The School ESOL contact person, in coordination with its teachers, will follow the following procedures to exit students from the ESOL program:

1. Identify students who are eligible to exit the ESOL program based on the exit criteria.
2. Update the exit information on the ELLSEP folder for exiting students.
3. Complete the appropriate section of the ELLSEP folder with the assessment data used to determine English proficiency, date and signature. If the ELL Committee needs to be convened, parents will be invited and all members of the committee will sign as appropriate.
4. Provide the school data processor with required exit data. The required information is entered in the State Database (TERMS).
5. Notify the parent(s) that the student is exiting the ESOL program.
6. Monitor the student for two years from the exit date in order to ensure success in the mainstreamed classroom.

Parental Involvement: The School will advise parents and encourage them to take part in the ESOL Leadership Council monthly. This district-wide forum for Limited English Proficient (LEP) parents and interested community members will allow parents to assist in identifying the educational needs and priorities of ELL students. To promote parent and community participation in programs for ELLs, the school will have a parent representation through school and district parent organizations. Parents of ELLs who are, or wish to be, in leadership positions will also be invited to attend local conferences and will be provided translation technology for better understanding. Participants will acquire relevant knowledge, information, skills and strategies needed to fully integrate into their leadership role at the ESOL Leadership Council or the School Advisory Council.

B. Identify the staffing plan for the school's English language learner program, including the number and qualifications of staff.

The School will ensure that highly experienced and ESOL certified teachers will be hired to serve the School's English Language Learner Program based on students' proficiency levels. The number of teachers will be based on the number of students identified upon student enrollment (results from home language surveys and/or ESOL levels). Additionally, the school is committed to ensuring that all core curriculum personnel instructing ELL students will have the appropriate training (ESOL endorsement/required coursework including ESOL Issues and Strategies -18, 60, 300 MPP)

documentation. The Principal/Staffing Committee will identify each teacher's training status or requirement. The school will identify an ESOL coordinator who will have the responsibility of overseeing, training, and assisting staff in meeting the needs of the school's ELL population throughout the school year. All instructional members will be expected to appropriately identify any ESOL students and levels in their grade books and use ESOL strategies when instructing ELL students.

Home Language Assistance Program: Per META Consent Decree, If the school has 15 or more ELL students speaking another language (per language group) other than English, the school will ensure that a linguistically qualified paraprofessional or teacher- proficient in the same language- will be staffed to assist ELL students in understanding ESOL basic subject area and other content instruction. (LULAC et al vs. School Board of Education Consent Decree). Teachers and paraprofessionals assigned to this program are expected to assist ELL students using their home language in the core subject areas of mathematics, science, and social sciences. Tutoring logs indicating services provided will be kept at the school by the administrator supervising the program. The paraprofessional assigned to ELL students will function as an assistant to the student throughout the day.

Bilingual paraprofessionals will assist students through the use of the following:

- ❖ working in small groups
- ❖ translating information
- ❖ interpreting test questions and homework assignments as appropriate
- ❖ helping students comprehend textbooks and other written materials.

C. Explain how English Language Learners who enter the school below grade level will be engaged in and benefit from the curriculum.

The School curriculum is designed to serve students of all ability levels, and the School will ensure that all students will be engaged in and benefit from the curriculum, including English Language Learners who enter the school below grade level. Any student in need of remediation for not making adequate progress towards mastery of the Common Core State Standards/NGSSS when applicable, as adopted, will have access to supervised study time and tutoring services during school and non-school hours (e.g. after school, Saturday mornings, etc. and whenever possible, to accelerate and/or remediate student achievement).

Apart from providing the specific services listed in a student's English Language Learner Student Educational Plan (ELLSEP) folder IEP, as applicable, the School's faculty will differentiate instruction as necessary, as well as offer tutoring services or other such assistance to ensure students success. Student performance will be continuously assessed and students not making adequate progress towards mastery of the NGSSS/CC, as adopted, will be identified and the following measures will be instituted:

- ❖ Reading strategies in the content areas will be facilitated throughout the curriculum to provide students additional practice in addition to those taught during language arts classes.
- ❖ Early bird, Super Saturday, and daily pull-out tutoring may be required for those students consistently demonstrating non-mastery of the standards. The team will meet to discuss pull-out tutoring options and all decisions will be documented on the student's English Language Learner Student Educational Plan (ELLSEP) folder, IEP and Matrix of Services.
- ❖ Students consistently demonstrating non-mastery of Benchmarks on teacher generated quizzes, chapter tests, projects, investigations, and poor academic progress will be targeted

for supplemental and intensive instruction/intervention.

All ELL students will be monitored as stated on their English Language Learner Student Educational Plan (ELLSEP) folder, IEP and quarterly progress notes will be sent to the parents attached to their report cards every nine weeks.

Essentially, if a student is not able to learn after various ELL interventions are given, the school will begin an RTI- just as any other struggling student would require in attempts to engage the student, allowing them to benefit from the curriculum.

Section 8: School Climate and Discipline

A. Describe the school's planned approach to classroom management and student discipline.

The School's philosophy regarding student behavior ensures its commitment to the School's mission on a daily basis. Its founders are of the opinion that both teachers and students need to be provided with a consistent behavior management system so that maximum time can be spent teaching and learning. Inappropriate behaviors that interfere with the learning process and the expectations set for character development can be reduced and ultimately extinguished through consistent, best-practice behavior management techniques.

The School will function on the belief that a safe and orderly school is of primary importance in order to create an enjoyable environment for both students and teachers. When children behave in a respectful, responsible and safe manner, they learn more and develop into children whose character counts. With the children's best interests in mind, it is imperative that parents and staff work together to ensure a happy, safe and productive learning experience. The School expects parents to take an active role in supporting this plan in order for children to learn to be responsible citizens.

Thus, behavior management based on a positive reward/point system will be in place in all classrooms from the beginning of the first year of operation. Pre-service and in-service training will be required of all teachers. Each teacher, then, will be given the opportunity to implement her/his own behavior management techniques in their respective classrooms. The ultimate goal will be to remove these systems from the classrooms, based on the theory that appropriate behaviors will be internalized and external reward systems will no longer be necessary.

B. Describe the school's Code of Conduct, including the school's policies for discipline, suspension, dismissal and recommendation for expulsion.

The School will adopt and follow the most recent version of the *Broward County Public Schools Handbook Code of Student Conduct Policy 5.8 and Discipline Matrix*, therein incorporating the district's policies and expectations for students related to consistent and timely attendance, respect for persons and property, appropriate dress, technology usage, student publications, student activities, student records, and the right to appeal, including grievance procedures. This information will be made available to parents and students upon registration. The principal and staff have the responsibility and authority for maintaining the orderly educational process. The principal is authorized to take administrative action whenever a student's misconduct away from school has a detrimental effect upon other students or on the orderly educational

process. Teachers and administrators will strive to use a variety of informal disciplinary or guidance strategies, prior to, during, and after formal disciplinary action.

Following the county, the school will distribute the *Broward County Public Schools Handbook Code of Student Conduct Policy 5.8* electronically and ensure that all parents and students sign and return the Acknowledgement form provided on page 11 of the handbook. The school will retain the signed form in office with student records. Doral parents will be encourage to take an active role in supporting this plan. In order for student to learn to be responsible citizens, parents and school staff must work together to ensure a safe, conducive and productive learning environment.

Furthermore, a collaborative problem solving process will be utilized to address learning and/or behavioral challenges identified by the classroom teacher and/or identified by the parent and corroborated by the teacher as an in-school behavior. The School will have a team (like a child study team) comprised of a School counselor, a member of the administrative team, and respective department heads e.g. members of the curriculum council (wherein every department is represented) and referring teacher and parent, when appropriate, will meet to discuss the pattern of behavior, targeted potential strategies to aim at assisting the child curtail the undesired behavior or learning outcome. The group will really consider the actual repetitive harmful behavior, and assign targeted strategies and or interventions (including timeframes for implementation and an informal plan of action) will be planned, implemented and subsequently evaluated at a subsequent meeting. The student's response and the results of intervention will be discussed and further action will be determined based on specific data and results gathered. Through this process, the student's needs can be addressed across the curriculum and the strategies can be individualized as well as the student's needs can be discussed and results compared, with allocation of necessary resources being implemented throughout the school day and in every discipline. The goal of this approach is to assist and support the child, avoiding, whenever possible, the necessity for punitive measures that will interrupt the integrity of the everyday academic or social setting of the child.

In accordance with the BCPS Students Conduct Code Book and the respective Discipline Matrix, the most appropriate disciplinary action taken by the School's officials, will be the least extreme measure that can resolve the discipline problem. Teachers and administrators strive to use a variety of informal disciplinary or guidance strategies, prior to, during, and after formal disciplinary action. The following will be the manner for issuing consequences for violations of classroom and/or school rules:

Classroom Consequences:

- 1st Consequence – VERBAL WARNING
- 2nd Consequence – TIME OUT FROM ACTIVITY AND/OR LOSS OF PRIVILEGES
- 3rd Consequence – DETENTION
- 4th Consequence – PARENT CONTACTED/REFERRAL NOTE SENT HOME
- 5th Consequence – REFERRAL TO ADMINISTRATION

Administrative Consequences:

1. Administrative Detention
2. School Center for Special Instruction (SCSI) - Indoor Suspension
3. Detention – Alternate to Outdoor Suspension
4. Outdoor Suspension

The use of corporal punishment, including physical force or physical contact applied to the body as punishment, is prohibited by any member of the School staff and extends to parents or guardians on school grounds. National origin minority or English Language Learners (ELL) students shall not be subjected to any disciplinary action because of the use of a language other than English.

When confronted with an act that may require the imposition of disciplinary action by the School, the student and all other appropriate persons should be given the opportunity to explain the circumstances of the incident. The School will make every effort to inform a parent of disciplinary action prior to the action being taken, if at all possible.

Some of the disciplinary actions that may be utilized (in accordance with the district's Code of Student Conduct) include:

- ❖ Removal from Class
- ❖ Student Work Assignment
- ❖ Peer Mediation
- ❖ Other Alternatives (e.g. after-school detention)

Suspension:

The Principal of the School may suspend a student from school for up to ten days for persistent disobedience and/or gross misconduct (and will assign suspension in accordance with provisions of the discipline matrix of BCPS). Principals take this action when they have exhausted informal disciplinary strategies, or when they have at least considered those alternatives and rejected them as inappropriate in a given situation.

Outdoor Suspension may be utilized by the School under the following conditions:

- ❖ The student's presence in school presents a physical danger to the student or others;
- ❖ A "cooling off" period is needed in order to relieve tensions and relieve pressure; and/or
- ❖ The student and/or parent refuse an alternative to suspension.

During a suspension the child will be given the opportunity to complete the work that was missed during the suspension. Failure to make up the assigned work missed during a period of suspension will result in the student being given the academic grade of "F" for those assignments. A suspended student completing assigned work missed during the period of suspension will not be subject to the withholding of passing final grades unless the student has, in addition to suspension, attained five or more unexcused absences in a semester course or ten or more unexcused absences in an annual course. In addition to making up assigned work, the student will be held responsible for the material presented during the student's absence.

Under no circumstances are teachers required to make special provisions to comply with this procedure. The responsibility for securing assignments missed during the suspension period will be that of the student. Upon completion of the makeup work, within a reasonable amount of time, the student should submit the work to the teacher. The teacher must grade and record the makeup work as it is received. Improved effort and conduct by the student are expected, and lack of improvement will be handled by the teacher in an appropriate manner, (e.g., parent conference, lowered effort and/or conduct grades, or referral to administration).

Dismissal or Recommendation for Expulsion:

In accordance with the SB Policy 5006, the School's Principal may request that the Superintendent recommend to the School Board that a student be expelled. The Principal of the School may take this action when he/she has exhausted less severe administrative disciplinary action, or when he/she has considered those alternatives and rejected them as inappropriate in the given situation.

Glossary of terms:

1. After School Detention: being detained in a designated room after school as determined by the classroom teacher and Principal. Time spent is determined by the severity of the infraction. Any after-school activities (sports, clubs, etc.) may be attended but the student will not be eligible to participate. Parents must be notified ahead of time to make appropriate arrangements.
2. Severe Clause: extremely disruptive behavior resulting in immediate removal from class to the principal's office and/or from school.
3. Disrespect: to be rude or discourteous to another person, talking back, or arguing with another.
4. Outdoor Suspension: takes away the privilege of attending school for a certain number of days. A student receiving OSS may not be allowed to participate during the OSS period in after-school activities or set foot on campus (i.e., sports, clubs, etc.). Work missed during OSS may be made up for credit.
5. In-School Suspension (SCSI): takes away the privilege of attending classes; student remains in school and may get credit for work completed during ISS. A student receiving ISS may not be allowed to participate or attend during the ISS period in after school activities (i.e., sports, clubs, etc.).
6. Possession: Ownership; to carry on as if you owned it; to have in your control.
7. "NO TOLERANCE" Policy: the School maintains a "NO TOLERANCE" policy for weapons in school. Any child bringing weapons to school, including toy weapons, will be considered for expulsion.
8. Code of Conduct: a set of rules that develop self-control and orderliness in students by providing logical consequences for both appropriate and inappropriate behavior; the goal being a safe and orderly education for ALL STUDENTS.
9. Respect: to be courteous to those around you; to show consideration.
10. Detention: students who do not comply with the Code of Conduct, uniform code, etc., may be given a detention. Students will assist with cleaning chores in the cafeteria, media center, classrooms and around the school grounds, and thereafter will write a positive essay about their experience. Students receiving a detention must attend on the date scheduled. Three detentions will result in a mandatory meeting with the parents and the administration to discuss the next step.

III. ORGANIZATIONAL PLAN

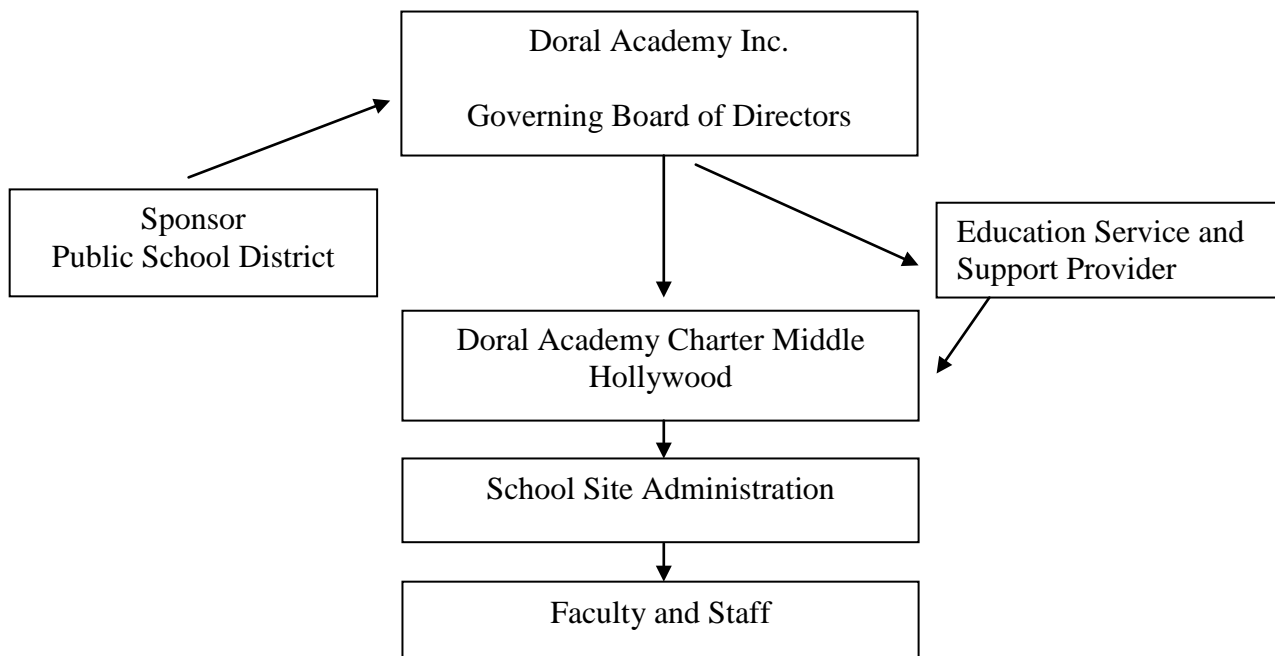
Section 9: Governance

A. Describe how the school will organize as or be operated by a non-profit organization.

Doral Academy Inc. a Florida not-for-profit corporation is the legal entity that will operate the School in accordance with the Corporation's *Articles of Incorporation*, (*Appendix A*) and *Bylaws* (*Appendix B*).

The governing board of directors (the "Governing Board") will have the responsibility for the activities and affairs of the corporation, including management of the school and for providing continuing oversight of school operations. The Governing Board shall exercise all corporate powers and functions. The Governing Board is committed to the mission of the school and is cognizant of its responsibility to effectively and properly manage public funds

B. Provide an organizational chart for the school and a narrative description of the chart.



The Governing Board is the ultimate policy-making body with the responsibility of operation and oversight of the school including but not limited to academic direction, curriculum, and budgetary functions. The school principal, hired by the board, will be responsible for all aspects of school operations within the scope of operating policies and procedures and budgetary functions as adopted and approved by the Governing Board. The school's faculty and staff will report directly to the principal, who shall report to the Governing Board.

The School's on site administration (principal, an assistant principal and/or lead teacher) will ensure that the operations of the School (resources, courses, policies) are in accordance with the mission and vision of the School as adopted and approved by the Governing Board. The administrative staff, as instructional leaders, will make all school-based decisions, establishing and implementing procedures for the day-to-day operations of the School. The faculty and secretarial staff will be responsible for carrying out these procedures in their daily activities and interactions with students, parents and the community.

C. Clearly describe the proposed reporting structure to the governing board and the relationship of the board to the school's leader and administration.

The Governing Board will operate and report to the sponsor as required in the Charter School Contract. The Board will oversee and hire the Principal in consultation with the ESP. The Principal will report to the Board at its meetings.

D. Provide a description of how the governing board will fulfill its responsibilities and obligations, including but not limited to:

- Adoption of the annual budget
- Continuing oversight over charter school operations

The policies and procedures by which the Governing Board will operate, including specific board member powers shall be as stated in the Corporation's Bylaws, attached hereto as ***Appendix B***.

A brief overview of those policies and procedures is detailed below:

Board Member Duties: The Governing Board will perform the following duties, as well as any and all other duties as specified in Florida Statutes regarding Governing Boards of Charter Schools and any other duties specified by the Applicant's Bylaws:

1. Oversee operational policies; Academic accountability, and financial accountability.
2. Annually adopt and maintain an operating budget.
3. Exercise continuing oversight over charter school operations.
4. Report its progress annually to its Sponsor, which shall forward the report to the Commissioner of Education at the same time as other annual school accountability reports.
5. Oversee and evaluate the Principal on a yearly basis.
6. Ensure that the charter school has retained the services of a certified public accountant for the annual financial audit, pursuant to paragraph (g), who shall submit the report to the Governing Body.
7. Review and approve the audit report, including audit findings and recommendations.
8. Monitor any financial recovery plan in order to ensure compliance with same (if applicable).
9. Report progress annually to its sponsor, including at least the following components (i.e. Charter School Annual Report):
 - a. Student achievement performance data
 - b. Financial status of the School, including revenues and expenditures at a level of detail that allows for analysis of the ability to meet financial obligations and timely repayment of debt.
 - c. Documentation of the facilities in current use and any planned facilities for use by the charter school for instruction of students, administrative functions, or investment purposes.
 - d. Information about the charter school's personnel, including the proportion of instructional personnel teaching in field or out-of-field.

E. Describe the policies and procedures by which the governing board will operate, including board powers and duties; board member selection, removal procedures and term limits; code of ethics, conflict of interest, and frequency of meetings.

Charter school governing boards must be guided by a set of by-laws that define how the board will operate. Applicants may include their proposed by-laws.

Board Member Selection & Removal Procedures & Term Limits: The Applicant's Bylaws clearly specify the selection, removal procedures, and term limits of Board Members, and is summarized as follows:

Selection: Directors shall be elected at a duly organized meeting of the Board of Directors. Notice of the Board's intentions to elect a Director shall be included in the agenda for that meeting and publicly announced.

Removal Procedures: Any member may be removed without cause by the affirmative vote of a majority of the Board. Newly created directorships resulting from an increase in the number of directors compromising the board and all vacancies occurring on the board for any reason shall be filled

by the majority of the members in office at any meeting of the Boards. A member elected to fill a newly created directorship or a vacancy will serve until a successor is elected. Newly elected members will agree to support the founding organization's vision in order to maintain continuity between the founders and the subsequent board members.

Term Limits: A Director shall be elected for a term of no more than five (5) years.

Code of Ethics: It is Board policy that employees and board members uphold the highest standards of ethical, professional behavior. To that end, these employees and board members will agree to commit themselves to carrying out the mission of this organization and shall:

- Be mindful of and honor the safety, health and welfare of the public in the performance of professional duties.
- Act in such a manner as to uphold and enhance personal and professional honor, integrity and the dignity of the profession.
- Treat with respect and consideration all persons, regardless of race, religion, gender, sexual orientation, maternity, marital or family status, disability, age or national origin.
- Recognize that the mission at all times is the effective education of children and the development of institutions to foster that mission.
- Engage in carrying out the Board's mission in a professional manner.
- Collaborate with and support other professionals in carrying out the educational mission.
- Build professional reputations on the merit of services.
- Keep up to date and informed on emerging issues and business of the Board, and to conduct themselves with professional competence, fairness, impartiality, efficiency and effectiveness.
- Uphold and implement policies adopted by the Board of Directors.
- Keep the faculty, parents, students and community informed about issues affecting them.
- Conduct organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication and compassion.
- Exercise whatever discretionary authority they have under the law so as to carry out the mission of the organization.
- Serve with respect, concern, courtesy, and responsiveness in carrying out the organization's mission.
- Demonstrate the highest standards of personal integrity, truthfulness, honesty and fortitude in all activities in order to inspire confidence and trust in such activities.
- Avoid any interest or activity that is in conflict with the conduct of official duties.
- Respect and protect privileged information to which they have access in the course of their official duties.
- Strive for personal and professional excellence and encourage the professional development of others.

Conflict of Interest Policy: As a nonprofit, tax-exempt organization authorized to operate charter schools, the operations of the Applicant can also be viewed as a public trust, which is subject to scrutiny by and accountable to the public. Consequently, a fiduciary duty exists between the Board, officers, management employees, and the public, which carries with it a duty of loyalty and fidelity. The Board, officers, and management employees have the responsibility of administering the affairs of corporation honestly and prudently. Those persons shall exercise the utmost good faith in all transactions involved

in their duties, and they shall not improperly use their positions with, or knowledge gained from the organization for their personal benefit.

Nature of Conflicting Interest: A conflicting interest may be defined as an interest, direct or indirect, with any persons or firms mentioned above. Such an interest might arise through:

- Owning stock or holding debt or other proprietary interests in any third party dealing with the Corporation.
- Holding office, serving on the Board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with the Board.
- Receiving remuneration for services with respect to individual transactions involving the Corporation.
- Using the corporation's time, personnel, equipment, supplies or good will for other than Board - approved activities, programs and purposes.
- Receiving personal gifts or loans from dealing or competing third parties. Receipt of any gift is disapproved except gifts of a value less than \$150, which could not be refused without discourtesy. No personal gift of money should ever be accepted.

Interpretation of this Statement of Policy: The areas of conflicting interest listed and the relations, in those areas, which may give rise to conflict, are not exhaustive. Conflicts might arise in other areas or through other relations. Directors, officers and management employees will hopefully recognize such areas and relation by analogy. However, it is the policy of the Board that the existence of any conflict of interest shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of the Board, officers, and management employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

Disclosure Policy and Procedure: Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed: 1. The conflicting interest is fully disclosed; 2. The person with the conflict of interest is excluded from the discussion and approval of such transaction; 3. Where products, goods or services are being procured or sold, that there exists reliable independent evidence of fair value (which shall be specifically identified in and attached to the minutes), which may include a competitive bid or market survey or comparable valuation or other reliable evidence of market value; and The Board has determined that the transaction is in the best interest of the organization. Disclosure in the organization should be made to the Board Chair who shall bring the matter to the attention of the Board. Disclosure involving the directors should be made to the Board. The Board shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorized as just, fair and reasonable. If the conflict is not deemed to be material and the conflicted party is excluded from the decision making process, then the Board can use its reasonable judgment and make a decision, which it deems to be in the best interest of the entity. The decision of the Board on these matters will rest in its sole discretion, and its concern must be the welfare of the Corporation and the advancement of its purpose.

Meeting schedule selection: A procedure for selection of meeting schedule is clearly written in the Applicant's Bylaws. The Applicant will vote upon and post their meeting schedule for the 2011-2012 school year, and annually thereafter, in accordance with chapter 119 of the Florida Statutes, relating to

public records, and public meetings.

F. List each of the proposed members of the school's governing board, indicating any ex-officio members and vacant seats to be filled.

Angela Ramos

Chair / Parent representative Community Affairs/ Assessment

Ms. Ramos, the board's parent representative, was recently elected as the Board Chair. She commenced her career in television more than twenty one years ago at Univision-23, where she now serves as Programming and Public Affairs Director in charge of creating and developing public Service campaigns and local public affairs programming for the station.

Her career includes the "Service to America Award" in 2003 and now again in 2006 for excellence in serving the children of our community and National Community Service Awards for public affairs programs and campaigns. Ms. Ramos was recently selected as Woman of the Year in Radio and Television by Woman in Communications. She developed "Orgullo de Nuestra Juventud" (Pride of our Youth), a campaign she developed nine years ago highlighting outstanding students. Throughout the years the campaign has recognized and awarded scholarships to more than 40 high achieving students. The campaign also now includes a second tier, which recognizes and awards 12th graders who have overcome tremendous obstacles in their lives and are graduating from high school. A mentor to many, Ms. Ramos continuously tries to guide young professionals toward success in our industry.

Rene Roviroso

Vice Chair / Secretary - Curriculum and Instruction

Mr. Roviroso, Principal of the Mater Academy Lakes Charter Middle School & Mater Academy Lakes Charter High School, has been a servant to public education for the past thirty-four years. Prior to his position, he was among one of the founders of Mater Academy Middle/High School in 2002 and his educational experiences have included lead teacher, Social Studies teacher and Department Chair at the Middle and High School levels and among the educational community. Additionally, Florida International University worked with Mr. Roviroso to place Social Studies teacher interns in his classroom from 1975-1997, when he served as mentor to all beginning teachers who were trained in his classroom.

Kim Guilarte

Director -Administration, Facilities and Finance

Ms. Guilarte is currently the Principal of Somerset Academy South Miami Elementary & Middle Schools. Prior to SoMi Ms. Guilarte was the Principal of Mater Academy Charter School for 12 years. Mater was recognized as being an A+ Charter School for 7 straight years while under the administration of Ms. Guilarte. Mater was one of the first charter schools in Miami-Dade County. Ms. Guilarte is an experienced and accomplished educator with over 17 years experience. Prior to joining Mater Academy in 1997, she taught for 5 MDCPS system. In 1997, Ms. Guilarte joined Mater Academy, a Title I School, as part of the staff, which opened the School. She served as Principal and was responsible for overseeing the daily school operations of 750 students and over 50 staff members. Mater Academy received state recognition as an A school for 3 consecutive years and achieved adequate yearly progress under No Child Left Behind. In addition to her service as a public charter school Principal, Ms. Guilarte has also served on the Governing Board of Directors for Somerset Academy, Inc. for four years.

Luis Fuste

Director – Law, Management, and Community Affairs

Mr. Fuste is the Legal Advisor and former police Sergeant to the Miami-Dade County Police Department. He has served the community for over 20 years. Mr. Fuste serves as a liaison between the community and the county regarding local affairs. Mr. Fuste has extensive supervisory and management experience over all aspects of the Homeland Security Bureau's Intelligence Operations Center.

G. Outline the methods to be used for resolving disputes between a parent and the school.

Positive relations between the School and its parents and families are a primary concern. For that reason, every effort will be made to handle disputes in the most positive way possible. The following steps have been outlined in order to facilitate resolution of such issues:

- ❖ Make an appointment to clarify issue with student's teacher
- ❖ Make appointment to clarify issue with school administrator
- ❖ Contact the identified person at the Service and Support Organization
- ❖ Contact the Governing Board Chair
- ❖ State concerns at a scheduled Governing Board meeting

If the school is filing the application in conjunction with a college, university, museum, educational institution, another nonprofit organization or any other partner, provide the following information:

H. Name of the partner organization.

I. Name of the contact person at the partner organization and that person's full contact information.

J. A description of the nature and purpose of the school's partnership with the organization.

K. An explanation of how the partner organization will be involved in the governance of the school.

Section 10: Management

A. Describe the management structure of the school. Include job descriptions for each administrative position and identify key roles, responsibilities and accountability.

The management structure for the school's day-to-day operations will be as follows:

The Governing Board will hire and oversee the school principal. **The Principal**, as the instructional leader, will be responsible for all aspects of day-to-day administration of the school within the scope of the board's operating policy and in compliance with district, state, and federal guidelines for the school's operation. The Principal will hire, oversee, and evaluate faculty and staff. The principal will make all school-based decisions, establishing and implementing procedures for the day-to-day operations of the school including procedures for curriculum and instruction, classroom management, discipline, faculty and staff evaluation, data analysis, testing, support services, parental communication, professional

development, discipline, community outreach, oversight of facilities and internal financial controls, etc. The principal will report to the board on the school's operations and finances at minimum at every governing board meeting and will be expected to communicate with the board as often as needed by the School and/or board members in order for school's operational needs to be met.

The administrative staff:(to include Assistant Principal, Counselor, ESOL Coordinator and ESE Program Specialist, etc.) will assist the principal in implementing policies and procedures for the daily operations of the school as determined by their specific role in the school. The principal will delegate such duties to the assistant principal and administrative support staff to ensure that daily operations, resources, policies and procedures are being implemented in accordance with the school's mission. Faculty and staff will be responsible for carrying out these procedures in their day-to-day duties, activities, and interactions with students, teachers, and parents of the school.

The duties and key roles for these key personnel are detailed in the job descriptions, *Appendix E*.

The Board will contract with Academica, an Educational Services and Support Provider, to provide off-site support to the school. The support services to be provided are central office functions including but not limited to: assistance with facilities design and maintenance, staffing recommendations and human resource coordination, curriculum support, research and updating, sponsor relations and reporting, program marketing, general accounting services including bookkeeping, payables, asset management, budget preparation, risk management, cash flow analysis, and preparation of financial statements provided to the Governing Board for oversight and approval. The Sample ESP agreement, *Appendix D*, includes all anticipated professional support services to be provided.

Financial Oversight and Management:The Governing Board has the ultimate responsibility of ensuring that the school's finances are managed properly. As per the duties describe in *Section 9-Governance*, the Board will annually adopt and maintain an operating budget and maintain oversight of all school-based finances. The Governing Board will ensure that the charter school has retained the services of a certified public accountant for the annual financial audit. The ESP, as contracted by the Board, will assist the School with additional preparation and reporting of the school's finances.

The school principal, with support from the ESP, will prepare the estimated budget using anticipated enrollment projections prior to the beginning of each fiscal year. Hiring and procurement decisions will be made at that time. Enrollment will be closely monitored in order to make sure that appropriate master schedules and hiring decisions remain within budgetary constraints. Budget reports will be prepared and presented to the Sponsor and the Board on a monthly basis for oversight. Actual budgets will be prepared and presented to the Board at all quarterly board meetings.

The board has also established financial policies and internal control for the school's operational and internal accounts. These policies and controls are detailed in Section 18, *Financial Management and Oversight*, of this application.

B. Outline the criteria and process that will be used to select the school's leader and the process by which the school leader will be evaluated.

The school principal will be hired by the board, and will be responsible for all aspects of school operations within the scope of operating policy and budgetary approval by the Governing Board. The Board intends to recruit talented individuals who have knowledge of and experience with instructional,

educational, and school-site matters. The school will adhere to the anti-discrimination provisions of s. 1000.05, Florida Statutes.

At minimum, the Governing Board will seek an individual who has:

1. Extensive administrative and teaching experience;
2. State of Florida Educational Leadership Certification;
3. Experience working with school or advisory educational boards;
4. Strong managerial capabilities;
5. Knowledge of the needs of student population;
6. Positive evaluations from previous administrative position(s);
7. Letters of recommendation;
8. Excellent communication skills; and
9. Demonstrated capacity to meet and or exceed the Florida Principal Leadership Standards

Administrator Evaluations: The governing board will conduct formal administrator evaluations annually (mid-year and end-of-year review) using a Comprehensive Assessment Appraisal System in accordance with the Florida Principal Leadership Standards. The Standards are set forth in rule as Florida's core expectations for effective school administrators. There are ten Standards grouped into categories, which can be considered domains of effective leadership. The school will use the Florida Consortium of Public Charter Schools Evaluation System, which is aligned to the Florida Principal Leadership Standards and approved by the Florida Department of Education and Broward County Public Schools on May 17, 2013.

In compliance with the *Student Success Act*, the administrator's evaluation takes into student growth and instructional practices.

- ❖ Performance of Students - fifty percent of the school administrator(s)'s evaluation will be based upon the performance of the students. While the other fifty percent will be based on instructional practice, professionalism, and job responsibilities.
- ❖ Instructional Leadership - Leadership standards adopted by State Board of Education, including: performance measures related to effectiveness of classroom teachers, recruitment and retention of effective & highly effective teachers, improvement in the percentage of instructional personnel rated as highly effective & effective, appropriate use of evaluation criteria and other practices that result in student learning growth.

Professional & Job Responsibilities - Other job responsibilities as adopted by State Board of Education and the Sponsor and may also includes a mechanism to give parents and teachers an opportunity to provide input into the administrator's performance assessment, when appropriate.

- C. Provide a staffing plan for each year of the charter term aligned with the school's projected enrollment as detailed on the cover page of this application.**

Staffing Plan

Doral Academy Middle Hollywood

Fringe Benefit Rate	22.00%
FICA	6.20%
Medicare	1.45%
FUTA	\$ 189.00
SUTA	\$ 189.00
Workers Comp	0.88%
401K Contribution	2.00%
Health Insurance per Employee	\$ 4,140.00 \$345 Per month per Employee

		Yr1			Yr2	Yr3	Yr4	Yr5
		High	75%	Low				
Instruction Staff								
Teachers (ESE or ESOL certified teacher)	39,500	28	21	14	40	48	48	48
Substitute Teachers	1,100	28	21	14	40	48	48	48
Other Teachers (ESE, ESOL, see Budget Narrative)	39,500	1	1		3	3	5	5
Paraprofessionals	18,000				1	1	2	2
Supplements	3,500	6	3	2	10	16	16	16
	101,600	29	22	14	44	52	55	55
Pupil Personnel Services								
ESE Teacher	40,000	1.00	1.00	0.50	1	1	1	1
	40,000	1	1	1	1	1	1	1
Media Services								
Media Specialist	40,000					1	1	1
	40,000	-		-	-	1	1	1
School Administration								
Principal	85,000	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Principal	65,000				1	2	2	2
Administrative Assistant	24,961	1.00	1.00	0.50	1	1	1	1
Registrar	22,000	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Other Clerical	18,000					1	1	1
	214,961	3.00	3.00	3	4	6	6	6
Fiscal Services								
Business Manager	40,000	1.00	1.00	0.50	1	1	1	1
	40,000	1.00	1.00	0.50	1	1	1	1
Food Services								
Food Service Workers	14,000	2	1	1	3	3	3	3
	14,000	2	1	1	3	3	3	3
	-	-		-	-	-	-	-
Operation of Plant								
Custodian	20,801	1	1.00	0.50	2	2	2	2
Security	20,801				1	1	1	1
	41,602	1	1	1	3	3	3	3
TOTAL EMPLOYEES		37	29	19	56	67	70	70
Salary Inflation		1.0%						
Instruction Staff								
Homeroom Teachers		1,106,000	829,500	553,000	1,595,800	1,934,110	1,953,451	1,972,985
Substitute Teachers		30,800	23,100	15,400	44,440	53,861	54,400	54,944
Other Teachers (ESE, ESOL, Reading/Math Coaches)		39,500	39,500	-	119,685	120,882	203,484	205,519
Paraprofessionals		-	-	-	18,180	18,362	37,091	37,462
Supplements		21,000	10,500	7,000	35,350	57,126	57,697	58,274
		1,197,300	902,600	575,400	1,813,455	2,184,340	2,306,123	2,329,184
Benefits:		263,406	198,572	126,588	398,960	480,555	507,347	512,420
Pupil Personnel Services								
ESE Teacher		40,000	40,000	20,000	40,400	40,804	41,212	41,624
		40,000	40,000	20,000	40,400	40,804	41,212	41,624
Benefits:		8,800	8,800	4,400	8,888	8,977	9,067	9,157
Media Services								
Media Specialist		-	-	-	-	40,804	41,212	41,624
		-	-	-	-	40,804	41,212	41,624
Benefits:		-	-	-	-	8,977	9,067	9,157
School Administration								
Principal		85,000	85,000	85,000	85,850	86,709	87,576	88,451
Assistant Principal		-	-	-	65,650	132,613	133,939	135,279
Administrative Assistant		24,961	24,961	12,480	25,211	25,463	25,717	25,974
Registrar		22,000	22,000	22,000	22,220	22,442	22,667	22,893
Other		-	-	-	-	18,362	18,545	18,731
		131,961	131,961	119,480	198,931	285,588	288,444	291,328
Benefits:		29,031	29,031	26,286	43,765	62,829	63,458	64,092
Fiscal Services								
Business Manager		40,000	40,000	20,000	40,400	40,804	41,212	41,624
		40,000	40,000	20,000	40,400	40,804	41,212	41,624
Benefits:		8,800	8,800	4,400	8,888	8,977	9,067	9,157
Food Services								
Food Service Workers		28,000	14,000	14,000	42,420	42,844	43,273	43,705
		28,000	14,000	14,000	42,420	42,844	43,273	43,705
Benefits:		6,160	3,080	3,080	9,332	9,426	9,520	9,615
Operation of Plant								
Custodian		20,801	20,801	10,400	42,018	42,438	42,862	43,291
Security		-	-	-	21,009	21,219	21,431	21,645
		20,801	20,801	10,400	63,026	63,657	64,293	64,936
Benefits:		4,576	4,576	2,288	13,866	14,004	14,145	14,286
Total Payroll & Benefits		1,778,835	1,402,221	926,323	2,682,331	3,292,586	3,447,438	3,481,912

Costs for educational staff and administrators are forecast using the published pay scale in effect in the district where the school is located as a guide. The number of instructional personnel is in line with Florida's laws relating to class size.

- Teacher Salaries were derived at by using an average salary of \$ 39,500.00teacher for Year 1, with a CPI of approximately 1% for every year thereafter.
- Paraprofessionals are budgeted at an average salary of \$18,000/year.
- Substitute teacher costs assume that substitutes will be hired for 10 days/full-time teacher at a rate of \$110.00/day.
- Administrative Salaries include a Principal and Assistant Principal.
- Clerical and Administrative assistant salaries include those for Registrar, and Administrative Assistants/Clerical personnel
- Contract Services include professional fees paid to entities such as the Services and Support Provider, Speech Therapist, and other ESE service providers. The cost was derived at using an average of \$450.00 student, which is the formula currently used by other charter schools with similar enrollment figures.
- As noted in the detailed Revenue Worksheet included in the application, the budget anticipates that 10% of students will be classified as ESE. There is room in the budget to modify the amount paid for ESE services under Miscellaneous and in the Budget Surplus, should the rate of contracted services for ESE and ESOL increase due to the various needs of the students once enrolled.

Employee Benefits are calculated at a rate of 22% of all salaries (excluding contracted services). This includes health insurance costs, 401k contributions, tuition reimbursements, Worker's Compensation, and all mandatory federal and state employment taxes. As noted in the application, for employee insurance and benefits selection, the Governing Board has engaged the services of ADP Totalsource, a professional employer organization that provides human resource services to small and moderate size employers. The use of a professional employer organization allows the staff of the School to enjoy the same level of benefits that are available to employees of large organization such as Fortune 500 companies (including health/dental/vision insurance and Retirement/401k plans).

D. Explain the school's plan for recruitment, selection, development, and evaluation of staff.

Recruitment –The School will ensure that faculty members are certified, highly-qualified professional personnel.

Accordingly, the School will:

- ❖ Recruit teachers through the State-sponsored, *Department of Education, Teach in Florida* website,
- ❖ Coordinate efforts to partner with postsecondary educational institutions to serve as host school for interns whenever possible, and
- ❖ Organize other efforts to attract in-field experts to serve as teachers in the various disciplines that require higher levels of academic content delivery.

Recruitment efforts will also include advertisements in local newspapers and on the school's website, presentations and fliers at local universities, school job fairs, and via word of mouth. Also, each year, Somerset Academy, Inc. holds a recruitment convention that attracts applicants from all over the country. Considerable effort will be taken during interviews to hire the most qualified candidates that

cumulatively represent the diverse racial/ethnic background of the local community and county that we serve.

Annually, Somerset Academy, Inc. holds a recruitment convention that attracts applicants from all over the country. Considerable effort will be taken during interviews to hire the most qualified candidates that cumulatively represent the diverse racial/ethnic background of the local community and county that we serve.

Selection Process-The school will look for candidates who demonstrate the following qualifications:

Administration

- ❖ Educational background: Master's Degree or higher
- ❖ Extensive administrative and teaching experience
- ❖ State of Florida Certification in Educational Leadership
- ❖ Vast experience in working with school or advisory educational boards
- ❖ Strong managerial capabilities
- ❖ Knowledge of the needs of the student population served by the School
- ❖ Positive evaluations from previous administrative position
- ❖ Letters of recommendation
- ❖ Excellent communication skills

Faculty/Staff

Educational background: Bachelor's Degree or higher in field

- ❖ State Certification for the required position
- ❖ Excellent presentation and interpersonal skills
- ❖ Satisfactory recommendation and/or evaluations from previous employer
- ❖ Personal characteristics, knowledge, and belief in the school's mission
- ❖ An ability and motivation to work as part of a team in a small-school setting with parental involvement
- ❖ References/Letters of Recommendation

Hiring Process - The School's Governing Board will appoint a screening committee to recruit, interview and recommend to the board qualified candidates for Administrative positions, as needed. This committee may include current charter school administrators, employees of the organization, current board members and ESP personnel. Based on the recommendations of the committee, the Board conducts final interviews of the most qualified candidates and hires the Principal and any assistance principals (as the need arises).

The Principal, once hired, recruits teachers and may appoint a school-based committee to screen highly - qualified and certified teachers. This committee develops an interview questionnaire for specific positions, conducts initial screening interviews and makes recommendations to the principal. The principal reviews recommendations, conducts final interview, and makes all final hiring decisions within the scope of the budget, as approved by the Governing Board.

The school will not employ an individual to provide instructional services if the individual's certificate or license as an educator is suspended or revoked by this or any other state. The school agrees to fingerprint all employees as required by Section 1012.32, F.S., all employees agree to background checks,

and drug-screening. The School will adhere to the antidiscrimination provisions of s. 1000.05, Florida Statutes. Furthermore, the school will not discriminate based on actual or perceived disability, gender, nationality, race or ethnicity, religion, sexual orientation in the hiring of its employees.

Employee Evaluations – The School will adhere to all requirements of the *Student Success Act* relating to performance pay and evaluations for instructional personnel and school administrators.

The school will use the Florida Consortium of Public Charter Schools Evaluation System, which is aligned to the six Florida Educator Accomplished Practices (FEAPs) and approved by the Florida Department of Education and Broward County Public Schools on May 17, 2013.

In compliance with the State Board of Education Rule 6A-5.065, *Student Success Act*, the evaluation system is comprised of six domains, which will assist in determining the overall performance level of the instructional employee as Highly Effective; Effective; Needs Improvement/Developing; or Unsatisfactory. Various components

1. Performance of Students - fifty percent of the school administrator(s)'s evaluation will be based upon the student learning growth. While the other fifty percent will be based on instructional practice, professionalism, and job responsibilities.
2. Instructional Leadership - Leadership standards adopted by State Board of Education, including: performance measures related to effectiveness of classroom teachers, recruitment and retention of effective & highly effective teachers, improvement in the percentage of instructional personnel rated as highly effective & effective, appropriate use of evaluation criteria and other practices that result in student learning growth.
3. Professional & Job Responsibilities - Other job responsibilities as adopted by State Board of Education and the Sponsor and may also includes a mechanism to give parents and teachers an opportunity to provide input into the administrator's performance assessment, when appropriate.

All teachers will be formally evaluated at minimum on an annual basis. Newly hired teachers (new to the district and/or new to the profession) will be formally evaluated at least twice in the first year of teaching and will be under a probationary contract. All personnel must be fully informed of the criteria and procedures associated with the evaluation process before the evaluation takes place.

Because every effective teacher must be able to integrate and apply all of the skills involved in the aforementioned areas of professional practice, competent demonstration of each of the twelve Educator Accomplished Practices will be evaluated.

The CWT (Classroom Walk -Through) Program will be used frequently to provide feedback on objective - setting, grade level appropriateness of lessons, appropriate higher-level thinking strategies and appropriate use of texts and materials. Instructional strategies, classroom management skills, and engagement of learners in the classroom will also be observed and teacher performance will be evaluated as a means to inform instruction and provide for professional growth opportunities.

Non-instructional staff, such as clerical staff will also be evaluated and receive feedback on their performance via in-house assessment tools and individual conferences with the principal or designee.

Staff Development Plan - In setting high expectations for both students and teachers, the School will be committed to maintaining the level of high quality instructors by implementing a comprehensive professional development plan. The school will support the professional development needs of all professional staff by subsidizing college classes, facilitating the attainment of continuing education credits, and offering trainings.

Teacher training will be offered throughout the school year in a variety of forms. Select teachers will attend local, state and national conferences and serve as trainer to the remainder of the staff upon return to the School. Appropriate and relevant school wide training will occur on teacher planning days as well as on early release dates. All staff will participate in school-initiated and other relevant and necessary workshops for professional development, and a member of the administrative team will coordinate, assist and monitor the staff development process. In-house workshops and meetings will be held monthly by administrators and may occur as often as biweekly through team leaders, in order to facilitate support, encourage communication, allow for team planning, and troubleshoot concerns and needs. Somerset Academy, Inc. also offers professional development to its administrators and teachers. Some examples of PD courses offered include:

- ❖ Classroom Techniques: Surviving the First Two Weeks
- ❖ Classroom Management Strategies for Teachers
- ❖ Data Decision Making
- ❖ Effective Leadership Strategies
- ❖ Effective Teaching Strategies
- ❖ Spelling is More Important than You Think
- ❖ The 3-Minute Classroom Walkthrough

All Staff will be offered, at minimum, the following school-site and district-based trainings:

- ❖ Curriculum Implementation by Subject/Specialty – Teachers will participate in school-wide trainings and individual department trainings throughout the school year related to curriculum implementation, CCCS and PARRC implementation - These include but are not limited to: *Horizontal and Vertical team planning, Implementing Common Core State Standards/NGSSS when applicable in English/Language Arts and Mathematics instruction; CCCS Literacy Standards in Science, Social Studies and Content Areas; Preparing ELLs for the Challenges of Common Core; Preparing Students With Disabilities for Common Core.*
- ❖ Differentiated Instruction – This training teaches teachers and coaches how to differentiate and individualize instruction in order to create effective targeted instructional lessons and tutoring to increase student achievement and maximize instructional time.
- ❖ Data-Driven Decision-Making – Administrators and staff learn how to analyze, extrapolate and disaggregate school data from a variety of sources and to use this data to create effective school improvement plans and increase student achievement.
- ❖ Technology for the Next Generation – Staff will participate in hands-on technology workshops to learn how to integrate technology into the classroom. The purpose is to ensure schools are growing with technology to ensure students and teachers are prepared for the expectations of the 21st century and national technology standards.
- ❖ Safety and Security – Safety and security training will instruct staff on daily safety procedures, and how to prevent and protect the school and students, to handle emergency situations, and to recognize potential threats in accordance with the school safety plan.

- ❖ [Individual Professional Development Plan \(IPDP\)](#) - In addition to school wide professional development opportunities, faculty members will each complete an Individual Professional Development Plan (IPDP) as a means to document and identify areas for personal targeted professional growth, including the identification of strategies for obtaining specified goals, its' compatibility to ensuring the professional development exercise will serve to benefit the student, and a timeframe in which the staff development exercise should occur. All IPDPs will be approved by the Principal, or designee, at such time the principal may elect to recommend additional recommended professional development that should occur within a given timeframe. The principal or member of the administrative staff, together with the teacher, will commit to the IPDP, including the allocation of necessary resources for plan implementation, and observation of new/struggling teachers by veteran/mentor teachers to implement support strategies.

The professional development plan for administrators will encompass both internal and district-based in-service trainings. Administrators may also participate in professional development conducted through: the National Association of Secondary School principals; the National Association of Elementary School Principals; the Southern Association of Colleges and Schools/AdvancEd; Association for Supervision and Curriculum Development; and state trainings.

At a minimum, administrators will be encouraged to participate in the following professional development trainings and conferences:

- ❖ [Florida Annual State Charter School Conference](#) - administrators will attend state conference on an annual basis.
- ❖ [Clinical Educator Training](#)—This training provides quality support for developing administrators for the classroom or other educational environments such as the student services area. The Clinical Educator Program is designed to assist experienced educators as they exercise the very critical task of supporting and mentoring developing professionals in a variety of settings. This course helps develop skills for coaches and mentors in a formative observation, clinical supervision, feedback skills, and professional development planning for increased instructional effectiveness. The Florida Performance Measurement System's formative and summative processes are incorporated.
- ❖ [Classroom Walk-through Training](#) - Provides school leaders with strategies and tools to effectively structure classroom visits and follow-up reflection. Reflective thinking about one's practice provides an effective strategy for change and improvement by fostering a process of communication between the instructional leaders and the teacher to increase the focus on student achievement. The process provides a powerful strategy for increasing student achievement; a strategy for classroom visits that focuses on teaching and learning; methodology for analyzing the classroom for feedback purposes, and the use of reflective conversation for providing feedback.
- ❖ [Budget Training for Administrators](#) – This training addresses school budgeting as it pertains to both the school's operating budget and internal accounting policies and procedures, *Financial and Program Cost Accounting and Reporting for Florida Schools* (Redbook) requirements, and checks and balances to ensure a sound budget.
- ❖ [Master Scheduling for Administrators](#) – Administrators are trained on creating an efficient and effective master schedule that meets the national, state and district course requirements, is financially sound, and that meets class size requirements.

- ❖ [Developing the School's Improvement Plan](#) – This training assists school administrators to develop a sound and effective school improvement plan to ensure an equitable and high-quality school improvement plan. This process includes data analysis, goal-setting, budget planning, professional development planning and reflective practices.
- ❖ [Principal Chat Sessions](#) – Charter School Administrators meet by level (secondary, elementary) to go over pertinent topics and to share best practices. These sessions include curriculum development, standards implementation, scheduling, educational changes, innovative programs, and more. Experienced administrators share their best practices for using student achievement data with newly appointed assistant principals.
- ❖ [Teacher Evaluation Training for Administrators](#)- Training provided by the Florida Consortium of Public Charter Schools – to conduct teacher formal observation of teachers.

Retention of Staff: The School wishes to provide the best benefits and employee services possible. Our experience has shown that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive. We believe that the School will amply demonstrate their commitment to employees by responding effectively to employee concerns.

A number of the programs (Social Security, workers' compensation, and unemployment insurance) cover all employees in the manner prescribed by law. Additionally, the school will provide a wide range of benefits such as Flexible Benefits Plan; Direct Deposit; Retirement/401(k) Savings Plan; Bereavement Leave; Dental Insurance; Family Medical Leave; Financial Counseling; Health Insurance; Holidays; Life Insurance; Long-Term Disability; Sick Leave; Vision Care Insurance to ensure the retaining of qualified and capable staff. These fringe benefits are reflected in the budget – See *Appendix A*.

Other programs include:

- ❖ [Educational Assistance/Tuition Reimbursement](#): The School recognizes that the skills and knowledge of its employees are critical to the success of the institution. The educational assistance program encourages personal development through formal education so that employees can maintain and improve job-related skills or enhance their ability to compete for reasonably attainable jobs within the School. The following criteria will be used for Tuition Reimbursement for Full-time Certified Teacher Employees
- ❖ [Employee Assistance Program](#): The School cares about the health and well-being of its employees and recognizes that a variety of personal problems can disrupt their personal and work lives. Through the Employee Assistance Program (EAP), the school will provide confidential access to professional counseling services for help in confronting such personal problems as alcohol and other substance abuse, marital and family difficulties, financial or legal troubles, and emotional distress
- ❖ [Flexible Spending Account \(FSA\)](#): A Flexible Spending Account (FSA) program that allows employees to have pre-tax dollars deducted from their salaries to pay for eligible out-of-pocket expenses. The pre-tax contributions made to the FSA can be used to pay for predictable non-reimbursed health care expenses and dependent care expenses during the plan year. Through the FSA program, staff can reduce taxable income without reducing real income, in order to keep more of the money they earn.
- ❖ [Support for Beginning and Struggling Teachers](#): Observation of new and struggling teachers by

veteran teachers and support strategies will be implemented as applicable. A new educator support system format will also be used as a means to offer support to beginning teachers, through the assigning of a willing mentor, who will be assigned for struggling and/or beginning teachers.

Section 11: Education Service Providers

If the school intends to enter into a contract with an Education Service Provider (ESP)³:

A. Describe the services to be provided by the ESP.

The ESP's services include assistance with facilities design, staffing recommendations and human resource coordination, curriculum development, research and data updating, sponsor relations and reporting, program marketing, and bookkeeping, budgeting, and financial forecasting, provided to the Governing Board for its oversight and approval.

B. Provide a draft of the proposed contract between the school and the ESP including, at a minimum, proposed services, performance evaluation measures, fee structure, renewal and termination provisions, and terms of property ownership (real, intellectual and personal).

Draft of proposed contract between the School and the ESP is included herein as *Appendix D*.
Sample ESP Contract

C. Unless the ESP is the parent non-profit organization, explain why the ESP was selected, including what due diligence efforts were conducted to inform the selection and how the relationship with the ESP will further the school's mission.

The Board analyzed data regarding several ESP's currently working with charter schools in Florida and concluded that the ESP chosen offered the most competitive price and had a proven track record of success.

The ESP is one of an affiliated group of charter school service and support entities, which compose one of Florida's longest serving and most successful charter school service and support organizations.

The ESP was selected for the following reasons including, but not limited to:

- ❖ The company is staffed by professionals and educators with extensive knowledge of and experience with Florida Charter Schools.

³ An Education Service Provider (ESP) is an organization that provides comprehensive services to a school. Organized as non-profit or for-profit companies, ESPs generally fall into two categories:

- *Educational Management Organizations* (EMOs) that provide comprehensive school management services and may provide school designs and/or educational programming as well, and
- *Comprehensive School Design Providers* that offer a replicable school model or common pedagogical, instructional and governance approach.

- ❖ A principal of the affiliated group, Fernando Zulueta, is a founding Board Member of the Florida Consortium of Charter Schools, and a Board Member of The National Alliance for Public Charter Schools. Mr. Zulueta has received numerous awards for his work with charter schools including the “Cervantes Award” sponsored by Nova Southeastern University for significant efforts to support excellence in the education of Hispanic students.
- ❖ The ESP’s affiliated group serves the largest number of high-performing schools of any charter school service organization in Florida.
- ❖ The ESP’s affiliated group was the first charter school service and support entity in Florida to seek SACS accreditation for the schools it serves, and all of the schools it serves are either fully accredited or in the process of obtaining accreditation. Somerset Academy, Inc., one of the charter school networks serviced by the ESP, was the first charter school system in the Nation to receive District Accreditation from SACS/AdvancEd. Mater Academy, Inc., another charter school network serviced by the ESP, was also awarded District Accreditation from SACS/AdvancED in May of 2012.
- ❖ Mater Academy Charter High School was presented with a 2011 Inspiration Award from the College Board for being one of the three most inspiring secondary schools in America. These schools are recognized for their outstanding college-preparation programs and partnerships among teachers, parents and community organizations.
- ❖ The exemplary academic performance and fiscal soundness achieved for its charter school clients by this service and support organization has resulted in 15-year charter renewals for all schools which have had initial contracts completed.

Currently working with over 100 high performing charter schools, the ESP’s mission is to facilitate the vision of the School’s governing board by providing the services and support necessary to allow each school to fulfill its mission.

D. Explain the ESP’s roles and responsibilities for the financial management of the proposed charter school, if applicable, and the internal controls that will be in place to guide this relationship.

General accounting services including bookkeeping, purchasing support, payables, asset management, budget preparation, cash flow analysis, and preparation of interim financial statements and assistance with the work of the School’s independent certified auditor. All financials are provided to the Governing Board for its oversight and approval.

E. Unless the ESP is the parent non-profit organization, explain how the governing board will ensure that an “arm’s length,” performance-based relationship exists between the governing board and the ESP.

The Governing Board will conduct periodic and annual evaluations of the performance of the School in the following categories, as to each of which the ESP is required to provide data to the Governing Board: financial performance, including variance to budget; staff turnover data; academic performance, including enrollment; and facilities costs and needs. Failure to perform its obligations under the service/management agreement by the ESP is grounds for termination by the School.

F. Provide a summary of the ESP's history, including its educational philosophy and background and experience of senior management.

Academica is one of the Nation's most experienced and successful charter school service and support organizations. Founded in 1999 on the principle that each charter school is a unique educational environment governed by an independent board of directors that best knows the right path for its school, it is Academica's mission is to facilitate that governing board's vision. Academica has a proven track record of developing growing networks of high performing charter schools.

The company serves more than 100 charter schools in Florida, California, Nevada, Texas, Utah, and Washington D.C. providing educational programs from pre-kindergarten through high school. In Florida, Academica schools have been recognized on a local, state, and national level for their achievements. For example, the Somerset Academy and Mater Academy Schools were recently designated by the Southern Association of Colleges & Schools (SACS) as the first fully accredited charter school systems in the United States. Further, Doral Academy High School and Mater Academy Charter High School were once again listed this year as two of the "Best High Schools in America" by both U.S. News & World Report and Newsweek magazines. On average, Academica's charter schools earned a letter grade of "A" during the 2012-2013 school year from the Florida Department of Education.

A principal of the affiliated group, Fernando Zulueta, is a founding Board Member of the Florida Consortium of Charter Schools, and a Board Member of The National Alliance for Public Charter Schools. Mr. Zulueta has received numerous awards for his work with charter schools including the "Cervantes Award" sponsored by Nova Southeastern University for significant efforts to support excellence in the education of Hispanic students.

G. Provide a list of other schools with which the ESP has contracts, including contact information and student and financial performance data of such schools.

The following charter schools are serviced by the ESP and its affiliates:

Academica Florida Schools Report Card 2011 - 2012 School Grades				
School	Grade 11-12	Free and Reduced Lunch	Minority Rate	Contact
Somerset Academy, Inc.				
SOMERSET ACADEMY (SILVER PALMS)	A	82	94	Andreina Figueroa, Board Chair afigueroa@somersetacademyschools.com (786) 586-7001
SOMERSET ACADEMY CHARTER ELEMENTARY SCHOOL (SOUTH HOMESTEAD)	B	73	85	
SOMERSET ACADEMY CHARTER	A	57	94	
SOMERSET ACADEMY-ELEMENTARY, EAGLE CAMPUS	A	32	94	
SOMERSET ACADEMY-MIDDLE, EAGLE CAMPUS	B	35	94	
SOMERSET ACADEMY ELEMENTARY SCHOOL SOUTH MIAMI CAMPUS	A	14	85	
SOMERSET ARTS ACADEMY	B	52	65	
SOMERSET ACADEMY AT SILVER PALMS	A	82	96	
SOMERSET ACADEMY VILLAGE CHARTER MIDDLE SCHOOL	D	84	82	
SOMERSET PREPARATORY ACADEMY CHARTER SCHOOL AT NORTH LAUDERDALE	C	85	96	
SOMERSET VILLAGE ACADEMY	C	83	85	
SOMERSET PREPARATORY ACADEMY CHARTER HIGH AT NORTH LAUDERDALE	F	73	95	
SOMERSET ACADEMY CHARTER HIGH SCHOOL MIRAMAR CAMPUS	A	54	94	
SOMERSET NEIGHBORHOOD SCHOOL	B	60	95	
SOMERSET PINES ACADEMY	C	64	61	
SOMERSET ACADEMY	A	35	90	
SOMERSET ACADEMY MIDDLE SCHOOL	A	38	86	
SOMERSET ACADEMY DAVIE CHARTER	A	40	61	
SOMERSET ACADEMY CHARTER HIGH	A	43	83	
SOMERSET ACADEMY EAST PREPARATORY	B	82	97	
SOMERSET ARTS CONSERVATORY	A	47	82	
SOMERSET ACADEMY ELEMENTARY (MIRAMAR CAMPUS)	A	62	93	
SOMERSET ACADEMY MIDDLE (MIRAMAR CAMPUS)	A	67	94	
SOMERSET PREPARATORY CHARTER MIDDLE SCHOOL	B	67	96	
SOMERSET ACADEMY CHARTER MIDDLE SCHOOL	A	54	89	
SOMERSET ACADEMY CHARTER MIDDLE SCHOOL (SOUTH HOMESTEAD)	B	72	76	
SOMERSET ACADEMY CHARTER MIDDLE SCHOOL (COUNTRY PALMS)	A	61	61	
SOMERSET ACADEMY CHARTER MIDDLE SCHOOL SOUTH MIAMI CAMPUS	A	15	82	
SOMERSET ACADEMY CHARTER HIGH SCHOOL (SOUTH HOMESTEAD)	A	70	85	
SOMERSET ACADEMY CHARTER HIGH SCHOOL	A	82	95	
Mater Academy, Inc.				
MATER ACADEMY	A	79	99	Antonio Roca, President aroca@rgpa.com (305) 860-7156
MATER GARDENS ACADEMY	A	51	94	
MATER ACADEMY OF INTERNATIONAL STUDIES	C	90	99	
MATER ACADEMY EAST CHARTER	A	79	98	
MATER GROVE ACADEMY	A	64	97	
MATER ACADEMY MIAMI BEACH	A	68	86	
MATER EAST ACADEMY MIDDLE SCHOOL	C	93	99	
MATER ACADEMY CHARTER MIDDLE	A	80	98	
MATER ACADEMY LAKES MIDDLE SCHOOL	A	76	94	
MATER GARDENS ACADEMY MIDDLE SCHOOL	A	65	93	
MATER ACADEMY MIDDLE SCHOOL OF INTERNATIONAL STUDIES	A	85	99	
MATER PERFORMING ARTS & ENTERTAINMENT ACADEMY	A	74	96	
MATER ACADEMY LAKES HIGH SCHOOL	B	72	95	
MATER ACADEMY HIGH SCHOOL OF INTERNATIONAL STUDIES	A	83	97	
MATER BRICKELL PREPARATORY ACADEMY HIGH SCHOOL	A	82	100	
MATER ACADEMY EAST CHARTER HIGH SCHOOL	B	82	98	
MATER ACADEMY CHARTER HIGH	A	79	97	
Pinecrest Academy, Inc.				
PINECREST PREPARATORY CHARTER	B	51	83	Judith Marty, Board Chair jmarty@dadeschools.net (305) 796-7839
PINECREST ACADEMY (SOUTH CAMPUS)	A	58	95	
PINECREST PREPARATORY ACADEMY	A	43	96	
PINECREST ACADEMY (NORTH CAMPUS)	A	70	96	
PINECREST COVE ACADEMY	A	58	97	
PINECREST ACADEMY MIDDLE SCHOOL (NORTH CAMPUS)	A	80	100	
PINECREST ACADEMY CHARTER MIDDLE SCHOOL	A	59	96	
PINECREST PREPARATORY ACADEMY CHARTER HIGH SCHOOL	C	52	94	
National Ben Gamla Charter School Foundation, Inc.				
BEN GAMLA CHARTER SCHOOL NORTH CAMPUS	B	64	26	Debra Klein, Board Chair dklein31@verizon.net (646) 644-3693
BEN GAMLA CHARTER SCHOOL MIAMI BEACH	A	29	53	
BEN GAMLA CHARTER SCHOOL SOUTH BROWARD	C	34	28	
BEN GAMLA CHARTER SCHOOL	A	50	32	
Doral Academy, Inc.				
DORAL ACADEMY OF TECHNOLOGY	A	40	90	Angela Ramos, Board Chair angelaramos23@gmail.com (786) 282-2264
DORAL ACADEMY	A	37	92	
DORAL ACADEMY CHARTER MIDDLE SCHOOL	A	58	94	
DORAL PERFORMING ARTS & ENTERTAINMENT ACADEMY	A	54	93	
DORAL ACADEMY CHARTER HIGH SCHOOL	A	60	94	
International Studies Charter High School, Inc.				
INTERNATIONAL STUDIES CHARTER MIDDLE SCHOOL	B	67	80	Jean-Michel Caffin jmcaffin@gmail.com (305) 593-7878
INTERNATIONAL STUDIES CHARTER HIGH SCHOOL	A	56	82	
City of Belle Isle				
CORNERSTONE ACADEMY CHARTER	A	18	30	Mayor William G. Brooks, Board Chair bbrooks@wilbursmith.com (407) 896- 5851
CORNERSTONE CHARTER ACADEMY HIGH SCHOOL	A	22	35	
City of Hialeah				
CITY OF HIALEAH EDUCATION ACADEMY	A	90	98	Mayor Carlos Hernandez, Board Chair mayorhernandez@hialeahfl.gov (305) 883-5820
Miami Childrens Museum Charter School, Inc.				
MIAMI CHILDREN'S MUSEUM CHARTER SCHOOL	A	49	72	Rene Ruiz, Board Chair ruiz@fordharrison.com (305) 808-2100
Theodore R. and Thelma A. Gibson Charter School, Inc.				
THEODORE R. AND THELMA A. GIBSON CHARTER SCHOOL	D	89	100	Edith Georgi Houlihan, Board Chair egeorgi@pdmiami.com (305) 545-1656
Average	A			
School Grades are based on Florida's A-Plus Plan Academic Accountability System				

School Grades are based on Florida's A-Plus Plan Academic Accountability System

Academica Serviced Schools - Florida		Financial Performance Data	
Location	School	11-12 Increase in Net Assets	Net Assets as of 6-30-12
Somerset Academy, Inc.			
0332	SOMERSET ACADEMY (SILVER PALMS)	\$ (125,354)	\$ 2,048,092
0339	SOMERSET ACADEMY CHARTER ELEMENTARY SCHOOL (SOUTH	\$ 57,281	\$ 771,932
0520	SOMERSET ACADEMY CHARTER	\$ (21,418)	\$ 730,002
1251	SOMERSET ACADEMY-ELEMENTARY, EAGLE CAMPUS	\$ 5,527	\$ 274,284
1261	SOMERSET ACADEMY-MIDDLE, EAGLE CAMPUS	\$ 27,498	\$ 255,357
2007	SOMERSET ACADEMY ELEMENTARY SCHOOL SOUTH MIAMI CAMPUS	\$ 339,378	\$ 1,475,868
2012	SOMERSET ARTS ACADEMY	\$ 35,535	\$ 407,783
3033	SOMERSET OAKS ACADEMY	\$ 33,822	\$ 33,822
4012	SOMERSET PREPARATORY ACADEMY AT SILVER PALMS	\$ 425,125	\$ 425,125
5002	SOMERSET ACADEMY VILLAGE CHARTER MIDDLE SCHOOL	\$ 203,352	\$ 406,542
5003	SOMERSET PREPARATORY ACADEMY CHARTER SCHOOL AT NORTH	\$ 467,384	\$ 1,195,071
5004	SOMERSET VILLAGE ACADEMY	\$ 271,101	\$ 1,161,859
5006	SOMERSET PREPARATORY ACADEMY CHARTER HIGH AT NORTH	\$ 174,259	\$ 390,923
5007	SOMERSET ACADEMY CHARTER HIGH SCHOOL MIRAMAR CAMPUS	\$ 1,506	\$ 1,506
5008	SOMERSET GABLES ACADEMY	\$ 153,409	\$ 169,814
5021	SOMERSET NEIGHBORHOOD SCHOOL	\$ 34,064	\$ 501,124
5030	SOMERSET PINES ACADEMY	\$ 276,050	\$ 764,853
5141	SOMERSET ACADEMY	\$ (4,074)	\$ 2,528,903
5151	SOMERSET ACADEMY MIDDLE SCHOOL	\$ 36,937	\$ 1,520,020
5211	SOMERSET ACADEMY DAVIE CHARTER	\$ 76,126	\$ 752,508
5221	SOMERSET ACADEMY CHARTER HIGH	\$ 31,754	\$ 2,414,108
5391	SOMERSET ACADEMY EAST PREPARATORY	\$ 239,830	\$ 1,048,928
5396	SOMERSET ARTS CONSERVATORY	\$ 103,871	\$ 501,326
5405	SOMERSET ACADEMY ELEMENTARY (MIRAMAR CAMPUS)	\$ 371,115	\$ 3,598,274
5406	SOMERSET ACADEMY MIDDLE (MIRAMAR CAMPUS)	\$ (48,341)	\$ 826,875
5441	SOMERSET PREPARATORY CHARTER MIDDLE SCHOOL	\$ 177,222	\$ 289,246
6004	SOMERSET ACADEMY CHARTER MIDDLE SCHOOL	\$ 16,852	\$ 524,464
6013	SOMERSET ACADEMY CHARTER MIDDLE SCHOOL (SOUTH HOMESTEAD)	\$ 14,145	\$ 398,399
6043	SOMERSET ACADEMY CHARTER MIDDLE SCHOOL (COUNTRY PALMS)	\$ 11,688	\$ 156,391
6053	SOMERSET ACADEMY CHARTER MIDDLE SCHOOL SOUTH MIAMI CAMPUS	\$ 1,116	\$ 255,522
7034	SOMERSET ACADEMY CHARTER HIGH SCHOOL (SOUTH HOMESTEAD)	\$ 4,998	\$ 4,998
7038	SOMERSET ACADEMY HIGH SCHOOL SOUTH CAMPUS	\$ (46,754)	\$ 176,002
7042	SOMERSET ACADEMY CHARTER HIGH SCHOOL	\$ (93,655)	\$ 1,257,822
Mater Academy, Inc.			
0100	MATER ACADEMY	\$ 527,257	\$ 9,490,373
0312	MATER GARDENS ACADEMY	\$ 27,519	\$ 713,425
1017	MATER ACADEMY OF INTERNATIONAL STUDIES	\$ 202,940	\$ 953,769
3100	MATER ACADEMY EAST CHARTER	\$ 258,684	\$ 2,467,421
5045	MATER GROVE ACADEMY	\$ 4,088	\$ 4,088
5046	MATER BRICKELL PREPARATORY ACADEMY	\$ 24,495	\$ 24,495
5047	MATER ACADEMY MIAMI BEACH	\$ 310,973	\$ 654,457
6009	MATER EAST ACADEMY MIDDLE SCHOOL	\$ 107,813	\$ 900,603
6012	MATER ACADEMY CHARTER MIDDLE	\$ 451,027	\$ 7,623,140
6033	MATER ACADEMY LAKES MIDDLE SCHOOL	\$ 303,041	\$ 1,429,338
6042	MATER GARDENS ACADEMY MIDDLE SCHOOL	\$ (122,282)	\$ 180,002
6047	MATER ACADEMY MIDDLE SCHOOL OF INTERNATIONAL STUDIES	\$ 55,431	\$ 285,090
7014	MATER PERFORMING ARTS & ENTERTAINMENT ACADEMY	\$ 169,977	\$ 2,509,219
7018	MATER ACADEMY LAKES HIGH SCHOOL	\$ 827,604	\$ 3,551,183
7024	MATER ACADEMY HIGH SCHOOL OF INTERNATIONAL STUDIES	\$ 103,359	\$ 471,931
7025	MATER BRICKELL PREPARATORY ACADEMY HIGH SCHOOL	\$ 8,846	\$ 8,846
7037	MATER ACADEMY EAST CHARTER HIGH SCHOOL	\$ (83,252)	\$ 406,699
7160	MATER ACADEMY CHARTER HIGH	\$ 27,563	\$ 8,144,170
Pinecrest Academy, Inc.			
0152	PINECREST PREPARATORY CHARTER HIGH SCHOOL ORLANDO	\$ 8,555	\$ 8,811
0155	PINECREST PREPARATORY CHARTER SCHOOL ORLANDO	\$ 135,413	\$ 213,166
0342	PINECREST ACADEMY (SOUTH CAMPUS)	\$ (15,091)	\$ 2,010,377
0600	PINECREST PREPARATORY ACADEMY	\$ 194,707	\$ 2,732,636
5048	PINECREST ACADEMY (NORTH CAMPUS)	\$ (17,057)	\$ 297,452
5049	PINECREST COVE ACADEMY	\$ 150,724	\$ 150,724
6003	PINECREST ACADEMY MIDDLE SCHOOL (NORTH CAMPUS)	\$ 9,337	\$ 9,337
6022	PINECREST ACADEMY CHARTER MIDDLE SCHOOL	\$ 523,973	\$ 2,921,255
7053	PINECREST PREPARATORY ACADEMY CHARTER HIGH SCHOOL	\$ 87,177	\$ 635,024

Academica Serviced Schools - Florida		Financial Performance Data	
Location	School	11-12 Increase in Net Assets	Net Assets as of 6-30-12
5001	BEN GAMLA CHARTER SCHOOL NORTH CAMPUS	\$ (7,161)	\$ 59,272
5005	BEN GAMLA CHARTER HIGH SCHOOL	\$ 40,877	\$ 40,877
5022	BEN GAMLA CHARTER SCHOOL MIAMI BEACH	\$ 99,193	\$ 103,739
5025	BEN GAMLA HALLANDALE	\$ 1,207	\$ 1,207
5392	BEN GAMLA CHARTER SCHOOL SOUTH BROWARD	\$ (23,401)	\$ 314,182
5410	BEN GAMLA CHARTER SCHOOL	\$ 2,620	\$ 650,462
Doral Academy, Inc.			
3029	DORAL ACADEMY OF TECHNOLOGY	\$ 251,714	\$ 251,714
3030	DORAL ACADEMY	\$ 313,689	\$ 4,641,760
6030	DORAL ACADEMY CHARTER MIDDLE SCHOOL	\$ 346,120	\$ 4,109,944
7009	DORAL PERFORMING ARTS & ENTERTAINMENT ACADEMY	\$ 216,054	\$ 733,178
7020	DORAL ACADEMY CHARTER HIGH SCHOOL	\$ (122,894)	\$ 4,837,629
International Studies Charter High School, Inc.			
6045	INTERNATIONAL STUDIES CHARTER MIDDLE SCHOOL	\$ 74,503	\$ 469,855
7007	INTERNATIONAL STUDIES CHARTER HIGH SCHOOL	\$ 23,388	\$ 790,249
City of Belle Isle			
0133	CORNERSTONE ACADEMY CHARTER	\$ 477,681	\$ 1,538,516
0146	CORNERSTONE CHARTER ACADEMY HIGH SCHOOL	\$ 84,819	\$ 212,002
City of Hialeah			
7262	CITY OF HIALEAH EDUCATION ACADEMY	\$ 7,757	\$ 568,315
Miami Childrens Museum Charter School, Inc.			
4000	MIAMI CHILDREN'S MUSEUM CHARTER SCHOOL	\$ 55,787	\$ 1,415,642
Theodore R. and Thelma A. Gibson Charter School, Inc.			
2060	THEODORE R. AND THELMA A. GIBSON CHARTER SCHOOL	\$ 2,892	\$ 70,472
Key West Independent Education, Inc.			
0382	KEY WEST COLLEGIATE ACADEMY	\$ 4,002	\$ 4,002
Integrated Science and Asian Culture Academy, Inc.			
2004	INTEGRATED SCIENCE AND ASIAN CULTURE ACADEMY	\$ 8,317	\$ 115,599

Section 12: Human Resources and Employment

A. Explain the school's compensation plan, including whether staff will be publicly or privately employed.

The School will be a not-for-profit, private employer, and will not participate in the Florida Retirement System. Teacher salaries will be comparable to those outlined in the teacher salary schedule implemented by the local public school district

Full time, salaried employees will be entitled to Health Insurance. For employee insurance and benefits selection, the Governing Board has engaged the services of ADP Totalsource, a professional employer organization that provides human resource services to small and moderate size employers. The use of a professional employer organization allows the staff of the School to enjoy the same level of benefits that are available to employees of large organization such as Fortune 500 companies (including health/dental/vision insurance and Retirement/401k plans). More information on ADP is found on www.adptotalsource.com.

Performance Pay – The School will establish a grandfathered salary schedule for any school employees hired before July 1, 2014 (in the case of the administrator or other personnel hired prior to opening). This will be partially based upon an employee's performance and includes differentiated pay based upon

factors such as additional responsibilities, school demographics, and level of job-performance difficulties.

The School will establish a performance salary schedule for instructional personnel and school administrators hired on or after July 1, 2014. The performance salary schedule will include salary adjustments for performance which become a lasting part of the employee's base salary under s. 121.021(22), F.S., and salary supplements for specified job assignment or duties, which are considered salary under s.121.021(22), F.S., but only remain in effect while the employee is performing those duties or assignments. The performance salary schedule will:

- ❖ Require that any salary adjustments for instructional personnel or school administrators that occur be made only for employees with highly effective or effective performance evaluation ratings.
- ❖ Not reduce the level of funding for the performance salary schedule in greater proportion than other salary schedules, if budget constraints limit the amount of funding that is available.
- ❖ Require that recommendations for promotions be based primarily upon the person's effectiveness under s. 1012.34, F.S.; i.e., performance evaluations.

B. Describe the personnel policies and procedures to which staff will be required to adhere, including expectations for participation in the school's professional development program. If personnel policies and procedures have not been developed provide a clear plan, including timeline, for the development and approval by governing board.

The school will adhere to all antidiscrimination provisions of section 1000.05, F.S. The school will not discriminate based on actual or perceived disability, gender, nationality, race or ethnicity, religion, sexual orientation in the hiring of its employees. All faculty and staff members employed by the School will possess the personal characteristics, knowledge base of and belief in the educational and curriculum design as described in this proposal, as well as an ability and motivation to work as part of a team with parental involvement. The School will look for personnel who bring with them a sense of enthusiasm and commitment as well as a strong belief in and understanding of the charter school concept.

Employees are expected to observe high standards of job performance and professional conduct. When performance or conduct does not meet standards, the School may terminate employment, or it may endeavor, if it deems appropriate, to provide the employee a reasonable opportunity to correct the problem. If, however, a corrective opportunity is given and the school determines that the employee has failed to make the correction, he or she will be subject to further discipline, including termination. Under the No Child Left Behind Act (NCLB) of 2001, all teachers must be "highly qualified" to teach in the school. The definition of a highly qualified teacher includes meeting at least the following three criteria:

- ❖ Having a bachelor's degree
- ❖ Having State credentials or certificate
- ❖ Demonstrated core academic subject matter competence

Additionally, school employees will be required to adhere to The Code of Ethics of the Education Professional in Florida as defined in State Board of Education Rule 6B – 1.001, FAC.

Contracts: Instructional personnel will receive either a probationary contract (for instructional personnel new to the profession or new to the district) or an annual contract (for personnel who have completed a probationary contract or are already under an annual contract). The contracts will provide just cause reasons, and process, for suspension or dismissal of instructional personnel during the term of an annual contract. At the end of the probationary contract, the Governing Board may choose to award or not award the Teacher an annual contract pursuant to §1012.335, Florida Statutes, with or without cause. Teachers will be evaluated in accordance with provisions of § 1012.34, Florida Statutes.

NOTIFICATION OF UNSATISFACTORY PERFORMANCE—If an employee who holds a professional service contract as provided in s. 1012.33 is not performing his or her duties in a satisfactory manner, the evaluator shall notify the employee in writing of such determination. The notice must describe such unsatisfactory performance. Upon delivery of a notice of unsatisfactory performance, the evaluator must confer with the employee who holds a professional service contract, make recommendations with respect to specific areas of unsatisfactory performance, and provide assistance in helping to correct deficiencies within a prescribed period of time.

The rules set forth below are not exhaustive and are intended to provide employees with illustrations and fair notice of what is expected from them. Obviously, however, such listing cannot identify every situation of unacceptable conduct and performance. Employees should be aware that conduct not specifically listed below, but which adversely affects or is otherwise detrimental to the interests of the school, to students, or to other employees, may also result in disciplinary action.

Probation Period

Pursuant to Florida Statute, Section 1012.335: All instructional personnel will be issued a probationary employment contract for a period of one school year upon initial employment in the school.

Voluntary Termination

The School will consider an employee to have voluntarily terminated or abandoned his or her employment if an employee does any of the following:

- ❖ Elects to resign from the school.
- ❖ Fails to return from an approved leave of absence on the date specified by the school.
- ❖ Fails to return to work without notice to the school for three (3) consecutive days.

Involuntary Termination

The School expressly reserves the right to discharge employees for cause, but without being in violation of the laws of the State of Florida and the United States of America. The School assures thorough, consistent, and even-handed termination procedures. Terminated employees will receive all earned pay to the next regular pay period. An employee may be terminated involuntarily for any reason not prohibited by law, including a leave of absence in excess of 180 days, poor performance, misconduct, or other violations of the school's rules of conduct for employees. Involuntary termination, other than for an administrative reason or abandonment of employment, will result in forfeiture of all earned accrued compensation, other than as required to be paid by law.

Job Performance

Employees may be disciplined/discharged for poor job performance, including but not limited to, the following:

- ❖ Below-average work quality or quantity
- ❖ Poor attitude or lack of cooperation
- ❖ Excess absenteeism, tardiness, or abuse of break or lunch privileges
- ❖ Failure to follow instructions or procedures
- ❖ Failure to follow established safety/security procedures

Misconduct

Employees may be disciplined or discharged for misconduct, including but not limited to the following:

Insubordination

- ❖ Dishonesty;
- ❖ Theft;
- ❖ Discourtesy (to students, parents, peers, supervisors, etc.);
- ❖ Misusing or destroying school property or the property of another;
- ❖ Disclosing or using confidential or proprietary information without authorization;
- ❖ Falsifying or altering school records, including the application for employment;
- ❖ Interfering with the work performance of others;
- ❖ Harassing other employees or students;
- ❖ Being under the influence of, manufacturing, dispensing, distributing, using, or possessing alcohol or illegal or controlled substances on school property or while conducting school business or supervising students;
- ❖ Possessing a firearm or other dangerous weapon on school property or while conducting school business;
- ❖ Conduct which raises a threat to the safety and well being of the school, its employees, students, or property, including being charged or convicted of a crime that indicates unfitness for the job; and/or
- ❖ Failing to report to the school, within five days, any charge or conviction under any criminal, drug, state or felony arrests.

The school may proceed directly to a written reprimand or to termination for misconduct or performance deficiency, without resort to prior disciplinary steps, when the school deems such action is appropriate. If an employee is recommended for dismissal by the principal of the school, the principal will propose such dismissal at a meeting of the Board of the School. The employee shall have the right to contest the dismissal at the board meeting and present testimony or evidence in connection with the dismissal action.

Additionally, school employees will be required to adhere to The Code of Ethics of the Education Professional in Florida as defined in State Board of Education Rule 6B – 1.001, FAC.

Professional Development

In setting high expectations for both students and teachers, the School will be committed to maintaining the level of high quality instructors by implementing a comprehensive professional development plan. The school will support the professional development needs of all professional staff by subsidizing college classes, facilitating the attainment of continuing education credits, and offering trainings.

Teacher training will be offered throughout the school year in a variety of forms. Select teachers will attend local, state and national conferences and serve as trainer to the remainder of the staff upon return

to the School. Appropriate and relevant school wide training will occur on teacher planning days as well as on early release dates. All staff will participate in school-initiated and other relevant and necessary workshops for professional development, and a member of the administrative team will coordinate, assist and monitor the staff development process. The Educational Service Provider may also prepare staff development meetings in which the school may elect to participate. In-house workshops and meetings will be held monthly by administrators and may occur as often as biweekly through team leaders, in order to facilitate support, encourage communication, allow for team planning, and troubleshoot concerns and needs.

In addition to school wide professional development opportunities, faculty members will each complete an Individual Professional Development Plan (IPDP) as a means to document and identify areas for personal targeted professional growth, including the identification of strategies for obtaining specified goals, its' compatibility to ensuring the professional development exercise will serve to benefit the student, and a timeframe in which the staff development exercise should occur. All IPDPs will be approved by the Principal, or his/her designee, at such time the principal may elect to recommend additional recommended professional development that should occur within a given timeframe.

The principal or member of the administrative staff, together with the teacher, will commit to the IPDP, including the allocation of necessary resources for plan implementation, and observation of new/struggling teachers by veteran/mentor teachers to implement support strategies.

Section 13: Student Recruitment and Enrollment

A. Describe the plan for recruiting students, including strategies for reaching the school's targeted populations and those that might otherwise not have easy access to information on available educational options.

The School will make great efforts to reach families reflective of the demographic of the County. A comprehensive advertising and promotional plan will include the use print and online media – including minority and community periodicals -- to disseminate information about the school's educational program and open enrollment period. The goal is to reach parents by using various means of information delivery. Promotional flyers and/or postcards will be distributed via direct mail, penny-saver publications, and/or directly to community groups and churches to ensure that harder-to-reach families are aware of the school and their eligibility to apply for enrollment. This information will also be posted in local public facilities such as community centers, parks/recreation centers, libraries and other locations of public access as permitted by local regulations. In order to best reach out to the county's growing diverse population, informational materials will be available in multiple languages as needed.

The School will distribute press releases and/or public service announcements to various media outlets to promote the open enrollment period, open house and other essential details about the school and its programs. A banner will also be posted on site with relevant information.

Once opened, parents and community partners will be encouraged to inform family, friends, and their community groups about the School. Local elected officials and community leaders will be invited to

visit the School. They will also be given an updated on the program's growth and asked to share open enrollment information with their constituents through their newsletter and upcoming community meetings.

Current publications and websites that Somerset Academy, Inc advertises/or is featured in, includes:

- ❖ Broward Family Life
- ❖ South Florida Parenting
- ❖ South Florida Sports and Activities
- ❖ New Times Broward
- ❖ Sun Sentinel Educational Edition
- ❖ Greatschools.org

B. Explain how the school will achieve a racial/ethnic balance reflective of the community it serves or with the racial/ethnic range of other local public schools.

Pupils will be considered for admission without regard to ethnicity, national origin, gender, or achievement level. The school expects to achieve diversity reflective of the community. The school's promotional plan aims to reach a broad audience and, accordingly, all racial/ethnic groups within it. By disseminating information in multiple languages to various media -- including minority and community periodicals, and postcard mailers delivered directly to residential addresses in various communities, the racial/ethnic balance of the School should be equivalent to that of public schools within the County.

Informational meetings will be held in a variety of community forums, to ensure that a diverse set of families are reached and given the opportunity to learn about the educational opportunity at the School. The governing board and administrators will also work with diverse community groups to seek assistance in disseminating information.

C. Describe the school's enrollment policies and procedures, including an explanation of the enrollment timeline, criteria and/or any preferences for enrollment, and lottery process.

Any eligible student, as described in Fla.Stat.§1002.33(10), who submits a timely application and whose parents accept the conditions of the Parental Involvement Contract shall be considered, unless the number of applications exceeds the capacity of the program, class, grade level, or building. In such case, all applicants shall have an equal chance of being admitted through a random selection process/lottery. If the number of applications falls short of the established capacity, supplemental registration periods may be held for the purpose of reaching student capacity.

An open admissions policy will be implemented wherein the School will be open to any student residing in the County. If the number of applicants exceeds capacity all applicants shall have an equal chance of being admitted through a random selection process, lottery, conducted by an independent accounting firm in conformity with Florida's charter school legislation.

Students in the lottery will be assigned a waiting list number and will be admitted when student seats become available or capacity increases. Florida's charter school legislation, Fla. Stat. §1002.33(10)(d),

provides that the School may give enrollment preference to certain student populations. Said student populations include:

1. Students who are siblings of a student enrolled in the charter school.
2. Students who are the children of a member of the Governing Board of the charter school.
3. Students who are the children of an employee of the charter school.
4. Students who are the children of an active-duty member of any branch of the United States Armed Forces.

Additionally, in order to minimize any traffic impact caused by the School and ensure that the School is available to serve the residents of the neighborhood where the campus is located, the Governing Board of the charter school may elect to limit the enrollment process to target students residing within a reasonable distance of the school as provided under Fla. Stat. §1002.33 (10)(e).

The School will not discriminate on the basis of race, religion, or national or ethnic origin, or exceptionality in the admission of students. Staff at the School will accommodate the needs of students enrolled at the school to ensure a positive learning experience.

Enrollment Timeline:

April 2014 - Initial student registration period begins

May 1, 2014- If the number of applicants exceeds capacity, admission lottery will be conducted. Students who have registered will be officially enrolled.

May 15- Second registration period begins.

June 1st- If number of applicants exceeds capacity, lottery will be conducted. If the number of applications falls short of the established capacity, supplemental registration periods may be held for the purpose of reaching student capacity.

D. Explain any student and/or family contracts that will be used as a requisite for initial and continued enrollment in the school. Describe if and how the school will enforce such contracts.

The home/school partnership is solidified through a Parent Contract. Included as *Appendix F* is a Sample Parent Contract wherein parents willingly agree to be active participants in their child's education. By volunteering parents are making an investment in the child's education. The School will provide various options to complete such volunteer obligation, in accordance with State law. Through the contract, parents and students agree, as members of the School's family, to abide by all of the school rules and regulations, and specifically, the parent contract stipulates various items that will be utilized in support of the child's education, providing certain means for ensuring their success.

The School will enforce parent/guardian contracts as provided by law (DOE Opinion 03-05). The school will work to resolve matters regarding the parent/guardian contract by: 1) setting up a parent/guardian conference (via telephone or in person) to discuss the violation(s) and work with the parent/guardian toward a mutually satisfactory resolution and/or 2) providing opportunities for parents/guardians to fulfill their responsibilities under the contract.

E. Explain any other efforts to encourage parental and community involvement, if applicable.

Parental and community involvement in the School is a fundamental and required part of the philosophy and operation of the School. The goal is to encourage parents to be active participants in their child's education, and give the community ownership of a high quality educational program, and teach children to be civic-minded and socially responsible. Parents and community members will have extensive opportunities for involvement in aspects of school operations. Through the parent/teacher group, Educational Excellence Advisory Council (EESAC), and other such committees, parent and community representation and decision making in the educational processes of the School is possible. Similarly, the administration will also require the faculty and staff of the School to uphold a strong belief in and understanding of the charter school concept through the inclusion of parents in the educational process. Through open lines of communications, faculty and staff will also encourage parental involvement through such endeavors as follow:

- ❖ Parental Service Contracts – parents agree to volunteer with their child's teacher and/or be involved in other ways in school activities.
- ❖ Educational Excellence School Advisory Council (EESAC)- This group will consist of school personnel, parents, students, local business, and community members. Members will be able to address and vote on pertinent school matters on a regular basis and assist in maintaining and carrying out the vision of the school.
- ❖ Quarterly Parent/Teacher Conferences – hosted in the evenings at the School where parents can discuss topics that affect their children's educational progress.
- ❖ Open houses, Career Fairs, Family Day - events held to recruit new students, maintain communication and involvement between the School and the surrounding community.
- ❖ School Website, Newsletters, and Event Calendar – updated regularly to disseminate information and maintain open lines of communication in the community.
- ❖ PTSA – Parent Teacher Student Association coordinates extra-curricular events involving the community.
- ❖ Community Service Projects – students, faculty and parents will participate in activities to help, give back to, and connect with, the community.

Parent Workshops on education-related topics, such as decision-making regarding school performance and student assessment needs will be offered. Parent/Teacher Conferences and the electronic grade book, will also encourage parents to be fully involved in the School's operations and will promote parental partnerships in the educational process. Volunteer opportunities to complete parent participation hours (communicated through newsletters, schoolnotes.com, the School website, email and calls home) will be plentiful and yearlong. Some of these will include activities such as chaperoning field trips, assisting with class and community service projects, helping in the library, participating in Career Week and Family Day, and assisting with the School store.

IV. BUSINESS PLAN

Section 14: Facilities

If the site is acquired:

- A. Describe the proposed facility, including location, size and layout of space.**

The Board plans to either lease a facility or engage an experienced charter school facilities developer to acquire, design, plan and construct facilities for lease, which are appropriate to the needs of the School. For the proposed school, the facility will be a one or multi-story structure built or renovated to meet all requisite codes and life-safety regulations set forth by the applicable governing agency. The facility will have an adequate number of classrooms designed to meet or exceed all pertinent classroom design standards set forth by the governing agency. The facility will also include the following uses: lunchroom and/or multi-purpose spaces, library/media-lab, science and art labs, restrooms, and administrative offices.

B. Describe the actions that will be taken to ensure the facility is in compliance with applicable laws, regulations and policies and is ready for the school's opening.

The School's Governing Board expects that it will enter into a triple-net, long-term lease for the facilities. The Governing Board and the ESP have undertaken several such leases, and have budgeted for anticipated lease and other facilities costs in the financial data provided in *Appendix A*. The Board has obtained confirmation that the budgeted amounts comport with the current forecast of lease conditions. Lease payments will commence upon the taking of possession of the facilities by the School. Long-term leasing provides to the School the ability for the School's Governing Board to focus on its core mission (education and educational programming), outsourcing the design, acquisition, permitting, financing, and construction of facilities to experienced entities in those fields. In addition, long-term leasing separates the School from the vagaries of real estate and financial markets, creating long-term guaranteed access to needed physical plant without the associated risks of ownership. The lease documents will provide that so long as the School is meeting its rent and other obligations, even the foreclosure of the property by the developer's lender will not affect the School's continuing rights to possession and use of the facilities under the lease.

Estimate of Costs: The forecast base rent and all other facilities costs are included for all years of the charter contract in the proposed Budget set forth in *Appendix A*. Utilities and maintenance cost estimates are also shown in the proposed budget. These estimates have been derived from actual historical data from other comparable charter school facilities leased by the School, the Applicant from experienced charter school facilities developers, updated based upon widely-reported cost escalations for land and construction costs for the corporation's charter school programs.

C. Describe how the facility will meet the school's capacity needs for students to be served.

The School's Governing Board will direct its ESP to develop and bring to the Board a recommendation for a quality educational facility to be leased by the School. The ESP has extensive experience in identifying facilities and facilities developers, and has successfully assisted other charter school applicants in securing state-of-the-art charter school campuses. The ESP works with reputable and experienced charter property developers, who have access to a network of financial institutions, such as Merrill Lynch Corporation, RBC Centurra and Zions First National Bank, . ready to commit the necessary capital for build-to-lease facilities. The developers have also demonstrated abilities in securing the necessary local governmental approvals for charter school purposes and required financing. They have relationships with award-winning design and engineering firms, as well as contractors with a track record of timely completion of excellent facilities meeting the needs of the School. For example, Somerset Academy in Miami-Dade County was recognized in 2006 for "Outstanding Elementary &

Middle School Building Design” by *The American School & University Magazine*, a national publication on educational facilities. The facility was completed within 7 months of construction onset. Mater Academy East Charter School’s facility, a 6-month construction project, was awarded “Outstanding Educational Design” and featured as the cover of *The American School & University Magazine*’s June 2006 issue.

Safety and Inspections - The School agrees to use facilities which comply with the Florida Building Code pursuant to Section 1013.37, Florida Statutes, or with applicable state minimum building codes pursuant to Chapter 553, Florida Statutes, and state minimum fire protection codes pursuant to Section 633.025, Florida Statutes, as adopted by the authority in whose jurisdiction the facility is located. The School will allow the Sponsor to conduct annual site visits for the purpose of reviewing and documenting, as appropriate, compliance with applicable health and safety requirements. Other inspection agencies may include: Children and Family Services to do inspections of the kitchens and related spaces; The Department of Labor and Employment to inspect for OSHA compliance. The School will show proof of the annual inspections prior to the first day of operations and will obtain and keep current all necessary permits, licenses and certifications related to fire, health and safety within the building and on school property.

- D. Explain the anticipated costs for the facility, including renovation, rent, utilities and maintenance. Identify, if applicable, any funding sources (other than state and local funding) that will be applied to facilities-related costs.**
- *The financial plan for the proposed school should align with the facilities-related costs described.*

The School’s Governing Board expects that it will enter into a triple-net, long-term lease for the facilities. The Governing Board and the ESP have undertaken several such leases, and have budgeted for anticipated lease and other facilities costs in the financial data provided in Appendix F - Budget. The Board has obtained confirmation that the budgeted amounts comport with the current forecast of lease conditions.

Lease payments will commence upon the taking of possession of the facilities by the School. Long-term leasing provides to the School the ability for the School’s Governing Board to focus on its core mission (education and educational programming), outsourcing the design, acquisition, permitting, financing, and construction of facilities to experienced entities in those fields. In addition, long-term leasing separates the School from the vagaries of real estate and financial markets, creating long-term guaranteed access to needed physical plant without the associated risks of ownership. The lease documents will provide that so long as the School is meeting its rent and other obligations, even the foreclosure of the property by the developer’s lender will not affect the School’s continuing rights to possession and use of the facilities under the lease.

Estimate of Costs: The forecast base rent and all other facilities costs are included for all years of the charter contract in the proposed Budget set forth in Appendix

F - Budget. Utilities and maintenance cost estimates are also shown in the proposed budget. These estimates have been derived from actual historical data from other comparable charter school facilities leased by the School, the Applicant from experienced charter school facilities developers, updated based upon widely-reported cost escalations for land and construction costs for the corporation's charter school programs.

E. Describe the back-up facilities plan.

- *What is the alternate plan for facilities if the proposed facility is not available or is determined to be inappropriate for the school's opening?*

The School's Governing Board expects to finalize negotiations with a potential landlord prior to charter contract negotiations with the Sponsor. If unsuccessful, negotiation will commence immediately with an experienced developer. The Governing Board will require periodic updates from its ESP concerning the progress that is being made in final identification of a suitable site and developer to acquire, construct and lease the facilities. In the event that issuance of the Certificate of Occupancy is for any reason not expected in a timely fashion, the School's Governing Board intends to direct the ESP to locate short-term alternative facilities options to present to the Board at the earliest possible time. Any such alternate facility shall be suitable for school use, until such time as the school is able to open.

If the site is not acquired:

F. Explain the school's facility needs, including desired location, size, and layout of space.

The Board plans to either lease a facility or engage an experienced charter school facilities developer to acquire, design, plan and construct facilities for lease which are appropriate to the needs of the School.

For the proposed school, the facility will be a one or multi-story structure built or renovated to meet all requisite codes and life-safety regulations set forth by the applicable governing agency. The facility will have an adequate number of classrooms designed to meet or exceed all pertinent classroom design standards set forth by the governing agency. The facility will also include the following uses: lunchroom and/or multi-purpose spaces, library/media-lab, science and art labs, restrooms, and administrative offices.

G. Provide an estimate of the costs of the anticipated facility needs and describe how such estimates have been derived.

- *The financial plan for the proposed school should align with the facilities-related costs described.*

The financial plan for the proposed school aligns with the facilities-related costs described. The School's Governing Board expects that it will enter into a triple-net, long-term lease for the facilities. The Governing Board and the ESP have undertaken several such leases, and have budgeted for anticipated lease and other facilities costs in the

financial data provided in Appendix F. The Board has obtained confirmation that the budgeted amounts comport with the current forecast of lease conditions.

Lease payments will commence upon the taking of possession of the facilities by the School. Long-term leasing provides to the School the ability for the School's Governing Board to focus on its core mission (education and educational programming), outsourcing the design, acquisition, permitting, financing, and construction of facilities to experienced entities in those fields. In addition, long-term leasing separates the School from the vagaries of real estate and financial markets, creating long-term guaranteed access to needed physical plant without the associated risks of ownership. The lease documents will provide that so long as the School is meeting its rent and other obligations, even the foreclosure of the property by the developer's lender will not affect the School's continuing rights to possession and use of the facilities under the lease.

Estimate of Costs: The forecast base rent and all other facilities costs are included for all years of the charter contract in the proposed Budget set forth in Appendix F. Utilities and maintenance cost estimates are also shown in the proposed budget. The amount assumes an average cost of \$700 per student station in the budget. This amount is comparable to that paid by several other charter schools with similar enrollment numbers which have opened recently. It is the intent of this proposed school to try to negotiate under similar terms when entering into new leases.

H. Explain the strategy and schedule that will be employed to secure an adequate facility.

The School's Governing Board will direct its ESP to develop and bring to the Board a recommendation for a quality educational facility to be leased by the School. The ESP has extensive experience in identifying facilities and facilities developers, and has successfully assisted other charter school applicants in securing state-of-the-art charter school campuses.

The ESP works with reputable and experienced charter property developers, who have access to a network of financial institutions, such as Merrill Lynch Corporation, RBC Centurra and Zions First National Bank, . ready to commit the necessary capital for build-to-lease facilities. The developers have also demonstrated abilities in securing the necessary local governmental approvals for charter school purposes and required financing. They have relationships with award-winning design and engineering firms, as well as contractors with a track record of timely completion of excellent facilities meeting the needs of the School.

Safety and Inspections - The School agrees to use facilities which comply with the Florida Building Code pursuant to Section 1013.37, Florida Statutes, or with applicable state minimum building codes pursuant to Chapter 553, Florida Statutes, and state minimum

fire protection codes pursuant to Section 633.025, Florida Statutes, as adopted by the authority in whose jurisdiction the facility is located. The School will allow the Sponsor to conduct annual site visits for the purpose of reviewing and documenting, as appropriate, compliance with applicable health and safety requirements. Other inspection agencies may include: Children and Family Services to do inspections of the kitchens and related spaces; The Department of Labor and Employment to inspect for OSHA compliance. The School will show proof of the annual inspections prior to the first day of operations and will obtain and keep current all necessary permits, licenses and certifications related to fire, health and safety within the building and on school property.

I. Describe the back-up facilities plan.

The School's Governing Board expects to finalize negotiations with a potential landlord prior to charter contract negotiations with the Sponsor. If unsuccessful, negotiation will commence immediately with an experienced developer. The Governing Board will require periodic updates from its ESP concerning the progress that is being made in final identification of a suitable site and developer to acquire, construct and lease the facilities. In the event that issuance of the Certificate of Occupancy is for any reason not expected in a timely fashion, the School's Governing Board intends to direct the ESP to locate short-term alternative facilities options to present to the Board at the earliest possible time. Any such alternate facility shall be suitable for school use, until such time as the school is able to open.

J. Describe the plan and methods the school will employ to comply with Florida's constitutional class size requirements.

The school plans to implement methods which will ensure that is compliant with Florida's laws relating to class size. For example, the school will ensure that the facilities it occupies are equipped with the number of classrooms needed to accommodate the necessary number of classes. In addition, the school's Board will adopt annual budgets which include sufficient certified teachers to achieve the student-to-teacher ratios which are legally applicable.

Section 15: Transportation Service

A. Describe the school's plan for transportation, including any plans for contracting services. Your plan should discuss, to the greatest extent possible, the issues relevant to the school's transportation plans.⁴

⁴ The charter school and the sponsor shall cooperate in making arrangements that ensure that transportation is not a barrier to equal access for all students residing within a reasonable distance of the charter school as determined in its charter. (Section 1002.33(20)(c), Florida Statutes)

School's plan for transportation, including any plans for contracting services, will be pursuant to Florida's Charter School Legislation and consistent with the requirements subpart I.E. of Chapter 1006 and 1012.45, F.S. The School transportation plan will abide by applicable district, state, and federal rules and regulations. Accordingly, the School will ensure that transportation is not a barrier to equal access within a reasonable distance of the School, as required by section 1002.33, F.S. The School's plan for providing reasonable and equitable transportation opportunities for all students is as follows:

Parent Transportation Agreements: The School's plans for contracting services, as described in Florida law, §1002.33(20)(c) F.S., provides that the governing body of the charter school may provide transportation through an agreement or contract with a private provider or with parents. The School will enter into agreements with the parents/guardians to provide transportation for their children as stipulated in the school's proposed parental involvement agreements wherein parents receive volunteer hours. The school believes that the time a parent can spend daily transporting the student (his or her child) to the school is a valuable opportunity for the parent and student to strengthen their bond and share information regarding the day's activities and events at the school.

Ensuring Equal Access: The school will ensure that transportation is not a barrier to equal access within a reasonable distance of the School, as provided in the Florida's Charter School Legislation. In the case transportation is needed and if the parent advises the School that there is a hardship, and he/she is unable to provide the transportation, the School will provide transportation within a defined reasonable distance. In such cases, the School shall be responsible for transporting all students in a non-discriminatory manner to and from the School who reside within a "reasonable distance" of the School - defined herein as a two to four mile radius of the School-- or who otherwise are entitled to transportation by law.^[1] In these situations, the School may provide transportation by contracting with an independent private transportation provider approved by the Sponsor.

Transportation for ESE Students: The School may contract with a Sponsor-approved private transportation carrier to provide specialized transportation for students with disabilities based on their particular student needs and that, which may be specified in a student's IEP. In such case, the School will provide the Sponsor the name and information of the Sponsor-approved private transportation firm.

Private Providers: Any private providers contracted by the School will be such providers who have been approved by the Sponsor as per the Sponsor's approved provider list. The School will comply with all applicable requirements of Fla. Stat. 1012.45 and review these rules and statutes at least annually for any changes thereto in ensuring compliance with statutes and rules pertaining to the safety of transported students. The School will provide the Sponsor with the names and contact information of any and all contracted private providers in ensuring monitoring of compliance for the safe transporting of students.

Section 16: Food Service

- A. **Describe the school's plan for food services, including any plans for contracting services or plans to participate in the National School Lunch Program.**

^[1]The term "reasonable distance" is defined in accordance with Chapters 1000 through 1013, Florida Statutes, as amended from time to time and the standards and guidelines provided by the State Department of Education.

An organized meal service that meets local health, state and federal regulations will be offered at the school site. Nutritious meals will be provided in accordance with the USDA Dietary Guidelines of meal component and portion size requirements. Food temperatures will be maintained in accordance with USDA guidelines and state standards. All meals will be distributed to students using a point of sale accountability procedure.

Doral Academy, Inc. is an approved Sponsor of the National School Lunch Program (NSLP) and therefore the School will participate in the free/reduced priced meal program. The School will be an approved site under Somerset Academy Inc.'s NSLP Sponsorship and will provide free and reduced priced meals for eligible children. Eligible children are children from households with gross incomes within the free and reduced limits on the Federal Income Guidelines.

Schools have a Verification Plan that is implemented each school year. During the verification period, the confirmations of eligibility for free and reduced priced meal benefits under the National School Lunch Program are completed. Verification includes income documentation or confirmation that the child is included in a currently certified Temporary Assistance to Needy Families (TANF) assistance unit, SNAP, or Food Distribution Program on Indian Reservation (FDPIR). Verification efforts are not required for students who have been directly certified, homeless certified, and migrant certified or designated as a runaway youth. Directly certified students, migrant children, homeless and runaway youth are granted automatic eligibility for free meal benefits.

The School will process all necessary lunch applications; adhere to program operation and record keeping requirements; and use of the Child Nutrition Program (CNP) system. The School will implement the following procedure for processing Free/Reduced Lunch Applications:

- ❖ Disseminate lunch applications to all students upon enrollment
- ❖ Collect lunch applications and determine applications, according to Florida Income Eligibility Guidelines, published in the Federal Register by Food & Nutrition Service, USDA;
- ❖ Enter determinations for each child into TERMS
- ❖ Provide students with notice of eligibility;
- ❖ Serve/Charge student lunches in accordance with determined eligibility;
- ❖ Submit claims for reimbursement within 30 days of the following month for each approved month of the school year once approved by the NSLP).

Contracting Services - The School may contract with an independent provider to prepare and provide meals, or the school may prepare and serve the meals to students. If an independent provider is required, the school will solicit bids from private vendors for food service. The private vendor selected by the school will prepare and deliver food to the school in accordance with standards established by the Florida Department of Professional and Business Regulations. The private vendor will be required to maintain and supply the school with daily records of all lunches served and current copies of inspection and insurance certificates.

Lunch Area -The school facility will include a lunchroom or, at minimum, a seating area that meets state nutritional and sanitation standards. The School agrees to have two satisfactory health inspections conducted on a yearly basis, by the State Department of Health, County Department, as required, to maintain Permit for Food Service.

Section 17: Budget

- A. Provide an operating budget covering each year of the requested charter term that contains revenue projections, expenses and anticipated fund balances. The budget should be based on the projected student enrollment indicated on the cover page of the application.

See Appendix A – Operating Budget

- B. Provide a start-up budget that contains a balance sheet, revenue projections, including source of revenues, expenses, and anticipated fund balance. The start-up budget must cover any period prior to the beginning of FTE payments in which the school will expend funds on activities necessary for the successful start-up of the school.

Doral Academy Middle Hollywood

Start-up Budget

	February	March	April	May	June	Total
Line of Credit / Grant **	25,000					
EXPENSES:						
Administration Staff	2,500	3,500	3,500	3,500	3,500	16,500
Marketing & Enrollment		2,500		2,000	500	5,000
Computer/Printer	1,500				1,000	2,500
Administrative Expenses	500	200	100	100	100	1,000
TOTAL OPERATING EXPENSES	4,500	6,200	3,600	5,600	5,100	25,000
Fund Balance	20,500	14,300	10,700	5,100	-	

** The School will apply for a \$25,000 planning and design grant, as provided by the Charter School Implementation Grant Program. If awarded, the grant will assist the school with the start-up costs which will be incurred prior to the period when the school will begin to receive operational funding from the sponsor. In the event that the start-up grant is not awarded, the school can either use resources from its network or has identified a non-profit charter school lender that will provide a line of credit to support the opening expenditures.

****Start-Up Budget Revenue:** the school will apply for a \$25,000 planning and design grant, as provided by the Charter School Implementation Grant Program. If awarded, the grant will assist the school with the start-up costs, which will be incurred prior to the period when the school will begin to receive operational funding from the sponsor. In the event that the start-up grant is not awarded, the school has identified a non-profit charter school lender that will provide a line of credit to support the opening expenditures (*See Appendix G - Lender Commitment Letter*). If the school opens at 50% enrollment, debt repayment of this line of credit will be interest only for at least 3 years and the school will have the option to pay when funds are available.

Startup Budget Expenses: The startup budget expenses as detailed above by object and function are based on the critical expenses for planning and program design and include: marketing efforts for 3 months prior to school opening; office materials and equipment and office computer; and professional services for staff recruitment and professional development.

C. Provide a detailed narrative description of the revenue and expenditure assumptions on which the operating and start-up budget are based.

The budget narrative should provide sufficient information to fully understand how budgetary figures were determined.

The school's budget forecast was developed using statistical data collected from a decade's worth of operations at more than 100 charter schools successfully operating in Florida. Additionally, representatives of the charter applicant have attended state and district sponsored charter school budget training workshops in prior years. The data and methodology used to prepare the budget forecast is highly reliable, and every one of more than 100 charter schools that developed budgets using this system completed the past school year with a budget surplus.

The budget contains the following sections to help the reader follow the assumptions presented in the budget.

Budget Summary: this section contains summary information of the overall budget. It is broken up into three different areas;

- ❖ It has the Grades Served, number of students, per student revenue based on the State provided revenue worksheet. In addition, the annual increase in per pupil funding is calculated.
- ❖ Revenue and Expenditure Summary. Contained in the expenditure section is information on the size and cost of the facility.
- ❖ Teacher Staff Summary – Illustrates the average class size, number of teachers, and benefits per teacher.

Budget Detail: The complete five-year budget is presented in this section. For the first year we budget enrollment at; expected, 75%, and 50% of expected enrollment. For the future years we budget our expected number, since the school has demonstrated viability with low enrollment early on.

- ❖ The revenues are calculated based on the number of students using the Revenue Worksheet provided by the state for each of the years budgeted. For each additional year, a revenue increase amount (1%) has been utilized.
- ❖ The expenditures are calculated based on a function of each line item. Each line item has a cost and a basis for the calculation. For example Student Supplies & Equipment have a cost of \$45.00 and a basis of Student. The budgeted amount would be the cost multiplied by the number of students.
- ❖ For salaries the total is presented from the Staffing Plan section for each function.

Budget Monthly Years 1-5: In these sections the annual budget is presented in a monthly format on a cash basis for each of the years of the charter. The ESP has negotiated payment terms with various vendors and the amounts shown follow the payment terms received.

School Design: In this section the number of classrooms and students is presented in four different formats along with the percentage of ESE, ESOL, and students qualifying for free and reduced lunch meals.

Staffing Plan: This section is broken out into three different areas;

- ❖ The first item is the assumptions used for calculating the benefits provided to each staff

member.

- ❖ The second area is to provide the calculation for the number of staff members for each position.
- ❖ Next is the calculation of the pay amount times the number of positions for that function. In addition, benefits costs are calculated at the gross amount times the benefits rate from the first item.

Start up Budget: The budgeted amounts of revenue and expenditures before the school's first fiscal year of operation are presented in this section.

All Charter School Calculator: This section is from the Florida Department of Education Revenue worksheet based on the first calculation of the FEFP 2013-2014. It is used to calculate the gross State Funding.

Start-Up Budget Revenue: The school will apply for a \$25,000 planning and design grant, as provided by the Charter School Implementation Grant Program. If awarded, the grant will assist the school with the start-up costs, which will be incurred prior to the period when the school will begin to receive operational funding from the sponsor. In the event that the start-up grant is not awarded, the school can either use resources from its network or the school has identified a non-profit charter school lender that will provide a line of credit to support the opening expenditures (*See Appendix G- Lender Commitment Letter*). If the school opens at less than expected enrollment, debt repayment of this line of credit will be interest only for at least 3 years and the school will have the option to pay when funds are available.

Startup Budget Expenses: The startup budget expenses as detailed above by object and function are based on the critical expenses for planning and program design and include: marketing efforts for 3 months prior to school opening; office materials and equipment and office computer; and professional services for staff recruitment and professional development.

Operating Budget Revenue:

The FTE Revenue forecast is based upon data provided by the Florida Department of Education and the sponsoring school district at informational meetings held by sponsors for new charter school applicants. The application includes a detailed Revenue Worksheet in *Appendix A*, which explains how revenue figures were derived. The revenues were kept flat for year 1. The average reflects a 1% increase but also reflects a 1% increase in expenses. If the revenue does not increase, the school will decrease expenses (salaries, etc. 1% all) to maintain a balanced budget regardless of fluctuations in FTE revenues.

The Transportation Reimbursement revenue was based on the assumptions provided in the budget notes therein.

The Lunch Program income is calculated based on an estimated percentage of F&R lunch from existing schools in the target area, plus an estimation of students paying for their own meals. The revenue and costs associated with the lunch program are detailed in the "Budget Detail" section of the budget.

Capital Outlay: The capital outlay revenues forecasted include only the amount of revenue that schools with over 250 students would receive from the sponsor's 5% allocation, since the 5% fee is applicable to only the first 250 students. The remainder is returned to the school for capital outlay purposes as

defined by statute. No other amount is assumed or forecast. If the School is classified as a “high-performing school”, the sponsor’s allocation is reduced from 5% to 2% for the first 250 students. The revenues were kept flat for year 1. The average reflects a 1% increase but also reflects a 1% increase in expenses. If the revenue does not increase, the school will decrease expenses (salaries, etc. 1% all) to maintain a balanced budget regardless of fluctuations in FTE revenues.

Operating Budget Expenditures

Expenses have been forecast using the statistical expense data compiled from over 80 successfully charter schools operating in Florida. The data is highly reliable and every one of more than 80 charter schools that developed budgets using this system this past 2011-2012 school year completed the year with a budget surplus.

Staff:

Costs for educational staff and administrators are forecast using the published pay scale in effect in the district where the school is located as a guide. The number of instructional personnel is in line with Florida Law for class size as it pertains to charter schools (see Staffing Plan in the budget).

Instructional Staff

Teacher Salaries were derived at by using an average salary of \$39,500/teacher for Year 1, with a CPI of 1% for every year thereafter.

Teachers include ESOL certified personnel, ESE, Reading/Math Coaches

Paraprofessionals are budgeted at an average salary of \$18,000/year

Substitute teacher costs assumes that substitutes will be hired for 10 days/full-time teacher at a rate of \$110/day.

Supplements are calculated at 1% of all instructional salaries

Pupil Personnel Services includes an ESE Program Specialist (See *Appendix E* Job Descriptions)

Media Services A Media Specialist is included as of Year 3.

School Administration includes a Principal (Years 1-5) and support personnel (see "Staffing Matrix" section in the budget).

Other School Administration salaries include those for Assistant Principal, Registrar, Administrative Assistants and other Clerical personnel on as needed basis.

Additional staff includes Food Services staff, Custodian and Security

Employee Benefits are calculated at a rate of approximately 22% (see "Staffing Matrix" section of the budget for exact calculation) of all salaries (excluding contracted services). This includes health insurance costs, 401k contributions, tuition reimbursements, Worker’s Compensation, and all mandatory federal and state employment taxes. As noted in the application, for employee insurance and benefits selection, the Governing Board has engaged the services of ADP Totalsource, a professional employer organization that provides human resource services to small and moderate size employers. The use of a professional employer organization allows the staff of the School to enjoy the same level of benefits that are available to employees of large organization such as Fortune 500 companies (including health/dental/vision insurance and Retirement/401k plans).

Contract Services include professional fees paid to entities such as the Services and Support Provider, Speech Therapist, and other contracted instructional services. As noted in the detailed Revenue Worksheet included in the application, the budget anticipates that 12% of students will be classified as ESE. There is room in the budget to modify the amount paid for ESE services under Miscellaneous and in the Budget Surplus, should the rate of contracted services for ESE/ESOL increase due to the

various needs of the students once enrolled.

Instructional Materials expenditures include Classroom Supplies and Equipment, Teacher Supplies, Textbooks and Student Activities budgeted at a per student rate. The budgeted amounts assume that the only revenue that the school will receive is FTE, and is therefore consistent with (and exceeds) the amount allocated to instructional materials under the categorical funding formulas used by the State of Florida.

SB 736 Merit Pay amount was derived from the FFEP Teacher Salary Allocation (WFTE share) to be used for merit raises.

Instructional Technology includes the leasing of computer equipment/Promethean boards and repairs of such, and educational software and electronic textbooks budgeted per classroom. In addition, the budget includes EduSoft Software and scanner and hardware maintenance. This amount assumes that the only funding received is FTE, and does not take account possible Implementation Grant funds. The amount may be categorized as a one-time expense outright, or as the annual expense paid under a long-term financing agreement (i.e. computer leases, loan payments, etc. It is anticipated that equipment to administer state tests such as the FAIR, FCAT 2.0, CELLA will be funded by the planning and implementation grant. In the event that the grant is not awarded, the school has allocated a per student amount for equipment leasing, as reflected in the budget.

The ESP fees are budgeted by services on a per student basis as follows: Instructional Services (Curriculum Planning, Research, Development and Evaluation) \$115.00, General Administration management \$225.00, Fiscal Services (Planning, Research, Development and Evaluation) \$110.00.

Staff Development covers costs for workshops and other PD activities, including, but not limited to: Data-Driven Decision Making for Teachers and Administrators, Mission and Vision, Improving Individual Student Achievement and Continuous Improvement Process.

Advertisement and Promotion includes costs related to recruiting students and staff (i.e. printing of brochures, website production, and advertisements in local media outlets).

Independent Financial Audit (Fiscal Services) cost was derived using amounts paid by schools of similar size to accounting firms that perform the Independent Audit.

Food Services:

Lunch Program expense is based on current figures found in the affiliated charter schools. Somerset Academy, Inc. is already approved under the National School Lunch Program and is qualified to receive reimbursements. Since we are uncertain of the precise population (and number of free and reduced lunch meals to be served) we are unable to provide a more precise budgeted structure for food service. However, an estimated amount is provided in the “Budget Detail” section of the budget.

Pupil Transportation Services is calculated at \$225/bus per day with a 15% utilization rate identified in the budget.

Operations of Facility/Plant includes Purchased Service - CAM (Custodial, fire and alarm, pest control), Property Insurance and Utilities. The figures included are based on statistical expense data compiled from over 80 successfully charter schools currently operating in Florida. It is the intent of this

proposed school to use this data as the threshold when planning for its new facilities. The fees included are comparable to the average annual amounts paid by other charter schools with similar enrollment numbers.

Lease of Facilities: The amount assumes an average cost of \$700 per student station in the budget. This amount is comparable to that paid by several other charter schools with similar enrollment numbers which have opened recently. It is the intent of this proposed school to try to negotiate under similar terms when entering into new leases.

Maintenance of Plant: Amount listed is comparable to the average annual amounts paid by other charter schools with similar enrollment numbers

The school has identified a non-profit charter school lender that will provide a line of credit to support the opening expenditures (*See Appendix G - Lender Commitment Letter*). If the school opens at 50% enrollment, debt repayment of this line of credit will be interest only for at least 3 years and the school will have the option to pay when funds are available.

- D. Provide monthly cash flow projections for the school's start-up period (i.e. from the date on which the application is approved to the beginning of the first fiscal year of operation) through the first year of operation.**

See Appendix A – Operating Budget

- E. Describe the school's fundraising plan, if applicable. Report on the current status of any fundraising efforts, including verification of any fundraising monies reported in the school's start-up or operating budgets.**

Fundraising will serve as a catalyst to further service the School's needs. Throughout the school year, the School will conduct fundraising activities to generate capital and to supplement the per pupil allocations. Examples of fundraising activities include Book Fairs, Yearbook Sales, Holiday Store, School Pictures, and a School Fair. The School may also apply for grants from national, state, and local foundations, as well as other sources for education grants, including the Charter School Implementation Grants. Specific grant sources will be determined, based on appropriateness and feasibility, by the school administration and Governing Board.

Additionally, the School will also receive a percentage of the sales made from school pictures, uniform sales, and yearbook sales. The School will also welcome and encourage sponsorship and donations from local business partners within the local community. This includes financial and in-kind donations that will promote the educational program from the benefit of the community. The school has no fundraising efforts to be reported at this time.

Section 18: Financial Management and Oversight

- A. Describe who will manage the school's finances and how the school will ensure financial resources are properly managed.**

The Governing Board has the ultimate responsibility to ensure that the School's finances are managed properly. The Board will contract with an Education Services Provider (ESP) which will assist the Board and the School Principal with the preparation and reporting of the School's finances.

The Board will review and approve a preliminary annual budget prior to the beginning of the fiscal year. The Principal of the School will prepare a school-site budget, which will include anticipated revenues and expenditures based on student enrollment. Each quarter, the Board will review the budget and make revisions, as necessary.

The Principal will manage the day-to-day operations and site-based finances, including expenditures and receivables. The Board will adopt a policy whereby the Principal will need to seek prior approval from the Board for expenditures over a pre-approved amount. The Principal will report at least quarterly to the Governing Board on the progress of the site-based budget and make recommendations and seek approval for large expenses. The Governing Board will oversee the Principal and remain responsible for all financial matters delegated to the Principal.

B. Describe the financial controls, including an annual audit and regular board review of financial statements, which will be employed to safeguard finances.

The School has established financial procedures to further safeguard its finances. The Governing Board shall annually adopt and maintain an operating budget, retain the services of a certified public accountant or auditor for the annual independent financial audit and review, and will approve the audit report, including audit findings and recommendations. In the event a financial recovery plan is necessary, the Board will monitor it and ensure such plan is appropriately maintained. The Governing Board of the School will also review and monitor the financial statements of the School on at least a quarterly basis during regularly scheduled Board Meetings.

Controls -The Board of Directors is responsible for establishing and maintaining a system of internal controls in order to provide reasonable assurance that the school's assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with the school's authorization and recorded properly in the financial records. Specifically, the Board has established controls in accordance with all applicable federal, state and local laws and in line with accepted industry standards and best practices regarding:

- ❖ Revenues, accounts receivable, and cash receipts
- ❖ Expenditures, accounts payable, and cash disbursements
- ❖ Budgeting and financial reporting
- ❖ Risk management
- ❖ School inventory & capital assets
- ❖ Student records
- ❖ Employment records

Standard procedures utilized to ensure sound internal accounting and a system of checks and balances include:

General Accounting - utilization of accepted state codification of accounts pursuant to the Financial and Program Cost Accounting and Reporting for Florida Schools in all transactions pertaining to its operations.

Internal accounting procedures for the School pertaining to receivables and disbursements are as follows:

Receivables- all cash payments will be logged, coded by source and deposited in a timely manner. Deposits are reconciled to cash receipt logs. Disbursements will be made only to approved vendors and must be appropriately authorized. Disbursement voucher packages are prepared at the School site and authorized by the School Principal. Disbursement vouchers are submitted to the ESP with appropriate supporting documentation to substantiate the nature, account classification, business purpose and amount. Disbursement vouchers are reviewed and approved by the Principal and the ESP. For internal accounts, all disbursements require two signatures. For operating and lunch accounts, disbursements require two signatures for any check in the amount of \$2,500 or above. Checks in the amount of \$25,000 or above require that one of the signatures be that of the Board Chair. Authorized signatures on checks are limited to the Chair of the Governing Board, the president, the School Principal/designee, ESP representative, and others, as approved by the Governing Board.

Bank statements will be reconciled on a monthly basis. The School will provide regular financial statements to the Sponsor including a statement of revenues and expenditures and changes in fund balances, prepared in accordance with generally accepted accounting principles. These will be provided on the dates required by the School Board in the charter school contractual agreement between the School and the Sponsor.

Wire Transfers -copies of all wire transfers (e.g., FTE funds, grants, charter school capital outlay) into the school's banking account(s) along with supporting documentation are maintained and recorded in the general ledger by journal entry.

Internal Revenue Collection -funds collected at the school (i.e., lunch monies, fundraisers, field trips) will be initially collected by designated school staff. These funds along with supporting documents are submitted to the Financial Manager whose responsibility is to record and prepare the deposit. All deposits will be prepared in duplicate; the original goes to the financial institution and the copy remains intact in the deposit book. A copy of the financial institution validated receipt along with supporting documentation will be maintained.

Capital Expenditures -purchase orders are required for all capital expenditures and are pre-approved by the Executive Director, Principal, or Designee. Limits are set by the Board of Directors and may change as necessary. These purchase orders are prepared in duplicate with one going to the vendor and the other remaining at the school on file in the Accounting Office. Any purchase order totaling more than the limit as set by the Board of Directors requires Board action.

Operational Checking Accounts -all expenses related to the operations of the school are paid from the operating account. All operating expenditures are subject to the same approval processes as indicated for capital expenditures. All accounts are reconciled on a monthly basis and presented to the Board of Directors for review.

Authorized Check Signers -authorized signers on school accounts are limited to certain specified individuals as approved by the Board of Directors.

Data Security -financial data will be maintained on a secured system/network. Only the School

Director and authorized representatives of the Board of Directors have access to the data. Appropriate file backups and physical records will be maintained in a secure environment.

The School will provide the Sponsor with annual audited financial reports as of June 30 of each year. These reports will include a complete set of financial statements and notes thereto prepared in accordance with generally accepted accounting principles for inclusion into the Board's financial statements annually, formatted by revenue source and expenditures and detailed by function and object, as per the Sponsor's timelines.

The School will utilize the standard state codification of accounts as contained in the Financial and Program Cost Accounting and Reporting for Florida Schools, as a means of codifying all transactions pertaining to its operations for both internal and external reporting. Financial reporting will be subject to any directives issued by the State of Florida and the local school district.

C. Describe the method by which accounting records will be maintained.

The School will utilize the standard state codification of accounts as contained in the Financial and Program Cost Accounting and Reporting for Florida Schools, as a means of codifying all transactions pertaining to its operations for both internal and external reporting. Financial reporting will be subject to any directives issued by the State of Florida and Sponsor.

D. Describe how the school will store student and financial records.

The School will maintain both student and financial records in accordance with Chapter 119, Florida Statutes. Retention schedules established by the records and information management program of the Division of Library and Information Services of the Department of State will be followed.

The school maintains both active and archival records for current and former students in accordance with federal, state, local laws and with the regulations prescribed by the Florida Department of Education. The school ensures that all student records are kept confidential as required by applicable law.

All permanent records of students leaving the school, whether by graduation or transfer to another sponsoring district school are transferred to the sponsoring district school in which the student is enrolled. All students leaving the school to attend an out-of county school or a private educational institution shall have a copy of their permanent record forwarded to the school in which the student is enrolled. All permanent records remain in the last school in which the student was enrolled.

All student and financial records are kept in locked, fireproof cabinets or in a fireproofed locked records storage vault. Only certain school personnel have access to student records, and computerized student records are backed up regularly and stored in a secure area.

E. Describe the insurance coverage the school will obtain, including applicable health, workers compensation, general liability, property insurance and directors and officers liability coverage.

The School will maintain insurance coverage limits that either meets or exceeds the District minimum insurance limit requirements.

The School's insurance shall cover the School (and its subcontractors, to the extent that it is not

otherwise insured) for those sources of liability which would be covered by the latest edition of the standard Workers' Compensation Policy, as filed for use in Florida by the National Council on Compensation Insurance, without restrictive endorsements as stated in the Florida Workers' Compensation Act.

Minimum Limits: There shall be no maximum limit on the amount of coverage for liability imposed by the Florida Workers' Compensation Act or any other coverage customarily insured under Part 1 of the standard Worker's Compensation Policy. The minimum amount of coverage for those coverages customarily insured under Part 2 of the standard Worker's Compensation Policy shall be:
EL Each Accident: \$500,000; EL Each Disease-Policy Limit: \$500,000; EL Disease-Each Employee: \$500,000

Insurance limits and deductibles are as follows:

General Liability Limit - \$1,000,000/\$3,000,000 Deductible: \$0
Educators Legal Liability and Employment Practices - Limit: \$1,000,000 Deductible: \$2,500
Crime Coverage – Limit: \$1,000,000 Deductible: \$5,000
Comprehensive Property Coverage – Limit: 100% TIV Deductible: Named Windstorm 5% of TIV, \$5,000 All other Perils
Workers Compensation Coverage – Limit: Each Accident \$2,000,000/Each Disease \$2,000,000/Each Employee \$2,000,000 Deductible: \$0

The insurance carrier has AM Best financial rating of A XII, with over \$1 billion in retained earnings according to AM Best.

For Worker's Compensation: Aon Risk Services, Inc. of FL is licensed in the State of FL and Illinois National Insurance Company is rated "A (Excellent)" by AM Best Company.

Section 19: Action Plan

A. Present a timetable for the school's start-up.

The activities included should align with the start-up budget described earlier in the application. If an activity will be paid for by a source of funding not included in the start-up budget, it should be clearly indicated. (This timetable is a projection and is not meant to be binding on the school or sponsor)

August 1, 2013:	Submission of charter school application proposal
November - Dec	Notification by Sponsor Expected Board Interviews and Approval of Application by Sponsor
Dec –March	Facilities Search/Lease Negotiations
March	Expected Charter Contract Negotiations
April to June	Marketing and Student Recruitment

May 1st	Initial student registration period. Students who have registered will be officially enrolled. If number of applicants exceeds capacity, lottery will be conducted.
May 15th	Second Registration Period Begins./Student Enrollment begins
June 1st	If number of applicants exceeds capacity, lottery will be conducted.
May- July	Staff Recruitment and Hiring Planning and Purchasing of Materials Preparation of facilities Governing Board training
July- Aug	Parent Students Orientations Finalize Hiring and Student Registration
On or before August 1st	Teacher fingerprinting, drug-testing, and background checks completed.
August	Final Curriculum Review and Professional Development Faculty Orientation Workshops - Opening Procedures Conduct Final Facilities and Safety Inspections
August 2014:	Classes commence as per Sponsor's calendar

School-Emergency Management and Recovery Plan -The School will implement a Security Action Plan articulated in its Staff Handbook (accessible online to all staff) that prepares all staff for unanticipated events including but not limited to: medical, fire, hazardous, weather security, etc. The School will cooperate with the District to provide the safest school possible for the staff and students, and will incorporate all the applicable and appropriate District-approved emergency efforts in order to maintain a safe school environment. Accordingly, the School will adopt the emergency plans for fire, hurricane, tornado, and child safety currently in effect within the District.

All staff members will be trained regarding procedures for disaster preparedness plans outlining procedures for emergency situations and natural disasters. Staff will be trained to implement an action plan within an emergency situation. Both students and staff will be trained in planning for these events through routine drills and practice. Procedures and plans will be provided to teachers and the staff through the employee handbook, and parents and community members will receive information regarding emergency procedures via newsletters and parent meetings.

III. STATEMENT OF ASSURANCES

This form must be signed by a duly authorized representative of the applicant group and submitted with the application for a charter school.

As the authorized representative of the applicant group, I hereby certify that the information submitted in this application for a charter for Doral Academy Middle Charter School Hollywood is accurate and true to the best of my knowledge and belief; and further, I certify that, if awarded a charter, the school:

- Will be nonsectarian in its programs, admission policies, employment practices and operations.
- Will enroll any eligible student who submits a timely application, unless the school receives a greater number of applications than there are spaces for students, in which case students will be admitted through a random selection process.
- Will adhere to the antidiscrimination provisions of section 1000.05, F.S.
- Will adhere to all applicable provision of state and federal law relating to the education of students with disabilities, including the Individuals with Disabilities Education Act; section 504 of the Rehabilitation Act of 1974; and Title II of the Americans with Disabilities Act of 1990.
- Will adhere to all applicable provisions of federal law relating to students who are limited English proficient, including Title VI of the Civil Rights Act of 1964 and the Equal Educational Opportunities Act of 1974.
- Will participate in the statewide assessment program created under section 1008.22, F.S.
- Will comply with Florida statutes relating to public records and public meetings, including Chapter 119, Florida Statutes, and section 286.011, F.S., which are applicable to applicants even prior to being granted a charter.
- Will obtain and keep current all necessary permits, licenses and certifications related to fire, health and safety within the building and on school property.
- Will provide for an annual financial audit in accordance with section 218.39, F.S.

The governing board, at its discretion, allows _____ (name), _____ (title) to sign as the legal correspondent for the school.


Signature

7-29-2013
Date

Angela Ramos
Printed Name

Appendix A
Start-up Budget

Doral Academy Middle Hollywood

Start-up Budget

	February	March	April	May	June	Total
Line of Credit / Grant **	25,000					
EXPENSES:						
Administration Staff	2,500	3,500	3,500	3,500	3,500	16,500
Marketing & Enrollment		2,500		2,000	500	5,000
Computer/Printer	1,500				1,000	2,500
Administrative Expenses	500	200	100	100	100	1,000
TOTAL OPERATING EXPENSES	4,500	6,200	3,600	5,600	5,100	25,000
Fund Balance	20,500	14,300	10,700	5,100	-	

** The School will apply for a \$25,000 planning and design grant, as provided by the Charter School Implementation Grant Program. If awarded, the grant will assist the school with the start-up costs which will be incurred prior to the period when the school will begin to receive operational funding from the sponsor. In the event that the start-up grant is not awarded, the school can either use resources from its network or has identified a non-profit charter school lender that will provide a line of credit to support the opening expenditures.

Budget Summary

Appendix A

Doral Academy Middle Hollywood

	Year 1	Year 1 75%	Year 1 Low	Year 2	Year 3	Year 4	Year 5
Grades	6-8			6-8	6-8	6-8	6-8
Students per grade (average)	200	150	100	292	350	350	350
Total # Students	600	450	300	875	1,050	1,050	1,050
Per Student Revenue *	5,934	5,934	5,934	5,977	6,030	6,091	6,152
				1.0%	1.0%	1.0%	1.0%

REVENUE

Maximum Gross Revenue (\$)	3,655,161	2,670,167	1,780,111	5,259,373	6,368,010	6,431,690	6,496,007
Enrollment Contingency (\$)	94,939	-	-	29,883	36,182	36,544	36,909
Budgeted State Sources of Revenue (\$)	3,560,222	2,670,167	1,780,111	5,229,490	6,331,828	6,395,146	6,459,098

EXPENDITURES

Facility Budget							
Maximum Facility Expense	534,037	408,072	269,418	821,363	978,981	988,771	998,658
Minimum Building Size (Sqft)	31,200	23,400	15,600	45,500	54,600	54,600	54,600
Cost per Student	\$ 700.00	\$ 700.00	\$ 700.00	\$ 707.00	\$ 714.07	\$ 721.21	\$ 728.42
Operating and Fixed Costs	114,037	93,072	59,418	202,738	229,207	231,499	233,814
Mortgage Payments/Rent	420,000	315,000	210,000	618,625	749,774	757,271	764,844

Teacher Staffing Budget							
Average Class Size	21	21	21	22	22	22	22
# of Teachers	29	22	14	44	52	55	55
Salary Benefits per Teacher	9,083	9,026	9,042	9,067	9,241	9,224	9,317

MAXIMUM FOR OTHER EXPENDITURES

1,965,048	1,422,244	959,603	2,793,702	3,321,395	3,379,178	3,418,705
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* See All Charter School Calculator for Assumptions for the calculation of per pupil FTE

Budget Detail
Appendix A

Doral Academy Middle Hollywood			YEAR 1			YEAR 2	YEAR 3	YEAR 4	YEAR 5
			Expected	75% Enrollment	50 % Enrollment				
ENROLLMENT	Cost	Basis							
Classrooms			28	21	14	40	48	48	48
6 - 8			600	450	300	875	1,050	1,050	1,050
Total Enrollment			600	450	300	875	1,050	1,050	1,050
REVENUES									
State Sources with expected enrollment			\$ 3,560,222.00	\$ 2,670,166.50	\$ 1,780,111.00	\$ 5,259,372.93	\$ 6,368,009.90	\$ 6,431,690.00	\$ 6,496,006.90
Federal Sources - NSLP funds 45% of students	\$ 2.88	45%	\$ 139,968.00	\$ 104,976.00	\$ 69,984.00	\$ 206,161.20	\$ 249,867.37	\$ 252,366.05	\$ 254,889.71
Local Sources - Lunch program paid students	\$ 3.00	10%	\$ 32,400.00	\$ 24,300.00	\$ 16,200.00	\$ 47,722.50	\$ 57,839.67	\$ 58,418.07	\$ 59,002.25
Capital Outlay (Capital Outlay available after year 3)	\$ 500.00							\$ 525,000.00	\$ 525,000.00
Other Sources - Services (Before & After Care Net of Expenses)		Per Student	\$ 49,500.00	\$ 37,125.00	\$ 24,750.00	\$ 72,187.50	\$ 86,625.00	\$ 86,625.00	\$ 86,625.00
			\$ 3,782,090.00	\$ 2,836,567.50	\$ 1,891,045.00	\$ 5,585,444.13	\$ 6,762,341.95	\$ 7,354,099.11	\$ 7,421,523.86
EXPENDITURES									
Instruction									
Salaries (includes classroom teachers, contract or hourly, and teacher aides)	See Staffing Plan		\$ 1,197,300.00	\$ 902,600.00	\$ 575,400.00	\$ 1,813,455.00	\$ 2,184,340.13	\$ 2,306,122.73	\$ 2,329,183.96
Fringe Benefits			\$ 263,406.00	\$ 198,572.00	\$ 126,588.00	\$ 398,960.10	\$ 480,554.83	\$ 507,347.00	\$ 512,420.47
Contracted Professional Services (includes Therapists & other contracted instructional services)	\$ 450.00	ESE Student	\$ 32,400.00	\$ 24,300.00	\$ 16,200.00	\$ 47,722.50	\$ 57,839.67	\$ 58,418.07	\$ 59,002.25
Classroom Supplies & Equipment	\$ 45.00	Student	\$ 27,000.00	\$ 20,250.00	\$ 13,500.00	\$ 39,768.75	\$ 48,199.73	\$ 48,681.72	\$ 49,168.54
Teacher Supplies	\$ 40.00	Student	\$ 24,000.00	\$ 18,000.00	\$ 12,000.00	\$ 35,350.00	\$ 42,844.20	\$ 43,272.64	\$ 43,705.37
Textbooks and/or ebooks/Student Activities	\$ 335.00	Student	\$ 201,000.00	\$ 150,750.00	\$ 100,500.00	\$ 296,056.25	\$ 358,820.18	\$ 362,408.38	\$ 366,032.46
Supplemental instructional materials (CIRP/SIRP and Technology)	\$ 60.00	Student	\$ 36,000.00	\$ 27,000.00	\$ 18,000.00	\$ 53,025.00	\$ 64,266.30	\$ 64,908.96	\$ 65,558.05
SB 736 Merit Pay			\$ 103,500.00	\$ 77,625.00	\$ 51,750.00	\$ 150,951.00	\$ 181,160.00	\$ 181,160.00	\$ 181,160.00
Computer - Equipment for Instruction (* lease to include ebooks)	\$ 1,800.00	Classroom	\$ 50,400.00	\$ 37,800.00	\$ 25,200.00	\$ 72,720.00	\$ 88,136.64	\$ 89,018.01	\$ 89,908.19
Computer Lab - Including Software	\$ 10,000.00	Lab	\$ 10,000.00	\$ 10,000.00	\$ 7,500.00	\$ 10,100.00	\$ -	\$ 10,303.01	\$ 20,812.08
Sub-Total Instruction			\$ 1,945,006.00	\$ 1,466,897.00	\$ 946,638.00	\$ 2,918,108.60	\$ 3,506,161.67	\$ 3,671,640.52	\$ 3,716,951.36
Pupil Personnel Services									
Salaries (includes counselor, school nurse, health assistant)	See Staffing Plan		\$ 40,000.00	\$ 40,000.00	\$ 20,000.00	\$ 40,400.00	\$ 40,804.00	\$ 41,212.04	\$ 41,624.16
Fringe Benefits			\$ 8,800.00	\$ 8,800.00	\$ 4,400.00	\$ 8,888.00	\$ 8,976.88	\$ 9,066.65	\$ 9,157.32
Contracted Professional Services (counseling and psychological)	\$ 500.00	ESE Student	\$ 36,000.00	\$ 27,000.00	\$ 18,000.00	\$ 53,025.00	\$ 64,266.30	\$ 64,908.96	\$ 65,558.05
Sub-Total Pupil Personnel Services			\$ 84,800.00	\$ 75,800.00	\$ 42,400.00	\$ 102,313.00	\$ 114,047.18	\$ 115,187.65	\$ 116,339.53
Media Services									
Salaries (includes Librarian)	See Staffing Plan		\$ -	\$ -	\$ -	\$ -	\$ 40,804.00	\$ 41,212.04	\$ 41,624.16
Fringe Benefits			\$ -	\$ -	\$ -	\$ -	\$ 8,976.88	\$ 9,066.65	\$ 9,157.32
Library Books	\$ 10,000.00	School	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00	\$ 10,100.00	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04
Sub-Total Media Services			\$ 10,000.00	\$ 10,000.00	\$ 5,000.00	\$ 10,100.00	\$ 59,981.88	\$ 60,581.70	\$ 61,187.52
Curriculum Development									
Salaries (includes Curriculum Specialist)			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Curriculum Planning, Research, Development and Evaluation	\$ 115.00	Student	\$ 69,000.00	\$ 51,750.00	\$ 34,500.00	\$ 101,631.25	\$ 123,177.08	\$ 124,408.85	\$ 125,652.93
Student Activities	\$ 30.00	Student	\$ 18,000.00	\$ 13,500.00	\$ 9,000.00	\$ 26,512.50	\$ 32,133.15	\$ 32,454.48	\$ 32,779.03
Sub-Total Curriculum Development			\$ 87,000.00	\$ 65,250.00	\$ 43,500.00	\$ 128,143.75	\$ 155,310.23	\$ 156,863.33	\$ 158,431.96
Staff Development									
Workshops/Trainings (includes incentive pay for teachers)	\$ 1,000.00	Teacher	\$ 29,000.00	\$ 22,000.00	\$ 14,000.00	\$ 44,000.00	\$ 52,000.00	\$ 55,000.00	\$ 55,000.00
Sub-Total Staff Development			\$ 29,000.00	\$ 22,000.00	\$ 14,000.00	\$ 44,000.00	\$ 52,000.00	\$ 55,000.00	\$ 55,000.00

Budget Detail
Appendix A

Doral Academy Middle Hollywood			YEAR 1			YEAR 2	YEAR 3	YEAR 4	YEAR 5
			Expected	75% Enrollment	50 % Enrollment				
Instruction Related Technology									
Salaries (includes Technology Personnel)	See Staffing Plan		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EduSoft Software and Scanner	\$ 1,200.00	School	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,212.00	\$ 1,224.12	\$ 1,236.36	\$ 1,248.72
Hardware Maintenance	\$ 400.00	Classroom	\$ 11,200.00	\$ 8,400.00	\$ 5,600.00	\$ 16,160.00	\$ 19,585.92	\$ 19,781.78	\$ 19,979.60
Sub-Total Instruction Related Technology			\$ 12,400.00	\$ 9,600.00	\$ 6,800.00	\$ 17,372.00	\$ 20,810.04	\$ 21,018.14	\$ 21,228.32
Board									
Professional Services (Legal)	\$ 2,500.00	School	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,525.00	\$ 2,550.25	\$ 2,575.75	\$ 2,601.51
Insurance (General Liability, D&O, Professional Liability)	\$ 660.00	Classroom	\$ 18,480.00	\$ 13,860.00	\$ 9,240.00	\$ 26,664.00	\$ 32,316.77	\$ 32,639.94	\$ 32,966.34
Travel	\$ 2,000.00	Board Mem	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,020.00	\$ 2,040.20	\$ 2,060.60	\$ 2,081.21
Sub-Total Board			\$ 22,980.00	\$ 18,360.00	\$ 13,740.00	\$ 31,209.00	\$ 36,907.22	\$ 37,276.29	\$ 37,649.05
General Administration									
Management Fees	\$ 225.00	Student	\$ 135,000.00	\$ 101,250.00	\$ 67,500.00	\$ 198,843.75	\$ 240,998.63	\$ 243,408.61	\$ 245,842.70
Administrative Fee									
Sub-Total General Administration			\$ 135,000.00	\$ 101,250.00	\$ 67,500.00	\$ 198,843.75	\$ 240,998.63	\$ 243,408.61	\$ 245,842.70
School Administration									
Salaries (includes Principal, Secretary & other Office Personnel)	See Staffing		\$ 131,960.96	\$ 131,960.96	\$ 119,480.48	\$ 198,930.57	\$ 285,588.18	\$ 288,444.06	\$ 291,328.50
Fringe Benefits			\$ 29,031.41	\$ 29,031.41	\$ 26,285.71	\$ 43,764.73	\$ 62,829.40	\$ 63,457.69	\$ 64,092.27
Equipment Rental / Lease	\$ 300.00	Per Month	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,636.00	\$ 3,672.36	\$ 3,709.08	\$ 3,746.17
Travel	\$ 400.00	Administrator	\$ 800.00	\$ 800.00	\$ 800.00	\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48
Advertising and Promotion	\$ 50.00	Student	\$ 30,000.00	\$ 22,500.00	\$ 15,000.00	\$ 44,187.50	\$ 53,555.25	\$ 54,090.80	\$ 54,631.71
License Fees	\$ 200.00		\$ 200.00	\$ 200.00	\$ 200.00	\$ 202.00	\$ 204.02	\$ 206.06	\$ 208.12
Uniforms	\$ 300.00		\$ 300.00	\$ 300.00	\$ 300.00	\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18
Postage	\$ 50.00	Classroom	\$ 1,400.00	\$ 1,050.00	\$ 700.00	\$ 2,020.00	\$ 2,448.24	\$ 2,472.72	\$ 2,497.45
Printing	\$ 350.00	Classroom	\$ 9,800.00	\$ 7,350.00	\$ 4,900.00	\$ 14,140.00	\$ 17,137.68	\$ 17,309.06	\$ 17,482.15
Office Supplies	\$ 30.00	Student	\$ 18,000.00	\$ 13,500.00	\$ 9,000.00	\$ 26,250.00	\$ 31,500.00	\$ 31,500.00	\$ 31,500.00
Office Equipment	\$ 4,000.00		\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,040.00	\$ 4,080.40	\$ 4,121.20	\$ 4,162.42
Computer Equipment	\$ 1,000.00	Administrator	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,020.00	\$ 2,040.20	\$ 2,060.60	\$ 2,081.21
Sub-Total School Administration			\$ 231,092.37	\$ 216,292.37	\$ 186,266.19	\$ 340,301.79	\$ 464,177.83	\$ 468,504.61	\$ 472,874.66
Facilities Acquisition & Construction									
Building Lease / Rent (see budget summary for calculation)			\$ 420,000.00	\$ 315,000.00	\$ 210,000.00	\$ 618,625.00	\$ 749,773.50	\$ 757,271.24	\$ 764,843.95
Sub-Total Facilities Acquisition & Construction			\$ 420,000.00	\$ 315,000.00	\$ 210,000.00	\$ 618,625.00	\$ 749,773.50	\$ 757,271.24	\$ 764,843.95
Fiscal Services									
Salaries (Business Manager, Accounting & Bookkeeping Personnel)	See Staffing		\$ 40,000.00	\$ 40,000.00	\$ 20,000.00	\$ 40,400.00	\$ 40,804.00	\$ 41,212.04	\$ 41,624.16
Fringe Benefits			\$ 8,800.00	\$ 8,800.00	\$ 4,400.00	\$ 8,888.00	\$ 8,976.88	\$ 9,066.65	\$ 9,157.32
Fee to County School Board - up to 250 students			\$ 74,171.29	\$ 74,171.29	\$ 74,171.29	\$ 74,707.00	\$ 75,378.91	\$ 76,132.69	\$ 76,894.02
Planning, Research, Development and Evaluation	\$ 110.00		\$ 66,000.00	\$ 49,500.00	\$ 33,000.00	\$ 97,212.50	\$ 117,821.55	\$ 118,999.77	\$ 120,189.76
Professional Services - Annual Audit	\$ 7,500.00		\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,575.00	\$ 7,650.75	\$ 7,727.26	\$ 7,804.53
Sub-Total Fiscal Services			\$ 196,471.29	\$ 179,971.29	\$ 139,071.29	\$ 228,782.50	\$ 250,632.09	\$ 253,138.41	\$ 255,669.79
Food Services									
Salaries (Food Service Workers)	See Staffing		\$ 28,000.00	\$ 14,000.00	\$ 14,000.00	\$ 42,420.00	\$ 42,844.20	\$ 43,272.64	\$ 43,705.37
Fringe Benefits			\$ 6,160.00	\$ 3,080.00	\$ 3,080.00	\$ 9,332.40	\$ 9,425.72	\$ 9,519.98	\$ 9,615.18
Food, Materials & Supplies - Vendor provided meals 55% Participation	\$ 2.46	Per Meal per day	\$ 146,124.00	\$ 109,593.00	\$ 73,062.00	\$ 215,228.48	\$ 260,856.91	\$ 263,465.48	\$ 266,100.14
Equipment Rental / Lease (provided by food vendor)									
Inspection fees	\$ 75.00	Twice per year	\$ 150.00	\$ 150.00	\$ 150.00	\$ 151.50	\$ 153.02	\$ 154.55	\$ 156.09
Sub-Total Food Services			\$ 180,434.00	\$ 126,823.00	\$ 90,292.00	\$ 267,132.38	\$ 313,279.85	\$ 316,412.65	\$ 319,576.78

Budget Detail
Appendix A

Doral Academy Middle Hollywood			YEAR 1			YEAR 2	YEAR 3	YEAR 4	YEAR 5
			Expected	75% Enrollment	50 % Enrollment				
Pupil Transportation Services									
Salaries (Drivers & Transportation workers)	See Staffing		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted Transportation Services - \$225 per bus 15% utilization	\$ 225.00	15%	\$ 81,000.00	\$ 81,000.00	\$ 40,500.00	\$ 121,500.00	\$ 121,500.00	\$ 121,500.00	\$ 121,500.00
Field Trip Expenses for competitions			\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 3,500.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Sub-Total Pupil Transportation Services			\$ 83,500.00	\$ 83,500.00	\$ 43,000.00	\$ 125,000.00	\$ 126,500.00	\$ 126,500.00	\$ 126,500.00
Operation of Plant									
Salaries (Custodian, crossing guards, security)	See Staffing		\$ 20,800.80	\$ 20,800.80	\$ 10,400.40	\$ 63,026.42	\$ 63,656.69	\$ 64,293.26	\$ 64,936.19
Fringe benefits			\$ 4,576.18	\$ 4,576.18	\$ 2,288.09	\$ 13,865.81	\$ 14,004.47	\$ 14,144.52	\$ 14,285.96
Purchased Service (Custodial, fire and alarm, pest control etc)	\$ 75.00	Per Classroom	\$ 2,100.00	\$ 1,575.00	\$ 1,050.00	\$ 3,030.00	\$ 3,672.36	\$ 3,709.08	\$ 3,746.17
Lawn Maintenance	\$ 200.00	Per Classroom	\$ 5,600.00	\$ 4,200.00	\$ 2,800.00	\$ 8,080.00	\$ 9,792.96	\$ 9,890.89	\$ 9,989.80
Pest Control	\$ 40.00	Per Classroom	\$ 1,120.00	\$ 840.00	\$ 560.00	\$ 1,616.00	\$ 1,958.59	\$ 1,978.18	\$ 1,997.96
Security Services	\$ 100.00	Per Month	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,212.00	\$ 1,224.12	\$ 1,236.36	\$ 1,248.72
Property Insurance	\$ 1,100.00	Per Classroom	\$ 30,800.00	\$ 23,100.00	\$ 15,400.00	\$ 44,440.00	\$ 53,861.28	\$ 54,399.89	\$ 54,943.89
Telephone Services	\$ 300.00	Per Month	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,636.00	\$ 3,672.36	\$ 3,709.08	\$ 3,746.17
Water & Sewer	\$ 80.00	Per Classroom	\$ 2,240.00	\$ 1,680.00	\$ 1,120.00	\$ 3,232.00	\$ 3,917.18	\$ 3,956.36	\$ 3,995.92
Electricity	\$ 1,500.00	Per Classroom	\$ 42,000.00	\$ 31,500.00	\$ 21,000.00	\$ 60,600.00	\$ 73,447.20	\$ 74,181.67	\$ 74,923.49
Sub-Total Operation of Plant			\$ 114,036.98	\$ 93,071.98	\$ 59,418.49	\$ 202,738.24	\$ 229,207.22	\$ 231,499.29	\$ 233,814.28
Maintenance of Plant									
Repairs & Maintenance	\$ 1.00	Sq. Ft.	\$ 31,200.00	\$ 23,400.00	\$ 7,800.00	\$ 45,500.00	\$ 54,600.00	\$ 54,600.00	\$ 54,600.00
Supplies									
Sub-Total Maintenance of Plant			\$ 31,200.00	\$ 23,400.00	\$ 7,800.00	\$ 45,500.00	\$ 54,600.00	\$ 54,600.00	\$ 54,600.00
Administrative Technology Services									
Systems Operation	\$ 750.00	Per Classroom	\$ 21,000.00	\$ 15,750.00	\$ 10,500.00	\$ 30,300.00	\$ 36,723.60	\$ 37,090.84	\$ 37,461.74
Systems Planning & Analysis									
Sub-Total Administrative Technology Services			\$ 21,000.00	\$ 15,750.00	\$ 10,500.00	\$ 30,300.00	\$ 36,723.60	\$ 37,090.84	\$ 37,461.74
Redemption of Principal			\$ 25,000.00						
Interest <i>(Interest Only at 6%)</i>			\$ 1,500.00	\$ 1,500.00	\$ 1,500.00				
Sub-Total Debt Service			\$ 26,500.00	\$ 1,500.00	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -
Contingency									
Operating expense contingency - 3% of FEFP - Considered restricted funds	3%		\$ 113,462.70	\$ -	\$ 742.50	\$ 167,563.32	\$ 202,870.26	\$ 220,622.97	\$ 222,645.72
Sub-Total Contingency			\$ 113,462.70	\$ -	\$ 742.50	\$ 167,563.32	\$ 202,870.26	\$ 220,622.97	\$ 222,645.72
Total Expenditures			\$ 3,743,883.34	\$ 2,824,465.64	\$ 1,885,925.97	\$ 5,476,033.33	\$ 6,613,981.18	\$ 6,826,616.23	\$ 6,900,617.35
Excess of Revenues over Expenditures			\$ 38,206.66	\$ 12,101.86	\$ 5,119.03	\$ 109,410.80	\$ 148,360.77	\$ 527,482.88	\$ 520,906.51

Appendix A

Staffing Plan

Doral Academy Middle Hollywood

Fringe Benefit Rate	22.00%
FICA	6.20%
Medicare	1.45%
FUTA	\$ 189.00
SUTA	\$ 189.00
Workers Comp	0.88%
401K Contribution	2.00%
Health Insurance per Employee	\$ 4,140.00

\$345 Per month per Employee

		Yr1			Yr2	Yr3	Yr4	Yr5
		High	75%	Low				
Instruction Staff								
Teachers (ESE or ESOL certified teacher)	39,500	28	21	14	40	48	48	48
Substitute Teachers	1,100	28	21	14	40	48	48	48
Other Teachers (ESE, ESOL, see Budget Narrative)	39,500	1	1		3	3	5	5
Paraprofessionals	18,000				1	1	2	2
Supplements	3,500	6	3	2	10	16	16	16
	101,600	29	22	14	44	52	55	55
Pupil Personnel Services								
ESE Teacher	40,000	1.00	1.00	0.50	1	1	1	1
	40,000	1	1	1	1	1	1	1
Media Services								
Media Specialist	40,000					1	1	1
	40,000	-		-	-	1	1	1
School Administration								
Principal	85,000	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Principal	65,000				1	2	2	2
Administrative Assistant	24,961	1.00	1.00	0.50	1	1	1	1
Registrar	22,000	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Other Clerical	18,000					1	1	1
	214,961	3.00	3.00	3	4	6	6	6
Fiscal Services								
Business Manager	40,000	1.00	1.00	0.50	1	1	1	1
	40,000	1.00	1.00	0.50	1	1	1	1
Food Services								
Food Service Workers	14,000	2	1	1	3	3	3	3
	14,000	2	1	1	3	3	3	3
	-	-		-	-	-	-	-
Operation of Plant								
Custodian	20,801	1	1.00	0.50	2	2	2	2
Security	20,801				1	1	1	1
	41,602	1	1	1	3	3	3	3
TOTAL EMPLOYEES		37	29	19	56	67	70	70
Salary Inflation	1.0%							
Instruction Staff								
Homeroom Teachers		1,106,000	829,500	553,000	1,595,800	1,934,110	1,953,451	1,972,985
Substitute Teachers		30,800	23,100	15,400	44,440	53,861	54,400	54,944
Other Teachers (ESE, ESOL, Reading/Math Coaches)		39,500	39,500	-	119,685	120,882	203,484	205,519
Paraprofessionals		-	-	-	18,180	18,362	37,091	37,462
Supplements		21,000	10,500	7,000	35,350	57,126	57,697	58,274
		1,197,300	902,600	575,400	1,813,455	2,184,340	2,306,123	2,329,184
Benefits:		263,406	198,572	126,588	398,960	480,555	507,347	512,420
Pupil Personnel Services								
ESE Teacher		40,000	40,000	20,000	40,400	40,804	41,212	41,624
		40,000	40,000	20,000	40,400	40,804	41,212	41,624
Benefits:		8,800	8,800	4,400	8,888	8,977	9,067	9,157
Media Services								
Media Specialist		-	-	-	-	40,804	41,212	41,624
		-	-	-	-	40,804	41,212	41,624
Benefits:		-	-	-	-	8,977	9,067	9,157
School Administration								
Principal		85,000	85,000	85,000	85,850	86,709	87,576	88,451
Assistant Principal		-	-	-	65,650	132,613	133,939	135,279
Administrative Assistant		24,961	24,961	12,480	25,211	25,463	25,717	25,974
Registrar		22,000	22,000	22,000	22,220	22,442	22,667	22,893
Other		-	-	-	-	18,362	18,545	18,731
		131,961	131,961	119,480	198,931	285,588	288,444	291,328
Benefits:		29,031	29,031	26,286	43,765	62,829	63,458	64,092
Fiscal Services								
Business Manager		40,000	40,000	20,000	40,400	40,804	41,212	41,624
		40,000	40,000	20,000	40,400	40,804	41,212	41,624
Benefits:		8,800	8,800	4,400	8,888	8,977	9,067	9,157
Food Services								
Food Service Workers		28,000	14,000	14,000	42,420	42,844	43,273	43,705
		28,000	14,000	14,000	42,420	42,844	43,273	43,705
Benefits:		6,160	3,080	3,080	9,332	9,426	9,520	9,615
Operation of Plant								
Custodian		20,801	20,801	10,400	42,018	42,438	42,862	43,291
Security		-	-	-	21,009	21,219	21,431	21,645
		20,801	20,801	10,400	63,026	63,657	64,293	64,936
Benefits:		4,576	4,576	2,288	13,866	14,004	14,145	14,286
Total Payroll & Benefits		1,778,835	1,402,221	926,323	2,682,331	3,292,586	3,447,438	3,481,912

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

Doral Academy Middle Hollywood													YEAR 1
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
REVENUES													
State Sources with expected enrollment	296,685	296,685	296,685	296,685	296,685	296,685	296,685	296,685	296,685	296,685	296,685	296,685	\$ 3,560,222.00
Federal Sources - NSLP funds 45% of students			13,997	13,997	13,997	13,997	13,997	13,997	13,997	13,997	13,997	13,997	\$ 139,968.00
Local Sources - Lunch program paid students			3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	\$ 32,400.00
Capital Outlay (Capital Outlay available after year 3)				-	-	-	-	-	-	-	-	-	\$ -
Other Sources - Services (Before & After Care Net of Expenses)			4,950	4,950	4,950	4,950	4,950	4,950	4,950	4,950	4,950	4,950	\$ 49,500.00
	296,685	296,685	318,872	318,872	318,872	318,872	318,872	318,872	318,872	318,872	318,872	318,872	\$ 3,782,090.00
EXPENDITURES													
Instruction													
Salaries (includes classroom teachers, contract or hourly, and teacher aides)		54,423	114,288	114,288	114,288	114,288	114,288	114,288	114,288	114,288	114,288	114,288	\$ 1,197,300.00
Fringe Benefits		11,973	25,143	25,143	25,143	25,143	25,143	25,143	25,143	25,143	25,143	25,143	\$ 263,406.00
Contracted Professional Services (includes Therapists & other contracted instructional services)				3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	\$ 32,400.00
Classroom Supplies & Equipment		8,910	8,910	9,180									\$ 27,000.00
Teacher Supplies		7,920	7,920	8,160									\$ 24,000.00
Textbooks and/or ebooks/Student Activities		66,330	66,330	68,340									\$ 201,000.00
Supplemental instructional materials (CIRP/SIRP and Technology)		11,880	11,880	12,240									\$ 36,000.00
SB 736 Merit Pay												103,500	\$ 103,500.00
Computer - Equipment for Instruction (* lease to include ebooks)		16,632	16,632	17,136									\$ 50,400.00
Computer Lab - Including Software		3,300	3,300	3,400									\$ 10,000.00
Sub-Total Instruction	-	181,368	254,403	261,487	143,031	143,031	143,031	143,031	143,031	143,031	143,031	246,531	\$ 1,945,006.00
Pupil Personnel Services													
Salaries (includes counselor, school nurse, health assistant)			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	\$ 40,000.00
Fringe Benefits			880	880	880	880	880	880	880	880	880	880	\$ 8,800.00
Contracted Professional Services (counseling and psychological)			3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	\$ 36,000.00
Sub-Total Pupil Personnel Services	-	-	8,480	8,480	8,480	8,480	8,480	8,480	8,480	8,480	8,480	8,480	\$ 84,800.00
Media Services													
Salaries (includes Librarian)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
Library Books		5,000	5,000										\$ 10,000.00
Audio Visual Materials		-	-										\$ -
Sub-Total Media Services	-	5,000	5,000	-	-	-	-	-	-	-	-	-	\$ 10,000.00
Curriculum Development													
Salaries (includes Curriculum Specialist)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
Curriculum Planning, Research, Development and Evaluation	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	\$ 69,000.00
Development Supplies		-	-										\$ -
Student Activities		9,000	9,000										\$ 18,000.00
Sub-Total Curriculum Development	5,750	14,750	14,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	\$ 87,000.00
Staff Development													
Workshops/Trainings (includes incentive pay for teachers)		14,500							14,500				\$ 29,000.00
Travel		-							-				\$ -
Professional Services		-							-				\$ -
Sub-Total Staff Development	-	14,500	-	-	-	-	-	-	14,500	-	-	-	\$ 29,000.00
Instruction Related Technology													
Salaries (includes Technology Personnel)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
EduSoft Software and Scanner		600	600										\$ 1,200.00
Hardware Maintenance				1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	\$ 11,200.00
Computer Learning Labs		-	-										\$ -
Sub-Total Instruction Related Technology	-	600	600	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	\$ 12,400.00

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

[illegible]

Budget Monthly Yr1
Appendix A

Doral Academy Middle Hollywood

													YEAR 1
Operation of Plant													
Salaries (Custodian, crossing guards, security)	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	\$ 20,800.80
Fringe benefits	381	381	381	381	381	381	381	381	381	381	381	381	\$ 4,576.18
Purchased Service (Custodial, fire and alarm, pest control etc)	175	175	175	175	175	175	175	175	175	175	175	175	\$ 2,100.00
Lawn Maintenance	467	467	467	467	467	467	467	467	467	467	467	467	\$ 5,600.00
Pest Control	93	93	93	93	93	93	93	93	93	93	93	93	\$ 1,120.00
Security Services	100	100	100	100	100	100	100	100	100	100	100	100	\$ 1,200.00
Property Insurance	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	2,567	\$ 30,800.00
Telephone Services	300	300	300	300	300	300	300	300	300	300	300	300	\$ 3,600.00
Water & Sewer	187	187	187	187	187	187	187	187	187	187	187	187	\$ 2,240.00
Electricity	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	\$ 42,000.00
Custodial Supplies & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Operation of Plant	9,503	9,503	9,503	9,503	9,503	9,503	9,503	9,503	9,503	9,503	9,503	9,503	\$ 114,036.98
Maintenance of Plant													
Repairs & Maintenance		2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	\$ 31,200.00
Supplies		-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Maintenance of Plant	-	2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	2,836	\$ 31,200.00
Administrative Technology Services													
Internal Technology Support	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Technology Personnel	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Systems Operation	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	\$ 21,000.00
Systems Planning & Analysis	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Administrative Technology Services	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	\$ 21,000.00
After Care Programs													
After Care Salary			-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits			-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total After Care Programs	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Debt Service													
Redemption of Principal												25,000	\$ 25,000.00
Interest (Interest Only at 6%)		136	136	136	136	136	136	136	136	136	136	136	\$ 1,500.00
Sub-Total Debt Service	-	136	136	136	136	136	136	136	136	136	136	25,136	\$ 26,500.00
Contingency													
Operating expense contingency - 3% of FEFP - Considered restricted funds												113,463	\$ 113,462.70
Sub-Total Contingency	-	-	-	-	-	-	-	-	-	-	-	113,463	\$ 113,462.70
Total Expenditures	\$ 79,611.72	\$ 310,386.72	\$ 393,935.42	\$ 393,083.86	\$ 269,207.86	\$ 269,832.86	\$ 274,452.86	\$ 269,832.86	\$ 294,332.86	\$ 273,827.86	\$ 269,207.86	\$ 646,170.56	\$ 3,743,883.34
Excess of Revenues over Expenditures	\$ 217,073.45	\$ (13,701.55)	\$ (75,063.45)	\$ (74,211.90)	\$ 49,664.10	\$ 49,039.10	\$ 44,419.10	\$ 49,039.10	\$ 24,539.10	\$ 45,044.10	\$ 49,664.10	\$ (327,298.60)	\$ 38,206.66
Fund Balance	\$ 217,073.45	\$ 203,371.89	\$ 128,308.44	\$ 54,096.54	\$ 103,760.64	\$ 152,799.75	\$ 197,218.85	\$ 246,257.95	\$ 270,797.05	\$ 315,841.16	\$ 365,505.26	\$ 38,206.66	

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

Doral Academy Middle Hollywood													YEAR 2	
													100 % Enrollment	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
REVENUES														
State Sources with expected enrollment	438,281	438,281	438,281	438,281	438,281	438,281	438,281	438,281	438,281	438,281	438,281	438,281	\$	5,259,372.93
Federal Sources - NSLP funds 45% of students			20,616	20,616	20,616	20,616	20,616	20,616	20,616	20,616	20,616	20,616	\$	206,161.20
Local Sources - Lunch program paid students			4,772	4,772	4,772	4,772	4,772	4,772	4,772	4,772	4,772	4,772	\$	47,722.50
Capital Outlay (Capital Outlay available after year 3)				-	-	-	-	-	-	-	-	-	\$	-
Other Sources - Services (Before & After Care Net of Expenses)			7,219	7,219	7,219	7,219	7,219	7,219	7,219	7,219	7,219	7,219	\$	72,187.50
Previous Years Balance Carry Forward	38,207												\$	38,206.66
	476,488	438,281	470,888	470,888	470,888	470,888	470,888	470,888	470,888	470,888	470,888	470,888	\$	5,623,650.79
EXPENDITURES														
Instruction														
Salaries (includes classroom teachers, contract or hourly, and teacher aides)		82,430	173,103	173,103	173,103	173,103	173,103	173,103	173,103	173,103	173,103	173,103	\$	1,813,455.00
Fringe Benefits		18,135	38,083	38,083	38,083	38,083	38,083	38,083	38,083	38,083	38,083	38,083	\$	398,960.10
Contracted Professional Services (includes Therapists & other contracted instructional services)				5,303	5,303	5,303	5,303	5,303	5,303	5,303	5,303	5,303	\$	47,722.50
Classroom Supplies & Equipment		13,124	13,124	13,521									\$	39,768.75
Teacher Supplies		11,666	11,666	12,019									\$	35,350.00
Textbooks and/or ebooks/Student Activities		97,699	97,699	100,659									\$	296,056.25
Supplemetal instructional materials (CIRP/SIRP and Technology)		17,498	17,498	18,029									\$	53,025.00
SB 736 Merit Pay												150,951	\$	150,951.00
Computer - Equipment for Instruction (* lease to include ebooks)		23,998	23,998	24,725									\$	72,720.00
Computer Lab - Including Software		3,333	3,333	3,434									\$	10,100.00
Sub-Total Instruction	-	267,881	378,502	388,874	216,488	216,488	216,488	216,488	216,488	216,488	216,488	367,439	\$	2,918,108.60
Pupil Personnel Services														
Salaries (includes counselor, school nurse, health assistant)			4,040	4,040	4,040	4,040	4,040	4,040	4,040	4,040	4,040	4,040	\$	40,400.00
Fringe Benefits			889	889	889	889	889	889	889	889	889	889	\$	8,888.00
Contracted Professional Services (counseling and psychological)			5,303	5,303	5,303	5,303	5,303	5,303	5,303	5,303	5,303	5,303	\$	53,025.00
Sub-Total Pupil Personnel Services	-	-	10,231	10,231	10,231	10,231	10,231	10,231	10,231	10,231	10,231	10,231	\$	102,313.00
Media Services														
Salaries (includes Librarian)		-	-	-	-	-	-	-	-	-	-	-	\$	-
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$	-
Library Books		5,050	5,050										\$	10,100.00
Audio Visual Materials		-	-										\$	-
Sub-Total Media Services	-	5,050	5,050	-	-	-	-	-	-	-	-	-	\$	10,100.00
Curriculum Development														
Salaries (includes Curriculum Specialist)		-	-	-	-	-	-	-	-	-	-	-	\$	-
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$	-
Curriculum Planning, Research, Development and Evaluation	8,469	8,469	8,469	8,469	8,469	8,469	8,469	8,469	8,469	8,469	8,469	8,469	\$	101,631.25
Development Supplies		-	-										\$	-
Student Activities		13,256	13,256										\$	26,512.50
Sub-Total Curriculum Development	8,469	21,726	21,726	8,469	8,469	8,469	8,469	8,469	8,469	8,469	8,469	8,469	\$	128,143.75
Staff Development														
Workshops/Trainings (includes incentive pay for teachers)		22,000							22,000				\$	44,000.00
Travel		-							-				\$	-
Professional Services		-							-				\$	-
Sub-Total Staff Development	-	22,000	-	-	-	-	-	-	22,000	-	-	-	\$	44,000.00
Instruction Related Technology														
Salaries (includes Technology Personnel)		-	-	-	-	-	-	-	-	-	-	-	\$	-
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$	-
EduSoft Software and Scanner		606	606										\$	1,212.00
Hardware Maintenance				1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	\$	16,160.00
Computer Learning Labs		-	-										\$	-
Sub-Total Instruction Related Technology	-	606	606	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	\$	17,372.00

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

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Budget Monthly Yr2
Appendix A

Doral Academy Middle Hollywood

													YEAR 2
													100 % Enrollment
Operation of Plant													
Salaries (Custodian, crossing guards, security)	5,252	5,252	5,252	5,252	5,252	5,252	5,252	5,252	5,252	5,252	5,252	5,252	\$ 63,026.42
Fringe benefits	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	\$ 13,865.81
Purchased Service (Custodial, fire and alarm, pest control etc)	253	253	253	253	253	253	253	253	253	253	253	253	\$ 3,030.00
Lawn Maintenance	673	673	673	673	673	673	673	673	673	673	673	673	\$ 8,080.00
Pest Control	135	135	135	135	135	135	135	135	135	135	135	135	\$ 1,616.00
Security Services	101	101	101	101	101	101	101	101	101	101	101	101	\$ 1,212.00
Property Insurance	3,703	3,703	3,703	3,703	3,703	3,703	3,703	3,703	3,703	3,703	3,703	3,703	\$ 44,440.00
Telephone Services	303	303	303	303	303	303	303	303	303	303	303	303	\$ 3,636.00
Water & Sewer	269	269	269	269	269	269	269	269	269	269	269	269	\$ 3,232.00
Electricity	5,050	5,050	5,050	5,050	5,050	5,050	5,050	5,050	5,050	5,050	5,050	5,050	\$ 60,600.00
Custodial Supplies & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Operation of Plant	16,895	16,895	16,895	16,895	16,895	16,895	16,895	16,895	16,895	16,895	16,895	16,895	\$ 202,738.24
Maintenance of Plant													
Repairs & Maintenance		4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	\$ 45,500.00
Supplies		-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Maintenance of Plant	-	4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	4,136	\$ 45,500.00
Administrative Technology Services													
Internal Technology Support	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Technology Personnel	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Systems Operation	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	\$ 30,300.00
Systems Planning & Analysis	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Administrative Technology Services	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	2,525	\$ 30,300.00
After Care Programs													
After Care Salary			-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits			-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total After Care Programs			-	-	-	-	-	-	-	-	-	-	\$ -
Debt Service													
Redemption of Principal		-	-	-	-	-	-	-	-	-	-	-	\$ -
Interest (Interest Only at 6%)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Debt Service		-	-	-	-	-	-	-	-	-	-	-	\$ -
Contingency													
Operating expense contingency - 3% of FEFP - Considered restricted funds												167,563	\$ 167,563.32
Sub-Total Contingency		-	-	-	-	-	-	-	-	-	-	167,563	\$ 167,563.32
Total Expenditures	\$ 130,189.92	\$ 470,382.09	\$ 608,649.38	\$ 594,650.22	\$ 414,789.42	\$ 414,789.42	\$ 421,455.42	\$ 414,789.42	\$ 436,789.42	\$ 421,455.42	\$ 414,789.42	\$ 733,303.75	\$ 5,476,033.33
Excess of Revenues over Expenditures	\$ 346,297.82	\$ (32,101.01)	\$ (137,761.19)	\$ (123,762.03)	\$ 56,098.77	\$ 56,098.77	\$ 49,432.77	\$ 56,098.77	\$ 34,098.77	\$ 49,432.77	\$ 56,098.77	\$ (262,415.55)	\$ 147,617.46
Fund Balance	\$ 346,297.82	\$ 314,196.80	\$ 176,435.62	\$ 52,673.59	\$ 108,772.37	\$ 164,871.14	\$ 214,303.91	\$ 270,402.69	\$ 304,501.46	\$ 353,934.23	\$ 410,033.01	\$ 147,617.46	

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

Doral Academy Middle Hollywood													YEAR 3
													100 % Enrollment
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
REVENUES													
State Sources with expected enrollment	530,667	530,667	530,667	530,667	530,667	530,667	530,667	530,667	530,667	530,667	530,667	530,667	\$ 6,368,009.90
Federal Sources - NSLP funds 45% of students			24,987	24,987	24,987	24,987	24,987	24,987	24,987	24,987	24,987	24,987	\$ 249,867.37
Local Sources - Lunch program paid students			5,784	5,784	5,784	5,784	5,784	5,784	5,784	5,784	5,784	5,784	\$ 57,839.67
Capital Outlay (Capital Outlay available after year 3)			-	-	-	-	-	-	-	-	-	-	\$ -
Other Sources - Services (Before & After Care Net of Expenses)			8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	\$ 86,625.00
Previous Years Balance Carry Forward	147,617												\$ 147,617.46
	678,285	530,667	570,101	570,101	570,101	570,101	570,101	570,101	570,101	570,101	570,101	570,101	\$ 6,909,959.40
EXPENDITURES													
Instruction													
Salaries (includes classroom teachers, contract or hourly, and teacher aides)		99,288	208,505	208,505	208,505	208,505	208,505	208,505	208,505	208,505	208,505	208,505	\$ 2,184,340.13
Fringe Benefits		21,843	45,871	45,871	45,871	45,871	45,871	45,871	45,871	45,871	45,871	45,871	\$ 480,554.83
Contracted Professional Services (includes Therapists & other contracted instructional services)			6,427	6,427	6,427	6,427	6,427	6,427	6,427	6,427	6,427	6,427	\$ 57,839.67
Classroom Supplies & Equipment		15,906	15,906	16,388									\$ 48,199.73
Teacher Supplies		14,139	14,139	14,567									\$ 42,844.20
Textbooks and/or ebooks/Student Activities		118,411	118,411	121,999									\$ 358,820.18
Supplemetal instructional materials (CIRP/SIRP and Technology)		21,208	21,208	21,851									\$ 64,266.30
SB 736 Merit Pay												181,160	\$ 181,160.00
Computer - Equipment for Instruction (* lease to include ebooks)		29,085	29,085	29,966									\$ 88,136.64
Computer Lab - Including Software		-	-	-									\$ -
Sub-Total Instruction	-	319,880	453,124	465,574	260,803	260,803	260,803	260,803	260,803	260,803	260,803	441,963	\$ 3,506,161.67
Pupil Personnel Services													
Salaries (includes counselor, school nurse, health assistant)			4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	\$ 40,804.00
Fringe Benefits			898	898	898	898	898	898	898	898	898	898	\$ 8,976.88
Contracted Professional Services (counseling and psychological)			6,427	6,427	6,427	6,427	6,427	6,427	6,427	6,427	6,427	6,427	\$ 64,266.30
Sub-Total Pupil Personnel Services	-	-	11,405	11,405	11,405	11,405	11,405	11,405	11,405	11,405	11,405	11,405	\$ 114,047.18
Media Services													
Salaries (includes Librarian)		1,855	3,895	3,895	3,895	3,895	3,895	3,895	3,895	3,895	3,895	3,895	\$ 40,804.00
Fringe Benefits		408	857	857	857	857	857	857	857	857	857	857	\$ 8,976.88
Library Books		5,101	5,101										\$ 10,201.00
Audio Visual Materials		-	-										\$ -
Sub-Total Media Services	-	7,363	9,852	4,752	4,752	4,752	4,752	4,752	4,752	4,752	4,752	4,752	\$ 59,981.88
Curriculum Development													
Salaries (includes Curriculum Specialist)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
Curriculum Planning, Research, Development and Evaluation	10,265	10,265	10,265	10,265	10,265	10,265	10,265	10,265	10,265	10,265	10,265	10,265	\$ 123,177.08
Development Supplies		-	-										\$ -
Student Activities		16,067	16,067										\$ 32,133.15
Sub-Total Curriculum Development	10,265	26,331	26,331	10,265	10,265	10,265	10,265	10,265	10,265	10,265	10,265	10,265	\$ 155,310.23
Staff Development													
Workshops/Trainings (includes incentive pay for teachers)		26,000							26,000				\$ 52,000.00
Travel		-							-				\$ -
Professional Services		-							-				\$ -
Sub-Total Staff Development	-	26,000	-	-	-	-	-	-	26,000	-	-	-	\$ 52,000.00
Instruction Related Technology													
Salaries (includes Technology Personnel)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
EduSoft Software and Scanner		612	612										\$ 1,224.12
Hardware Maintenance				2,176	2,176	2,176	2,176	2,176	2,176	2,176	2,176	2,176	\$ 19,585.92
Computer Learning Labs		-	-										\$ -
Sub-Total Instruction Related Technology	-	612	612	2,176	2,176	2,176	2,176	2,176	2,176	2,176	2,176	2,176	\$ 20,810.00

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

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Budget Monthly Yr3
Appendix A

Doral Academy Middle Hollywood

													YEAR 3
													100 % Enrollment
Operation of Plant													
Salaries (Custodian, crossing guards, security)	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	\$ 63,656.69
Fringe benefits	1,167	1,167	1,167	1,167	1,167	1,167	1,167	1,167	1,167	1,167	1,167	1,167	\$ 14,004.47
Purchased Service (Custodial, fire and alarm, pest control etc)	306	306	306	306	306	306	306	306	306	306	306	306	\$ 3,672.36
Lawn Maintenance	816	816	816	816	816	816	816	816	816	816	816	816	\$ 9,792.96
Pest Control	163	163	163	163	163	163	163	163	163	163	163	163	\$ 1,958.59
Security Services	102	102	102	102	102	102	102	102	102	102	102	102	\$ 1,224.12
Property Insurance	4,488	4,488	4,488	4,488	4,488	4,488	4,488	4,488	4,488	4,488	4,488	4,488	\$ 53,861.28
Telephone Services	306	306	306	306	306	306	306	306	306	306	306	306	\$ 3,672.36
Water & Sewer	326	326	326	326	326	326	326	326	326	326	326	326	\$ 3,917.18
Electricity	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	\$ 73,447.20
Custodial Supplies & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Operation of Plant	19,101	19,101	19,101	19,101	19,101	19,101	19,101	19,101	19,101	19,101	19,101	19,101	\$ 229,207.22
Maintenance of Plant													
Repairs & Maintenance		4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	\$ 54,600.00
Supplies		-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Maintenance of Plant	-	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	\$ 54,600.00
Administrative Technology Services													
Internal Technology Support	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Technology Personnel	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Systems Operation	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	\$ 36,723.60
Systems Planning & Analysis	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Administrative Technology Services	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	\$ 36,723.60
After Care Programs													
After Care Salary			-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits			-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total After Care Programs			-	-	-	-	-	-	-	-	-	-	\$ -
Debt Service													
Redemption of Principal		-	-	-	-	-	-	-	-	-	-	-	\$ -
Interest (Interest Only at 6%)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Debt Service		-	-	-	-	-	-	-	-	-	-	-	\$ -
Contingency													
Operating expense contingency - 3% of FEFP - Considered restricted funds												202,870	\$ 202,870.26
Sub-Total Contingency		-	-	-	-	-	-	-	-	-	-	202,870	\$ 202,870.26
Total Expenditures	\$ 156,331.59	\$ 566,560.65	\$ 731,921.97	\$ 715,811.87	\$ 502,145.81	\$ 502,145.81	\$ 510,225.00	\$ 502,145.81	\$ 528,145.81	\$ 510,225.00	\$ 502,145.81	\$ 886,176.06	\$ 6,613,981.18
Excess of Revenues over Expenditures	\$ 521,953.36	\$ (35,893.16)	\$ (161,821.27)	\$ (145,711.18)	\$ 67,954.89	\$ 67,954.89	\$ 59,875.70	\$ 67,954.89	\$ 41,954.89	\$ 59,875.70	\$ 67,954.89	\$ (316,075.37)	\$ 295,978.22
Fund Balance	\$ 521,953.36	\$ 486,060.20	\$ 324,238.92	\$ 178,527.75	\$ 246,482.64	\$ 314,437.53	\$ 374,313.22	\$ 442,268.11	\$ 484,223.00	\$ 544,098.70	\$ 612,053.59	\$ 295,978.22	

Budget Monthly Yr4
Appendix A

Doral Academy Middle Hollywood

													YEAR 4
													100 % Enrollment
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
REVENUES													
State Sources with expected enrollment	535,974	535,974	535,974	535,974	535,974	535,974	535,974	535,974	535,974	535,974	535,974	535,974	\$ 6,431,690.00
Federal Sources - NSLP funds 45% of students			25,237	25,237	25,237	25,237	25,237	25,237	25,237	25,237	25,237	25,237	\$ 252,366.05
Local Sources - Lunch program paid students			5,842	5,842	5,842	5,842	5,842	5,842	5,842	5,842	5,842	5,842	\$ 58,418.07
Capital Outlay (Capital Outlay available after year 3)				58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	\$ 525,000.00
Other Sources - Services (Before & After Care Net of Expenses)			8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	\$ 86,625.00
Previous Years Balance Carry Forward	295,978												\$ 295,978.22
	831,952	535,974	575,715	634,048	634,048	634,048	634,048	634,048	634,048	634,048	634,048	634,048	\$ 7,650,077.34
EXPENDITURES													
Instruction													
Salaries (includes classroom teachers, contract or hourly, and teacher aides)		104,824	220,130	220,130	220,130	220,130	220,130	220,130	220,130	220,130	220,130	220,130	\$ 2,306,122.73
Fringe Benefits		23,061	48,429	48,429	48,429	48,429	48,429	48,429	48,429	48,429	48,429	48,429	\$ 507,347.00
Contracted Professional Services (includes Therapists & other contracted instructional services)				6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	\$ 58,418.07
Classroom Supplies & Equipment		16,065	16,065	16,552									\$ 48,681.72
Teacher Supplies		14,280	14,280	14,713									\$ 43,272.64
Textbooks and/or ebooks/Student Activities		119,595	119,595	123,219									\$ 362,408.38
Supplemental instructional materials (CIRP/SIRP and Technology)		21,420	21,420	22,069									\$ 64,908.96
SB 736 Merit Pay												181,160	\$ 181,160.00
Computer - Equipment for Instruction (* lease to include ebooks)		29,376	29,376	30,266									\$ 89,018.01
Computer Lab - Including Software		3,400	3,400	3,503									\$ 10,303.01
Sub-Total Instruction	-	332,021	472,694	485,371	275,049	275,049	275,049	275,049	275,049	275,049	275,049	456,209	\$ 3,671,640.52
Pupil Personnel Services													
Salaries (includes counselor, school nurse, health assistant)			4,121	4,121	4,121	4,121	4,121	4,121	4,121	4,121	4,121	4,121	\$ 41,212.04
Fringe Benefits			907	907	907	907	907	907	907	907	907	907	\$ 9,066.65
Contracted Professional Services (counseling and psychological)			6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	\$ 64,908.96
Sub-Total Pupil Personnel Services	-	-	11,519	11,519	11,519	11,519	11,519	11,519	11,519	11,519	11,519	11,519	\$ 115,187.65
Media Services													
Salaries (includes Librarian)		1,873	3,934	3,934	3,934	3,934	3,934	3,934	3,934	3,934	3,934	3,934	\$ 41,212.04
Fringe Benefits		412	865	865	865	865	865	865	865	865	865	865	\$ 9,066.65
Library Books		5,152	5,152										\$ 10,303.01
Audio Visual Materials		-	-										\$ -
Sub-Total Media Services	-	7,437	9,951	4,799	4,799	4,799	4,799	4,799	4,799	4,799	4,799	4,799	\$ 60,581.70
Curriculum Development													
Salaries (includes Curriculum Specialist)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
Curriculum Planning, Research, Development and Evaluation	10,367	10,367	10,367	10,367	10,367	10,367	10,367	10,367	10,367	10,367	10,367	10,367	\$ 124,408.85
Development Supplies		-	-										\$ -
Student Activities		16,227	16,227										\$ 32,454.48
Sub-Total Curriculum Development	10,367	26,595	26,595	10,367	10,367	10,367	10,367	10,367	10,367	10,367	10,367	10,367	\$ 156,863.33
Staff Development													
Workshops/Trainings (includes incentive pay for teachers)		27,500							27,500				\$ 55,000.00
Travel		-							-				\$ -
Professional Services		-							-				\$ -
Sub-Total Staff Development	-	27,500	-	-	-	-	-	-	27,500	-	-	-	\$ 55,000.00

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

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Budget Monthly Yr4
Appendix A

Doral Academy Middle Hollywood

													YEAR 4
													100 % Enrollment
Pupil Transportation Services													
Salaries (Drivers & Transportation workers)			-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits			-	-	-	-	-	-	-	-	-	-	\$ -
Contracted Transportation Services - \$225 per bus 15% utilization			12,150	12,150	12,150	12,150	12,150	12,150	12,150	12,150	12,150	12,150	\$ 121,500.00
Field Trip Expenses for competitions			500	500	500	500	500	500	500	500	500	500	\$ 5,000.00
Buses			-	-	-	-	-	-	-	-	-	-	\$ -
Repairs & Maintenance			-	-	-	-	-	-	-	-	-	-	\$ -
Fuel			-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Pupil Transportation Services	-	-	12,650	12,650	12,650	12,650	12,650	12,650	12,650	12,650	12,650	12,650	\$ 126,500.00
Operation of Plant													
Salaries (Custodian, crossing guards, security)	5,358	5,358	5,358	5,358	5,358	5,358	5,358	5,358	5,358	5,358	5,358	5,358	\$ 64,293.26
Fringe benefits	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179	\$ 14,144.52
Purchased Service (Custodial, fire and alarm, pest control etc)	309	309	309	309	309	309	309	309	309	309	309	309	\$ 3,709.08
Lawn Maintenance	824	824	824	824	824	824	824	824	824	824	824	824	\$ 9,890.89
Pest Control	165	165	165	165	165	165	165	165	165	165	165	165	\$ 1,978.18
Security Services	103	103	103	103	103	103	103	103	103	103	103	103	\$ 1,236.36
Property Insurance	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	\$ 54,399.89
Telephone Services	309	309	309	309	309	309	309	309	309	309	309	309	\$ 3,709.08
Water & Sewer	330	330	330	330	330	330	330	330	330	330	330	330	\$ 3,956.36
Electricity	6,182	6,182	6,182	6,182	6,182	6,182	6,182	6,182	6,182	6,182	6,182	6,182	\$ 74,181.67
Custodial Supplies & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Operation of Plant	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	19,292	\$ 231,499.29
Maintenance of Plant													
Repairs & Maintenance		4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	\$ 54,600.00
Supplies		-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Maintenance of Plant	-	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	\$ 54,600.00
Administrative Technology Services													
Internal Technology Support	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Technology Personnel	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Systems Operation	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	\$ 37,090.84
Systems Planning & Analysis	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Administrative Technology Services	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091	\$ 37,090.84
After Care Programs													
After Care Salary			-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits			-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total After Care Programs			-	-	-	-	-	-	-	-	-	-	\$ -
Debt Service													
Redemption of Principal		-	-	-	-	-	-	-	-	-	-	-	\$ -
Interest (Interest Only at 6%)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Sub-Total Debt Service		-	-	-	-	-	-	-	-	-	-	-	\$ -
Contingency													
Operating expense contingency - 3% of FEFP - Considered restricted funds												220,623	\$ 220,622.97
Sub-Total Contingency												220,623	\$ 220,622.97
Total Expenditures	\$ 157,816.16	\$ 582,337.22	\$ 754,081.94	\$ 737,913.77	\$ 518,608.02	\$ 518,608.02	\$ 526,768.01	\$ 518,608.02	\$ 546,108.02	\$ 526,768.01	\$ 518,608.02	\$ 920,391.00	\$ 6,826,616.23
Excess of Revenues over Expenditures	\$ 674,136.23	\$ (46,363.05)	\$ (178,366.87)	\$ (103,865.36)	\$ 115,440.39	\$ 115,440.39	\$ 107,280.40	\$ 115,440.39	\$ 87,940.39	\$ 107,280.40	\$ 115,440.39	\$ (286,342.59)	\$ 823,461.10
Fund Balance	\$ 674,136.23	\$ 627,773.18	\$ 449,406.31	\$ 345,540.95	\$ 460,981.34	\$ 576,421.72	\$ 683,702.13	\$ 799,142.51	\$ 887,082.90	\$ 994,363.30	\$ 1,109,803.69	\$ 823,461.10	

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

Doral Academy Middle Hollywood													YEAR 5
													100 % Enrollment
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
REVENUES													
State Sources with expected enrollment	541,334	541,334	541,334	541,334	541,334	541,334	541,334	541,334	541,334	541,334	541,334	541,334	\$ 6,496,006.90
Federal Sources - NSLP funds 45% of students			25,489	25,489	25,489	25,489	25,489	25,489	25,489	25,489	25,489	25,489	\$ 254,889.71
Local Sources - Lunch program paid students			5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	\$ 59,002.25
Capital Outlay (Capital Outlay available after year 3)				58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	\$ 525,000.00
Other Sources - Services (Before & After Care Net of Expenses)			8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	8,663	\$ 86,625.00
Previous Years Balance Carry Forward	823,461												\$ 823,461.10
	1,364,795	541,334	581,386	639,719	639,719	639,719	639,719	639,719	639,719	639,719	639,719	639,719	\$ 8,244,984.96
EXPENDITURES													
Instruction													
Salaries (includes classroom teachers, contract or hourly, and teacher aides)		105,872	222,331	222,331	222,331	222,331	222,331	222,331	222,331	222,331	222,331	222,331	\$ 2,329,183.96
Fringe Benefits		23,292	48,913	48,913	48,913	48,913	48,913	48,913	48,913	48,913	48,913	48,913	\$ 512,420.47
Contracted Professional Services (includes Therapists & other contracted instructional services)			6,556	6,556	6,556	6,556	6,556	6,556	6,556	6,556	6,556	6,556	\$ 59,002.25
Classroom Supplies & Equipment		16,226	16,226	16,717									\$ 49,168.54
Teacher Supplies		14,423	14,423	14,860									\$ 43,705.37
Textbooks and/or ebooks/Student Activities		120,791	120,791	124,451									\$ 366,032.46
Supplemental instructional materials (CIRP/SIRP and Technology)		21,634	21,634	22,290									\$ 65,558.05
SB 736 Merit Pay												181,160	\$ 181,160.00
Computer - Equipment for Instruction (* lease to include ebooks)		29,670	29,670	30,569									\$ 89,908.19
Computer Lab - Including Software		6,868	6,868	7,076									\$ 20,812.08
Sub-Total Instruction	-	338,775	480,855	493,763	277,800	277,800	277,800	277,800	277,800	277,800	277,800	458,960	\$ 3,716,951.36
Pupil Personnel Services													
Salaries (includes counselor, school nurse, health assistant)			4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	\$ 41,624.16
Fringe Benefits			916	916	916	916	916	916	916	916	916	916	\$ 9,157.32
Contracted Professional Services (counseling and psychological)			6,556	6,556	6,556	6,556	6,556	6,556	6,556	6,556	6,556	6,556	\$ 65,558.05
Sub-Total Pupil Personnel Services	-	-	11,634	11,634	11,634	11,634	11,634	11,634	11,634	11,634	11,634	11,634	\$ 116,339.53
Media Services													
Salaries (includes Librarian)		1,892	3,973	3,973	3,973	3,973	3,973	3,973	3,973	3,973	3,973	3,973	\$ 41,624.16
Fringe Benefits		416	874	874	874	874	874	874	874	874	874	874	\$ 9,157.32
Library Books		5,203	5,203										\$ 10,406.04
Audio Visual Materials		-	-										\$ -
Sub-Total Media Services	-	7,511	10,050	4,847	4,847	4,847	4,847	4,847	4,847	4,847	4,847	4,847	\$ 61,187.52
Curriculum Development													
Salaries (includes Curriculum Specialist)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
Curriculum Planning, Research, Development and Evaluation	10,471	10,471	10,471	10,471	10,471	10,471	10,471	10,471	10,471	10,471	10,471	10,471	\$ 125,652.93
Development Supplies		-	-										\$ -
Student Activities		16,390	16,390										\$ 32,779.03
Sub-Total Curriculum Development	10,471	26,861	26,861	10,471	10,471	10,471	10,471	10,471	10,471	10,471	10,471	10,471	\$ 158,431.96
Staff Development													
Workshops/Trainings (includes incentive pay for teachers)		27,500							27,500				\$ 55,000.00
Travel		-							-				\$ -
Professional Services		-							-				\$ -
Sub-Total Staff Development	-	27,500	-	-	-	-	-	-	27,500	-	-	-	\$ 55,000.00
Instruction Related Technology													
Salaries (includes Technology Personnel)		-	-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits		-	-	-	-	-	-	-	-	-	-	-	\$ -
EduSoft Software and Scanner		624	624										\$ 1,248.72
Hardware Maintenance				2,220	2,220	2,220	2,220	2,220	2,220	2,220	2,220	2,220	\$ 19,979.60
Computer Learning Labs		-	-										\$ -
Sub-Total Instruction Related Technology	-	624	624	2,220	2,220	2,220	2,220	2,220	2,220	2,220	2,220	2,220	\$ 21,228.32
Board													

Budget Monthly Y Appendix A

Doral Academy Middle Hollywood

[illegible]

Budget Monthly Yr5
Appendix A

Doral Academy Middle Hollywood

													YEAR 5
													100 % Enrollment
Purchased Service (Custodial, fire and alarm, pest control etc)	312	312	312	312	312	312	312	312	312	312	312	312	\$ 3,746.17
Lawn Maintenance	832	832	832	832	832	832	832	832	832	832	832	832	\$ 9,989.80
Pest Control	166	166	166	166	166	166	166	166	166	166	166	166	\$ 1,997.96
Security Services	104	104	104	104	104	104	104	104	104	104	104	104	\$ 1,248.72
Property Insurance	4,579	4,579	4,579	4,579	4,579	4,579	4,579	4,579	4,579	4,579	4,579	4,579	\$ 54,943.89
Telephone Services	312	312	312	312	312	312	312	312	312	312	312	312	\$ 3,746.17
Water & Sewer	333	333	333	333	333	333	333	333	333	333	333	333	\$ 3,995.92
Electricity	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	\$ 74,923.49
Custodial Supplies & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
<i>Sub-Total Operation of Plant</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>19,485</i>	<i>\$ 233,814.28</i>
Maintenance of Plant													
Repairs & Maintenance		4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	\$ 54,600.00
Supplies		-	-	-	-	-	-	-	-	-	-	-	\$ -
<i>Sub-Total Maintenance of Plant</i>	<i>-</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>4,964</i>	<i>\$ 54,600.00</i>
Administrative Technology Services													
Internal Technology Support	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Technology Personnel	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Systems Operation	3,122	3,122	3,122	3,122	3,122	3,122	3,122	3,122	3,122	3,122	3,122	3,122	\$ 37,461.74
Systems Planning & Analysis	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
<i>Sub-Total Administrative Technology Services</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>3,122</i>	<i>\$ 37,461.74</i>
After Care Programs													
After Care Salary			-	-	-	-	-	-	-	-	-	-	\$ -
Fringe Benefits			-	-	-	-	-	-	-	-	-	-	\$ -
<i>Sub-Total After Care Programs</i>			-	-	-	-	-	-	-	-	-	-	\$ -
Debt Service													
Redemption of Principal		-	-	-	-	-	-	-	-	-	-	-	\$ -
Interest (Interest Only at 6%)		-	-	-	-	-	-	-	-	-	-	-	\$ -
<i>Sub-Total Debt Service</i>		-	-	-	-	-	-	-	-	-	-	-	\$ -
Contingency													
Operating expense contingency - 3% of FEFP - Considered restricted funds												222,646	\$ 222,645.72
<i>Sub-Total Contingency</i>		-	-	-	-	-	-	-	-	-	-	222,646	<i>\$ 222,645.72</i>
Total Expenditures	\$ 159,315.57	\$ 591,248.47	\$ 764,859.14	\$ 748,633.35	\$ 523,596.49	\$ 523,596.49	\$ 531,838.07	\$ 523,596.49	\$ 551,096.49	\$ 531,838.07	\$ 523,596.49	\$ 927,402.21	\$ 6,900,617.35
Excess of Revenues over Expenditures	\$ 1,205,479.44	\$ (49,914.56)	\$ (183,473.54)	\$ (108,914.41)	\$ 116,122.45	\$ 116,122.45	\$ 107,880.86	\$ 116,122.45	\$ 88,622.45	\$ 107,880.86	\$ 116,122.45	\$ (287,683.27)	\$ 1,344,367.61
Fund Balance	\$ 1,205,479.44	\$ 1,155,564.88	\$ 972,091.34	\$ 863,176.92	\$ 979,299.37	\$ 1,095,421.82	\$ 1,203,302.68	\$ 1,319,425.12	\$ 1,408,047.57	\$ 1,515,928.43	\$ 1,632,050.88	\$ 1,344,367.61	

Appendix A

Revenue Estimate Worksheet for Doral Academy Middle Hollywood
Based on the First Calculation of the FEFP 2013-14

School District:

Broward

1. 2013-14 FEFP State and Local Funding

Base Student Allocation

\$3,752.30

District Cost Differential: 1.0235

Program (a)	Number of FTE (b)	Program Cost Factor (c)	Weighted FTE (b) x (c) (d)	2013-14 Base Funding WFTE x BSA x DCD (e)
101 Basic K-3	0.00	1.125	0.0000	\$ -
111 Basic K-3 with ESE Services	0.00	1.125	0.0000	\$ -
102 Basic 4-8	408.00	1.000	408.0000	\$ 1,566,915
112 Basic 4-8 with ESE Services	72.00	1.000	72.0000	\$ 276,514
103 Basic 9-12	0.00	1.011	0.0000	\$ -
113 Basic 9-12 with ESE Services	0.00	1.011	0.0000	\$ -
254 ESE Level 4 (Grade Level PK-3)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 4-8)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 9-12)		3.558	0.0000	\$ -
255 ESE Level 5 (Grade Level PK-3)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 4-8)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 9-12)		5.089	0.0000	\$ -
130 ESOL (Grade Level PK-3)	0.00	1.145	0.0000	\$ -
130 ESOL (Grade Level 4-8)	120.00	1.145	137.4000	\$ 527,682
130 ESOL (Grade Level 9-12)	0.00	1.145	0.0000	\$ -
300 Career Education (Grades 9-12)		1.011	0.0000	\$ -
Totals	600.00		617.4000	\$ 2,371,111

2. ESE Guaranteed Allocation:

	FTE	Grade Level	Matrix Level	Guarantee Per Student
Additional Funding from the ESE	0.00	PK-3	251	\$ 1,058 \$ -
Guaranteed Allocation. Enter the		PK-3	252	\$ 3,418 \$ -
FTE from 111, 112, & 113 by		PK-3	253	\$ 6,974 \$ -
grade and matrix level. Students	72.00	4-8	251	\$ 1,187 \$ 85,464
who do not have a matrix level		4-8	252	\$ 3,546 \$ -
should be considered 251. This		4-8	253	\$ 7,102 \$ -
total should equal all FTE from	0.00	9-12	251	\$ 845 \$ -
programs 111, 112 & 113 above.		9-12	252	\$ 3,204 \$ -
		9-12	253	\$ 6,760 \$ -
Total FTE with ESE Services	72.00			Total from ESE Guarantee \$ 85,464

3. Supplemental Academic Instruction:

District SAI Allocation	#####	Per Student
divided by district FTE	257,637.67	\$ 206 \$ 123,600
(with eligible services)		

4. Reading Allocation:

Charter Schools should contact their school district sponsor regarding eligibility and distribution of reading allocation funds.

Total Base Funding, ESE Guarantee, and SAI \$ 2,580,175

5. Class size Reduction Funds:

	Weighted FTE (From Section 1)	X	DCD	X Allocation factors	
PK - 3	0.0000		1.0235	1320.15	= 0
4-8	617.4000		1.0235	900.48	= 569,021
9-12	0.0000		1.0235	902.65	= 0
Total *	617.4000			Total Class Size Reduction Funds	\$ 569,021

(*Total FTE should equal total in Section 1, column (d).)

Appendix A

6A. Divide school's Weighted FTE (WFTE) total computed					
in (d) above:	<u>617,4000</u>	by district's WFTE:	<u>280,213.62</u>		
to obtain school's WFTE share.					0.2203%
6B. Divide school's Unweighted FTE (UFTE) total computed					
in (b) above:	<u>600.00</u>	by district's UFTE:	<u>257,637.67</u>		
to obtain school's UFTE share.					0.2329%
Letters Refer to Notes At Bottom:					
7. Other FEFP (WFTE share)	(a)	<u>6,135,390</u>	x	0.2203%	\$ <u>13,516</u>
Applicable to all Charter Schools:					
Declining Enrollment		0			
Sparsity Supplement		0			
Program Related Requirements:					
Safe Schools		6,135,390			
Lab School Discretionary		0			
8. Discretionary Local Effort (WFTE share)	(d)	<u>98,260,848</u>	x	0.2203%	\$ <u>216,469</u>
9. Discretionary Millage Compression Allocation					
.748 mills (UFTE share)	(b)	<u>0</u>	x	0.2329%	\$ <u>-</u>
10. Proration to Funds Available (WFTE share)	(a)	<u>0</u>	x	0.2203%	\$ <u>-</u>
11. Discretionary Lottery (WFTE share)	(a)	<u>0</u>	x	0.2203%	\$ <u>-</u>
12. Instructional Materials Allocation (UFTE share)	(b)	<u>19,884,665</u>	x	0.2329%	\$ <u>46,311</u>
Dual Enrollment Instructional Materials Allocation (See footnote i below)					
13. Student Transportation	(e)				
Enter All Riders		<u>90.00</u>	x	#####	\$ <u>31,230</u>
Enter ESE Student Riders			x	#####	\$ <u>-</u>
14. Teacher Salary Allocation (WFTE share)	(j)	<u>46,981,326</u>	x	0.2203%	\$ <u>103,500</u>
15. Florida Teachers Lead Program Stipend					
16. Food Service Allocation	(g)				
17. Performance Pay Plan					
				Total	\$ <u>3,560,222</u>
18. Funding for the purpose of calculating the administrative fee for ESE Charters.					
(h)					
If you have more than a 75% ESE student population please place a 1 in the following box:				\$	<u>-</u>
Average Revenue per Student:				\$	<u>5,934</u>

NOTES:

(a) District allocations multiplied by percentage from item 6A.

(b) District allocations multiplied by percentage from item 6B.

(d) Proceeds of 0.748 millage levy (s. 1011.71(3)(b), Florida Statutes) multiplied by percentage from item 6A.

(e) Consistent with Section 1006.21, Florida Statutes and DOE Student Transportation General Instructions. Numbers entered here will be multiplied by the district level transportation funding per rider. "All Riders" should include both basic and ESE Riders. "ESE Student Riders" should include only ESE Riders.

(f) Teacher Lead Program Allocation per Section 1012.71, Florida Statutes

(g) Funding based on student eligibility and meals provided, if participating in the National School Lunch Program.

(h) Consistent with Section 1002.33(20)(a), Florida Statutes, for charter schools with a population of 75% or more ESE students, the administrative fee shall be calculated based on unweighted full-time equivalent students.

(i) As provided in the 2013 General Appropriations Act, school districts are required to pay for instructional materials used for the instruction of public school high school students who are earning credit toward high school graduation under the dual enrollment program as provided in section 1011.62(l)(i), Florida Statutes.

(j) The Teacher Salary Allocation is provided pursuant to Specific Appropriation 87, Chapter 2013-40, Laws of Florida, and Section 26 of Chapter 2013-45, Laws of Florida.

Administrative fees charged by the school district shall be calculated based upon 5 percent of available funds from the FEFP and categorical funding for which charter students may be eligible. For charter schools with a population of 251 or more students the difference in the fee calculation and the fee withheld may only be used for capital outlay purposes specified in Section 1013.62(2) F.S. To calculate the administrative fee to be withheld for schools with more than 250 students, divide the school population into 250. Multiply that fraction times the funds available, then times 5%.

For high performing charter schools, administrative fees charged by the school district shall be calculated based upon 2 percent of available funds from the FEFP and categorical funding for which charter students may be eligible. For charter schools with a population of 251 or more students the difference in the fee calculation and the fee withheld may only be used for capital outlay purposes specified in Section 1013.62(2) F.S. To calculate the administrative fee to be withheld for schools with more than 250 students, divide the school population into 250. Multiply that fraction times the funds available, then times 2 percent.

FEFP and categorical funding are recalculated during the year to reflect the revised number of full-time equivalent students reported during the survey periods designated by the Commissioner of Education.

Revenues flow to districts from state sources and from county tax collectors on various distribution schedules.

Appendix A

Revenue Estimate Worksheet for Doral Academy Middle Hollywood

Based on the First Calculation of the FEFP 2013-14

School District:

Broward

1. 2013-14 FEFP State and Local Funding

Base Student Allocation

\$3,752.30

District Cost Differential: 1.0235

Program (a)	Number of FTE (b)	Program Cost Factor (c)	Weighted FTE (b) x (c) (d)	2013-14 Base Funding WFTE x BSA x DCD (e)
101 Basic K-3	0.00	1.125	0.0000	\$ -
111 Basic K-3 with ESE Services	0.00	1.125	0.0000	\$ -
102 Basic 4-8	595.00	1.000	595.0000	\$ 2,285,085
112 Basic 4-8 with ESE Services	105.00	1.000	105.0000	\$ 403,250
103 Basic 9-12	0.00	1.011	0.0000	\$ -
113 Basic 9-12 with ESE Services	0.00	1.011	0.0000	\$ -
254 ESE Level 4 (Grade Level PK-3)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 4-8)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 9-12)		3.558	0.0000	\$ -
255 ESE Level 5 (Grade Level PK-3)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 4-8)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 9-12)		5.089	0.0000	\$ -
130 ESOL (Grade Level PK-3)	0.00	1.145	0.0000	\$ -
130 ESOL (Grade Level 4-8)	175.00	1.145	200.3750	\$ 769,536
130 ESOL (Grade Level 9-12)	0.00	1.145	0.0000	\$ -
300 Career Education (Grades 9-12)		1.011	0.0000	\$ -
Totals	875.00		900.3750	\$ 3,457,871

2. ESE Guaranteed Allocation:

Additional Funding from the
ESE Guaranteed Allocation.
Enter the FTE from 111, 112, &
113 by grade and matrix level.
Students who do not have a
matrix level should be
considered 251. This total
should equal all FTE from
programs 111, 112 & 113 above.

FTE	Grade Level	Matrix Level	Guarantee Per Student	
0.00	PK-3	251	\$ 1,058	\$ -
	PK-3	252	\$ 3,418	\$ -
	PK-3	253	\$ 6,974	\$ -
105.00	4-8	251	\$ 1,187	\$ 124,635
	4-8	252	\$ 3,546	\$ -
	4-8	253	\$ 7,102	\$ -
0.00	9-12	251	\$ 845	\$ -
	9-12	252	\$ 3,204	\$ -
	9-12	253	\$ 6,760	\$ -
Total FTE with ESE Services	105.00		Total from ESE Guarantee	\$ 124,635

3. Supplemental Academic Instruction:

District SAI Allocation
divided by district FTE
(with eligible services)

#####

257,637.67

Per Student
\$ 206 \$ 180,250

4. Reading Allocation:

Charter Schools should contact their school district sponsor regarding eligibility and distribution of reading allocation funds.

Total Base Funding, ESE Guarantee, and SAI \$ 3,762,756

5. Class size Reduction Funds:

	Weighted FTE (From Section 1)	X	DCD	X Allocation factors	
PK - 3	0.0000		1.0235	1320.15	= 0
4-8	900.3750		1.0235	900.48	= 829,823
9-12	0.0000		1.0235	902.65	= 0
Total *	900.3750			Total Class Size Reduction Funds	\$ 829,823

(*Total FTE should equal total in Section 1, column (d).)

Appendix A

6A. Divide school's Weighted FTE (WFTE) total computed					
in (d) above:	<u>900.3750</u>	by district's WFTE:	<u>280,213.62</u>		
to obtain school's WFTE share.					0.3213%
6B. Divide school's Unweighted FTE (UFTE) total computed					
in (b) above:	<u>875.00</u>	by district's UFTE:	<u>257,637.67</u>		
to obtain school's UFTE share.					0.3396%
Letters Refer to Notes At Bottom:					
7. Other FEFP (WFTE share)	(a)	<u>6,135,390</u>	x	0.3213%	\$ <u>19,713</u>
Applicable to all Charter Schools:					
Declining Enrollment	0				
Sparsity Supplement	0				
Program Related Requirements:					
Safe Schools	6,135,390				
Lab School Discretionary	0				
8. Discretionary Local Effort (WFTE share)	(d)	<u>98,260,848</u>	x	0.3213%	\$ <u>315,712</u>
9. Discretionary Millage Compression Allocation					
.748 mills (UFTE share)	(b)	<u>0</u>	x	0.3396%	\$ <u>-</u>
10. Proration to Funds Available (WFTE share)	(a)	<u>0</u>	x	0.3213%	\$ <u>-</u>
11. Discretionary Lottery (WFTE share)	(a)	<u>0</u>	x	0.3213%	\$ <u>-</u>
12. Instructional Materials Allocation (UFTE share)	(b)	<u>19,884,665</u>	x	0.3396%	\$ <u>67,528</u>
Dual Enrollment Instructional Materials Allocation (See footnote i below)					
13. Student Transportation	(e)				
Enter All Riders		<u>90.00</u>	x	#####	\$ <u>31,230</u>
Enter ESE Student Riders			x	#####	\$ <u>-</u>
14. Teacher Salary Allocation (WFTE share)	(j)	<u>46,981,326</u>	x	0.3213%	\$ <u>150,951</u>
15. Florida Teachers Lead Program Stipend					
16. Food Service Allocation	(g)				
17. Performance Pay Plan					
Total					\$ <u>5,177,713</u>
18. Funding for the purpose of calculating the administrative fee for ESE Charters.					
(h)					
If you have more than a 75% ESE student population please place a 1 in the following box:				\$	<u>-</u>
Average Revenue per Student:				\$	5,917
Revenue Increase from Previous Year					1%
Adjusted Revenue Per Student				\$	5,976.56

NOTES:

(a) District allocations multiplied by percentage from item 6A.

(b) District allocations multiplied by percentage from item 6B.

(d) Proceeds of 0.748 millage levy (s. 1011.71(3)(b), Florida Statutes) multiplied by percentage from item 6A.

(e) Consistent with Section 1006.21, Florida Statutes and DOE Student Transportation General Instructions. Numbers entered here will be multiplied by the district level transportation funding per rider. "All Riders" should include both basic and ESE Riders. "ESE Student Riders" should include only ESE Riders.

(f) Teacher Lead Program Allocation per Section 1012.71, Florida Statutes

(g) Funding based on student eligibility and meals provided, if participating in the National School Lunch Program.

(h) Consistent with Section 1002.33(20)(a), Florida Statutes, for charter schools with a population of 75% or more ESE students, the administrative fee shall be calculated based on unweighted full-time equivalent students.

(i) As provided in the 2013 General Appropriations Act, school districts are required to pay for instructional materials used for the instruction of public school high school students who are earning credit toward high school graduation under the dual enrollment program as provided in section 1011.62(l)(i), Florida Statutes.

(j) The Teacher Salary Allocation is provided pursuant to Specific Appropriation 87, Chapter 2013-40, Laws of Florida, and Section 26 of Chapter 2013-45, Laws of Florida.

Administrative fees charged by the school district shall be calculated based upon 5 percent of available funds from the FEFP and categorical funding for which charter students may be eligible. For charter schools with a population of 251 or more students the difference in the fee calculation and the fee withheld may only be used for capital outlay purposes specified in Section 1013.62(2) F.S. To calculate the administrative fee to be withheld for schools with more than 250 students, divide the school population into 250. Multiply that fraction times the funds available, then times 5%.

For high performing charter schools, administrative fees charged by the school district shall be calculated based upon 2 percent of available funds from the FEFP and categorical funding for which charter students may be eligible. For charter schools with a population of 251 or more students the difference in the fee calculation and the fee withheld may only be used for capital outlay purposes specified in Section 1013.62(2) F.S. To calculate the administrative fee to be withheld for schools with more than 250 students, divide the school population into 250. Multiply that fraction times the funds available, then times 2 percent.

FEFP and categorical funding are recalculated during the year to reflect the revised number of full-time equivalent students reported during the survey periods designated by the Commissioner of Education.

Revenues flow to districts from state sources and from county tax collectors on various distribution schedules.

Appendix A

Revenue Estimate Worksheet for Doral Academy Middle Hollywood

Based on the First Calculation of the FEFP 2013-14

School District:

Broward

1. 2013-14 FEFP State and Local Funding

Base Student Allocation

\$3,752.30

District Cost Differential: 1.0235

Program (a)	Number of FTE (b)	Program Cost Factor (c)	Weighted FTE (b) x (c) (d)	2013-14 Base Funding WFTE x BSA x DCD (e)
101 Basic K-3	0.00	1.125	0.0000	\$ -
111 Basic K-3 with ESE Services	0.00	1.125	0.0000	\$ -
102 Basic 4-8	714.00	1.000	714.0000	\$ 2,742,102
112 Basic 4-8 with ESE Services	126.00	1.000	126.0000	\$ 483,900
103 Basic 9-12	0.00	1.011	0.0000	\$ -
113 Basic 9-12 with ESE Services	0.00	1.011	0.0000	\$ -
254 ESE Level 4 (Grade Level PK-3)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 4-8)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 9-12)		3.558	0.0000	\$ -
255 ESE Level 5 (Grade Level PK-3)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 4-8)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 9-12)		5.089	0.0000	\$ -
130 ESOL (Grade Level PK-3)	0.00	1.145	0.0000	\$ -
130 ESOL (Grade Level 4-8)	210.00	1.145	240.4500	\$ 923,443
130 ESOL (Grade Level 9-12)	0.00	1.145	0.0000	\$ -
300 Career Education (Grades 9-12)		1.011	0.0000	\$ -
Totals	1050.00		1080.4500	\$ 4,149,445

2. ESE Guaranteed Allocation:

Additional Funding from the
ESE Guaranteed Allocation.
Enter the FTE from 111, 112, &
113 by grade and matrix level.
Students who do not have a
matrix level should be
considered 251. This total
should equal all FTE from
programs 111, 112 & 113 above.

FTE	Grade Level	Matrix Level	Guarantee Per Student	
0.00	PK-3	251	\$ 1,058	\$ -
	PK-3	252	\$ 3,418	\$ -
	PK-3	253	\$ 6,974	\$ -
126.00	4-8	251	\$ 1,187	\$ 149,562
	4-8	252	\$ 3,546	\$ -
	4-8	253	\$ 7,102	\$ -
0.00	9-12	251	\$ 845	\$ -
	9-12	252	\$ 3,204	\$ -
	9-12	253	\$ 6,760	\$ -
Total FTE with ESE Services	126.00		Total from ESE Guarantee	\$ 149,562

3. Supplemental Academic Instruction:

District SAI Allocation
divided by district FTE
(with eligible services)

#####

257,637.67

Per Student
\$ 206 \$ 216,300

4. Reading Allocation:

Charter Schools should contact their school district sponsor regarding eligibility and distribution of reading allocation funds.

Total Base Funding, ESE Guarantee, and SAI \$ 4,515,307

5. Class size Reduction Funds:

	Weighted FTE (From Section 1)	X	DCD	X Allocation factors	
PK - 3	0.0000		1.0235	1320.15	= 0
4-8	1080.4500		1.0235	900.48	= 995,787
9-12	0.0000		1.0235	902.65	= 0
Total *	1080.4500			Total Class Size Reduction Funds	\$ 995,787

(*Total FTE should equal total in Section 1, column (d).)

Appendix A

6A. Divide school's Weighted FTE (WFTE) total computed					
in (d) above:	<u>1,080.4500</u>	by district's WFTE:	<u>280,213.62</u>		
to obtain school's WFTE share.					0.3856%
6B. Divide school's Unweighted FTE (UFTE) total computed					
in (b) above:	<u>1,050.00</u>	by district's UFTE:	<u>257,637.67</u>		
to obtain school's UFTE share.					0.4075%
Letters Refer to Notes At Bottom:					
7. Other FEFP (WFTE share)	(a)	<u>6,135,390</u>	x	0.3856%	\$ <u>23,658</u>
Applicable to all Charter Schools:					
Declining Enrollment	0				
Sparsity Supplement	0				
Program Related Requirements:					
Safe Schools	6,135,390				
Lab School Discretionary	0				
8. Discretionary Local Effort (WFTE share)	(d)	<u>98,260,848</u>	x	0.3856%	\$ <u>378,894</u>
9. Discretionary Millage Compression Allocation					
.748 mills (UFTE share)	(b)	<u>0</u>	x	0.4075%	\$ <u>-</u>
10. Proration to Funds Available (WFTE share)	(a)	<u>0</u>	x	0.3856%	\$ <u>-</u>
11. Discretionary Lottery (WFTE share)	(a)	<u>0</u>	x	0.3856%	\$ <u>-</u>
12. Instructional Materials Allocation (UFTE share)	(b)	<u>19,884,665</u>	x	0.4075%	\$ <u>81,030</u>
Dual Enrollment Instructional Materials Allocation (See footnote i below)					
13. Student Transportation	(e)				
Enter All Riders		<u>90.00</u>	x	#####	\$ <u>31,230</u>
Enter ESE Student Riders			x	#####	\$ <u>-</u>
14. Teacher Salary Allocation (WFTE share)	(j)	<u>46,981,326</u>	x	0.3856%	\$ <u>181,160</u>
15. Florida Teachers Lead Program Stipend					
16. Food Service Allocation	(g)				
17. Performance Pay Plan					
Total					\$ <u>6,207,066</u>
18. Funding for the purpose of calculating the administrative fee for ESE Charters.					
(h)					
If you have more than a 75% ESE student population please place a 1 in the following box:				\$	<u>-</u>
Average Revenue per Student:				\$	5,911
Revenue Increase from Previous Year					1%
Adjusted Revenue Per Student				\$	6,030.31

NOTES:

(a) District allocations multiplied by percentage from item 6A.

(b) District allocations multiplied by percentage from item 6B.

(d) Proceeds of 0.748 millage levy (s. 1011.71(3)(b), Florida Statutes) multiplied by percentage from item 6A.

(e) Consistent with Section 1006.21, Florida Statutes and DOE Student Transportation General Instructions. Numbers entered here will be multiplied by the district level transportation funding per rider. "All Riders" should include both basic and ESE Riders. "ESE Student Riders" should include only ESE Riders.

(f) Teacher Lead Program Allocation per Section 1012.71, Florida Statutes

(g) Funding based on student eligibility and meals provided, if participating in the National School Lunch Program.

(h) Consistent with Section 1002.33(20)(a), Florida Statutes, for charter schools with a population of 75% or more ESE students, the administrative fee shall be calculated based on unweighted full-time equivalent students.

(i) As provided in the 2013 General Appropriations Act, school districts are required to pay for instructional materials used for the instruction of public school high school students who are earning credit toward high school graduation under the dual enrollment program as provided in section 1011.62(l)(i), Florida Statutes.

(j) The Teacher Salary Allocation is provided pursuant to Specific Appropriation 87, Chapter 2013-40, Laws of Florida, and Section 26 of Chapter 2013-45, Laws of Florida.

Administrative fees charged by the school district shall be calculated based upon 5 percent of available funds from the FEFP and categorical funding for which charter students may be eligible. For charter schools with a population of 251 or more students the difference in the fee calculation and the fee withheld may only be used for capital outlay purposes specified in Section 1013.62(2) F.S. To calculate the administrative fee to be withheld for schools with more than 250 students, divide the school population into 250. Multiply that fraction times the funds available, then times 5%.

For high performing charter schools, administrative fees charged by the school district shall be calculated based upon 2 percent of available funds from the FEFP and categorical funding for which charter students may be eligible. For charter schools with a population of 251 or more students the difference in the fee calculation and the fee withheld may only be used for capital outlay purposes specified in Section 1013.62(2) F.S. To calculate the administrative fee to be withheld for schools with more than 250 students, divide the school population into 250. Multiply that fraction times the funds available, then times 2 percent.

FEFP and categorical funding are recalculated during the year to reflect the revised number of full-time equivalent students reported during the survey periods designated by the Commissioner of Education.

Revenues flow to districts from state sources and from county tax collectors on various distribution schedules.

Appendix A

Revenue Estimate Worksheet for Doral Academy Middle Hollywood

Based on the First Calculation of the FEFP 2013-14

School District:

Broward

1. 2013-14 FEFP State and Local Funding

Base Student Allocation

\$3,752.30

District Cost Differential: 1.0235

Program (a)	Number of FTE (b)	Program Cost Factor (c)	Weighted FTE (b) x (c) (d)	2013-14 Base Funding WFTE x BSA x DCD (e)
101 Basic K-3	0.00	1.125	0.0000	\$ -
111 Basic K-3 with ESE Services	0.00	1.125	0.0000	\$ -
102 Basic 4-8	714.00	1.000	714.0000	\$ 2,742,102
112 Basic 4-8 with ESE Services	126.00	1.000	126.0000	\$ 483,900
103 Basic 9-12	0.00	1.011	0.0000	\$ -
113 Basic 9-12 with ESE Services	0.00	1.011	0.0000	\$ -
254 ESE Level 4 (Grade Level PK-3)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 4-8)		3.558	0.0000	\$ -
254 ESE Level 4 (Grade Level 9-12)		3.558	0.0000	\$ -
255 ESE Level 5 (Grade Level PK-3)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 4-8)		5.089	0.0000	\$ -
255 ESE Level 5 (Grade Level 9-12)		5.089	0.0000	\$ -
130 ESOL (Grade Level PK-3)	0.00	1.145	0.0000	\$ -
130 ESOL (Grade Level 4-8)	210.00	1.145	240.4500	\$ 923,443
130 ESOL (Grade Level 9-12)	0.00	1.145	0.0000	\$ -
300 Career Education (Grades 9-12)		1.011	0.0000	\$ -
Totals	1050.00		1080.4500	\$ 4,149,445

2. ESE Guaranteed Allocation:

Additional Funding from the ESE Guaranteed Allocation. Enter the FTE from 111, 112, & 113 by grade and matrix level. Students who do not have a matrix level should be considered 251. This total should equal all FTE from programs 111, 112 & 113 above.

FTE	Grade Level	Matrix Level	Guarantee Per Student
0.00	PK-3	251	\$ 1,058 \$ -
	PK-3	252	\$ 3,418 \$ -
	PK-3	253	\$ 6,974 \$ -
126.00	4-8	251	\$ 1,187 \$ 149,562
	4-8	252	\$ 3,546 \$ -
	4-8	253	\$ 7,102 \$ -
0.00	9-12	251	\$ 845 \$ -
	9-12	252	\$ 3,204 \$ -
	9-12	253	\$ 6,760 \$ -
Total FTE with ESE Services	126.00	Total from ESE Guarantee	\$ 149,562

3. Supplemental Academic Instruction:

District SAI Allocation divided by district FTE (with eligible services)

#####

257,637.67

Per Student
\$ 206 \$ 216,300

4. Reading Allocation:

Charter Schools should contact their school district sponsor regarding eligibility and distribution of reading allocation funds.

Total Base Funding, ESE Guarantee, and SAI \$ 4,515,307

5. Class size Reduction Funds:

	Weighted FTE (From Section 1)	X	DCD	X Allocation factors	
PK - 3	0.0000		1.0235	1320.15	= 0
4-8	1080.4500		1.0235	900.48	= 995,787
9-12	0.0000		1.0235	902.65	= 0
Total *	1080.4500			Total Class Size Reduction Funds	\$ 995,787

(*Total FTE should equal total in Section 1, column (d).)

Appendix A

6A. Divide school's Weighted FTE (WFTE) total computed					
in (d) above:	<u>1,080.4500</u>	by district's WFTE:	<u>280,213.62</u>		
to obtain school's WFTE share.				0.3856%	
6B. Divide school's Unweighted FTE (UFTE) total computed					
in (b) above:	<u>1,050.00</u>	by district's UFTE:	<u>257,637.67</u>		
to obtain school's UFTE share.				0.4075%	
Letters Refer to Notes At Bottom:					
7. Other FEFP (WFTE share)	(a)	<u>6,135,390</u>	x	0.3856%	\$ <u>23,658</u>
Applicable to all Charter Schools:					
Declining Enrollment	0				
Sparsity Supplement	0				
Program Related Requirements:					
Safe Schools	6,135,390				
Lab School Discretionary	0				
8. Discretionary Local Effort (WFTE share)	(d)	<u>98,260,848</u>	x	0.3856%	\$ <u>378,894</u>
9. Discretionary Millage Compression Allocation					
.748 mills (UFTE share)	(b)	<u>0</u>	x	0.4075%	\$ <u>-</u>
10. Proration to Funds Available (WFTE share)	(a)	<u>0</u>	x	0.3856%	\$ <u>-</u>
11. Discretionary Lottery (WFTE share)	(a)	<u>0</u>	x	0.3856%	\$ <u>-</u>
12. Instructional Materials Allocation (UFTE share)	(b)	<u>19,884,665</u>	x	0.4075%	\$ <u>81,030</u>
Dual Enrollment Instructional Materials Allocation (See footnote i below)					
13. Student Transportation	(e)				
Enter All Riders		<u>90.00</u>	x	#####	\$ <u>31,230</u>
Enter ESE Student Riders			x	#####	\$ <u>-</u>
14. Teacher Salary Allocation (WFTE share)	(j)	<u>46,981,326</u>	x	0.3856%	\$ <u>181,160</u>
15. Florida Teachers Lead Program Stipend					
16. Food Service Allocation	(g)				
17. Performance Pay Plan					
Total					\$ <u>6,207,066</u>
18. Funding for the purpose of calculating the administrative fee for ESE Charters.					
(h)					
If you have more than a 75% ESE student population please place a 1 in the following box:				\$	<u>-</u>
Average Revenue per Student:				\$	5,911
Revenue Increase from Previous Year					1%
Adjusted Revenue Per Student				\$	6,090.62

NOTES:

(a) District allocations multiplied by percentage from item 6A.

(b) District allocations multiplied by percentage from item 6B.

(d) Proceeds of 0.748 millage levy (s. 1011.71(3)(b), Florida Statutes) multiplied by percentage from item 6A.

(e) Consistent with Section 1006.21, Florida Statutes and DOE Student Transportation General Instructions. Numbers entered here will be multiplied by the district level transportation funding per rider. "All Riders" should include both basic and ESE Riders. "ESE Student Riders" should include only ESE Riders.

(f) Teacher Lead Program Allocation per Section 1012.71, Florida Statutes

(g) Funding based on student eligibility and meals provided, if participating in the National School Lunch Program.

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divided by district FTE
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Total *	1080.4500			Total Class Size Reduction Funds	\$ 995,787

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to obtain school's WFTE share.					0.3856%
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in (b) above:	<u>1,050.00</u>	by district's UFTE:	<u>257,637.67</u>		
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15. Florida Teachers Lead Program Stipend					
16. Food Service Allocation	(g)				
17. Performance Pay Plan					
Total					\$ <u>6,207,066</u>
18. Funding for the purpose of calculating the administrative fee for ESE Charters.					
(h)					
If you have more than a 75% ESE student population please place a 1 in the following box:				\$	<u>-</u>
Average Revenue per Student:				\$	5,911
Revenue Increase from Previous Year					1%
Adjusted Revenue Per Student				\$	6,151.52

NOTES:

(a) District allocations multiplied by percentage from item 6A.

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(d) Proceeds of 0.748 millage levy (s. 1011.71(3)(b), Florida Statutes) multiplied by percentage from item 6A.

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Revenues flow to districts from state sources and from county tax collectors on various distribution schedules.

THE DORAL ACADEMY, INC.
Articles of Incorporation
(a Not-for-Profit Florida Corporation)

FILED
99 JUN -8 PM 2:19
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

ARTICLE I

NAME

Section 1.1. Name. The name of the Corporation shall be THE DORAL ACADEMY, INC. (the "Corporation").

ARTICLE II

ORGANIZATION

Section 2.1. Statement of Purposes. The purposes of this Corporation, as expressed in its Articles of Incorporation, shall be for the purpose of transacting any or all lawful business for which corporations may be incorporated under the Florida Not-For-Profit Corporation Act and to distribute the whole or any part of the income therefrom and the principal thereof exclusively for charitable, religious, scientific, literary or educational purposes, either directly or by contribution to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code and Regulations issued pursuant thereto, as they now exist or as they may hereafter be amended.

Section 2.2. Dissolution. In the event of the dissolution of the Corporation, the Board of Directors (the "Board") shall, after paying or making provision for the payment of all of the liabilities of the Corporation, dispose of all of the remaining 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 charitable, educational, religious or scientific purposes, as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law), as the Board shall determine. Any of such assets not so disposed of shall be disposed of by the court having proper jurisdiction in the county where the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purpose.

ARTICLE III

MEMBERSHIP

Section 3.1. Members. This Corporation is a non-profit, non-stock corporation, and shall have a membership whose admission and qualifications shall be determined from time to time by the Board of Directors.

ARTICLE IV

BOARD OF DIRECTORS

Section 4.1. Management. All powers of the Corporation shall be exercised by and under the authority of the Board, and the property, business, and affairs of the Corporation shall be managed under the Board's direction. Except as specifically set forth to the contrary herein, the Board may not take any action, except upon the approval thereof by the affirmative vote of a majority of the Board present at a meeting at which a quorum of no less than forty percent (40%) of the Board is present. The affirmative vote of not less than two (2) Members shall be necessary for all actions by the Board relating to the following:

- 4.1.1. Approval of charitable gifts, transfers, distributions, and grants by the Corporation to other entities.
- 4.1.2. Adoption of an amendment to the Articles of Incorporation or the Bylaws.
- 4.1.3. Organization of a subsidiary or affiliate by the Corporation.
- 4.1.4. Approval of any merger, consolidation, or sale, or other transfer of all or a substantial part of the assets of the Corporation.

Section 4.2. Number of Directors. The initial Board shall consist of Five Directors named in the Articles of Incorporation. The number of Directors may at any time be increased or decreased to no more than Seven (7) and no fewer than three (3) by a majority vote of the Board. In the event of an increase in the number of Directors, the additional directorships created shall be filled in a manner proscribed herein for the Election of Directors in accordance with Section 4.4. The initial Directors shall be: 1) Fernando J. Zulueta, 2) Octavio Verdeja, Jr., 3) Jose Ortega, 4) Monica Sechrist, and 5) Leticia Milian.

Section 4.3. Nomination of Directors. Not less than one month prior to a regular meeting, the Board may appoint a nomination committee to consist of no fewer than two (2) Board members. The nomination committee will compile and submit to the Board a slate of candidates for the directorships and offices to be filled at the upcoming meeting. These submissions shall be deemed to be nominations of each person named.

Section 4.4. Election of Directors. Directors shall be elected by the Board at any meeting when there is an expiring term from a slate of nominees, constituting of at least two (2) nominees for each position open.

Section 4.5. Term of Elected Directors. The initial Board of Directors named in the Articles of Incorporation shall serve as Directors for an initial term of two (2) years. Each elected Director, other than the initial Board for the initial term, shall hold office for a staggered term of one (1) year, commencing at the close of the meeting when such Director is elected and ending at the close of the meeting held one (1) year later. The terms of elected Directors shall be staggered so that no elected Director's term expires less than four (4) months before the expiration of the term of the next elected Director. A term of an elected Director shall expire regardless of whether or not his successor shall have been duly elected and qualified.

Section 4.6. Vacancies. Vacancies occurring in an elected Directorship, however caused, shall be filled as soon as practicable by election in accordance with Section 4.4. herein above. Except for a Director elected due to the natural expiration of his predecessor's one-year term, a Director so elected to fill a vacancy shall hold office of the remainder of his predecessor's term.

Section 4.7. Resignation or Removal of Directors. A Director of the Corporation may resign at any time by tendering his resignation in writing to the Corporation, which resignation shall become effective upon the date specified therein, or if no date is specified, upon receipt by the Corporation at its principal place of business. Any elected Director may be removed at any time, with or without cause, by a majority vote of the other Directors.

Section 4.8. Compensation of Directors. Directors will not receive compensation for services rendered in their capacities as Directors. However, nothing herein contained shall be construed to preclude any Director from receiving compensation from the Corporation for other services actually rendered or for expenses incurred for serving the Corporation as a Director or in any other capacity. A Director receiving compensation for serving the Corporation in any other capacity shall abstain from voting on any matter before the Board relating to that person's services.

Section 4.9. Annual Meetings of the Board. The annual meeting of the Board shall be held without other notice than this Bylaw on the first day of April of each year, unless the Board by resolution provides for a different time and place for the holding of such annual meeting. The annual meeting may be held at such other time and place, without other notice than such resolution.

Section 4.10. Special Meetings. Special meetings of the Board may be called at any time by the President of the Corporation. Further, special meetings of the Board must be called by the President within fourteen (14) days of receipt of a written request of any two (2) or more Directors. Written notice of special meetings shall be given to each Director no less than two (2) days prior to such meeting. Such notice shall set forth the time, place, and purpose of the meeting. The business to be transacted at any special meeting shall be limited to those items set forth in the notice of waiver thereof.

Section 4.11. Regular Meetings. The Board shall meet at least four (4) times each year, including the annual meeting, each such meeting being approximately three (3) months from the date of the previous regular or annual meeting. The Secretary shall mail notice of all regular and annual meetings to each Director at the address on file with the Secretary at least fourteen (14) days prior to a meeting, indicating the date, place, and time of the meeting.

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Section 4.12. Quorum and Action of the Board. Forty percent (40%) of the Directors must be present in person at a meeting to constitute a quorum for the transaction of business at such meeting. Except as otherwise provided by law, the Articles of Incorporation, or these Bylaws, the affirmative vote of at least two (2) Directors present at a meeting at which a quorum is present shall be necessary for an action of the Board. A majority of the Directors present, whether or not a quorum exists, may adjourn any meeting of the Board to another time and place. Notice of any such adjourned meeting shall be given to the Directors who were not present at the time of adjournment.

Section 4.13. Voting Shares of Stock. In the event the Corporation owns shares of stock in another corporation, such shares shall be voted by the President, or his designee, as authorized by a vote of the Board as set forth in Section 4.1 herein above.

ARTICLE V

OFFICERS

Section 5.1. Number. The Corporation shall have a President, Vice President, Secretary and Treasurer, each of whom shall be elected by the Board. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Board. Any two (2) or more offices may be held by the same person. Officers need not be residents of the State of Florida or United States citizens. The failure to elect an officer shall not affect the existence of the Corporation.

Section 5.2. Election and Term of Office. All officers of the Corporation shall be elected by a vote of the Board as set forth in Section 4.1 herein above at the annual meeting of the Board. A duly elected officer shall hold office for a term of one (1) year, commencing at the close of the annual meeting, and until the election of a new officer at the following annual meeting, or upon their death, resignation, or removal. The initial officers of the Corporation shall be: 1) President -- Fernando J. Zulueta, 2) Secretary -- Magdalena Fresen, 3) Treasurer -- Octavio Verdeja, Jr. 4) Vice President -- Jose Ortega, 5) Vice President -- Monica Sechrist.

Section 5.3. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise shall be filled by an election by the Board as set forth in Section 4.1 for the remaining unexpired term of such office.

Section 5.4. Resignation or Removal of Officers. An officer of the Corporation may resign at any time by tendering his resignation in writing to the President or the Secretary. Resignations shall become effective upon the date specified therein or, if no date is specified, upon receipt by the Corporation. An officer of the Corporation may be removed at any time, with or without cause, at any meeting of the Board by a vote of the Board as set forth in Section 4.1 herein above.

Section 5.5. President. The President shall be the principal Executive Officer of the Corporation and, subject to the control of the Board, shall in general supervise and control all of the business and affairs of the Corporation, and (s)he shall preside over meetings of the Board of Directors; shall act as a duly authorized representative of the Board and the Corporation in all matters in which the Board has not formally designated some other person to act; shall report as directed to the Board at each meeting; may sign, with the Secretary or any other proper officer of the Corporation authorized by the Board, deeds, mortgages, bonds, contracts or other instruments which the Board has authority to execute, except in cases where the signing and execution thereof shall be expressly delegated by the Board or by these Bylaws to some other officer or agent of the Corporation, or shall be required by law to be otherwise signed or executed; and in general, shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board from time to time.

Section 5.6. Vice President. The vice-president shall act in the place and stead of the President in the event of the President's absence, inability, or refusal to act, and shall exercise and discharge such other duties as may be required of him/her by the Board.

Section 5.7. Secretary. The Secretary shall keep or cause to be kept all of the records of the Corporation, record or cause to be recorded the minutes of the meetings of the Board, send out or cause to be sent out all notices of meetings of the Board and all Committees, attest to the seal of the Corporation where necessary or required, and keep or cause to be

kept a register of the names and addresses of each Director. The Secretary shall perform such other duties as may be prescribed by the Board.

Section 5.8. Treasurer. The Treasurer shall insure or cause to be insured that a true and accurate accounting of the financial transactions of the Corporation is made and that such accounting is presented to and made available to the Board. The Treasurer shall perform such other duties as may be prescribed by the Board.

Section 5.9. Other Officers. Other officers elected by the Board shall have such duties and responsibilities as the Board deems advisable.

Section 5.10. Succession of Officers. Unless otherwise directed by a vote of the Board, in the event that an officer of the Corporation has not resigned or been removed but is unable to act in such position for a period of one (1) month or more, whether due to disability or other reason, then another officer of the Corporation shall serve in that office until such officer is either removed or is able to perform his/her services in the following order:

5.10.1. The Vice President shall perform the services of the President.

5.10.2. The President shall perform the services of the Secretary.

5.10.3. The Secretary shall perform the services of the Treasurer.

Section 5.11. Salaries. Officers will not receive compensation for services rendered as officers of the Corporation. However, nothing herein contained shall be construed to preclude any officer from receiving compensation from the Corporation for other services actually rendered or for expenses incurred for serving the Corporation as an officer or in any other capacity.

ARTICLE VI

COMMITTEES OF THE BOARD

Section 6.1. Committees of the Board. The Board may, by resolution, establish standing committees and special committees of the Board. Unless otherwise specified by resolution of the Board or these Bylaws, the Board of Directors shall annually appoint the members and the chairs of the standing committees and shall fill vacancies on any standing committee. Appointments to the standing committees shall be made by the Board of Directors at the annual meeting. In addition, the President may, if so authorized by the Board, appoint the members and chairs of such special committees as the Board may create, which members and chairs may include persons who are not members of the Board. All committee appointments and chair appointments must be approved by a vote of the Board.

Section 6.2. Standing Committees. Standing committees shall be created as required by resolution of the Board. The purpose, duties, number of members, and reporting requirements of each standing committee shall be specified in the resolution creating the committee.

Section 6.3. Special Committees. Special committees shall be created as required by resolution of the Board. The purpose, duties, number of members, and reporting requirements of each special committee shall be specified in the resolution creating the committee.

Section 6.4. Committee Members' Term of Office. Unless otherwise specified by resolution of the Board, members of each committee shall continue in office until the next annual meeting of the Board and until their successors are appointed, unless the committee of which they are members shall be sooner terminated by resolution of the Board or until their earlier death, resignation, or removal as committee members.

Section 6.5. Committee Meetings. Meetings of any committee may be called by the chairman of such committee or upon the written request of one-third (1/3) of the committee members. The call for any meeting shall be by giving notice of such meeting which sets forth its time and place and is delivered to the residence or place of business of the committee members as listed in the Secretary's office at least two (2) days prior to such meeting. Unless otherwise provided in these Bylaws, a majority of the members of any committee shall constitute a quorum for the transaction of

Appendix B

business. After a quorum has been established at a committee meeting, the subsequent withdrawal of committee members from the meeting so as to reduce the number of committee members present to fewer than the number required for a quorum shall not affect the validity of any action taken at the meeting. Each committee shall keep minutes of its meetings and report to the Board as necessary with recommendations.

Section 6.6. Resignation or Removal of Committee Members. A member of any committee may resign at any time by tendering his/her resignation in writing to the President or the Board of Directors. The Board, by a vote, may remove, with or without cause, any member from a committee and specifically, but not by way of limitation, may remove any member from a committee for failing to attend three (3) consecutive meetings of the committee.

ARTICLE VII

INDEMNIFICATION OF DIRECTORS AND OFFICERS

Section 7.1. Indemnification. The Corporation shall indemnify, to the fullest extent permitted by law, each of its officers, Directors, whether or not then in office (and his or her executor, administrator and/or heirs) 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 as well as the executor, administrator, and heirs of any of them against all reasonable expenses (including attorneys' fees), judgments, fines, and amounts paid in settlement actually and necessarily incurred by him or her in connection with any threatened, pending or completed action, suit, proceeding, or arbitration, whether civil or criminal, administrative or investigative (including any appeal thereof), to which (s)he is or is threatened to be made a party because he is or was a Director, officer, employee or agent of this Corporation, or such other corporation, partnership, joint venture, trust, or other enterprise. (s)he shall have no right to reimbursement, however, in relation to matters as to which (s)he has been a adjudged liable to the Corporation for gross negligence or willful misconduct in the performance of his/her duties to the Corporation. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to which such Director, officer, employee, or agent may be entitled.

Section 7.2. Insurance. 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 who is or was serving at the request of the Corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against any liability asserted against him/her and incurred by him/her in any such capacity or arising out of his/her status as such, whether or not the Corporation would have the power to indemnify him/her against such liability under the provisions of this Article VII.

ARTICLE VIII

CONTRACTS, CHECKS, DEPOSIT BOOKS AND RECORDS

Section 8.1. Contracts. The Board may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

Section 8.2. Loans. No loans shall be contracted on behalf of the Corporation and no evidence of indebtedness shall be issued in its name unless authorized by a resolution of the Board, which authority may be general or confined to specific instances.

Section 8.3. Checks, Drafts, Other Orders. All checks, drafts, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board.

Section 8.4. Deposits. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board may select.

Section 8.5. Gifts. The Board may accept, on behalf of the Corporation, any contributions, gifts, bequests, or devise.

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ARTICLE IX

EARNINGS

No part of the net earnings of the organization shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the purpose clause hereof. No substantial part of the activities of the organization shall be carrying on of propaganda, or otherwise attempting to influence legislation, and the organization shall not participate in, or intervene in any political campaign on behalf of any candidate for public office.

ARTICLE X

NON-DISCRIMINATION

The Doral Academy, Inc. admits students of any race, color, national or ethnic origin to all rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national or ethnic origin in administration of its educational policies, scholarship and loan programs, and athletic or other school administered programs.

ARTICLE XI

OFFICE AND REGISTERED AGENT

Section 9.1. Office. The office of the Corporation shall be **6255 Bird Road, Miami-Dade, Florida 33155** and may be changed from time to time as the Board of Directors may elect.

Section 8.2. Registered Agent. The Registered Agent of the Corporation shall be **Ignacio G. Zulueta, Esq. At 6255 Bird Road, Miami-Dade, Florida, 33155**. The incorporator address shall be the same as the registered agent address.

Incorporator


Fernando J. Zulueta

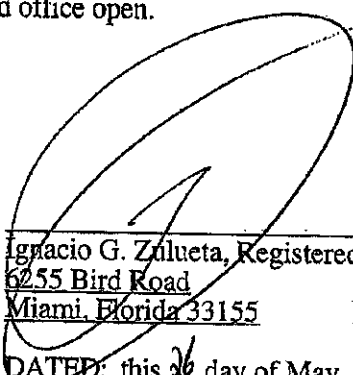

Date

CERTIFICATE DESIGNATING PLACE OF BUSINESS OR DOMICILE
FOR THE SERVICE OF PROCESS WITHIN FLORIDA,
NAMING AGENT UPON WHOM PROCESS MAY BE SERVED

In compliance with the laws of the State of Florida, the following is submitted: THE DORAL ACADEMY, INC., a Florida Corporation, desiring to organize or qualify under the laws of the State of Florida, with its registered office at 6255 Bird Road, Miami, Florida 33155, in the County of Dade, State of Florida, has named Ignacio G. Zulueta, at 6255 Bird Road, Miami, Florida 33155, as its statutory Resident Agent to accept service of process within Florida.

ACKNOWLEDGMENT

Having been named the statutory Resident Agent to accept service of process for the above corporation, at the place designated in this certificate, I hereby acknowledge that I am familiar with the obligations imposed upon a Registered Agent by Section 607.0505 of the Florida Statutes and I agree to accept the same and to act as Registered Agent, and to comply with the provisions of Florida law relative to keeping the registered office open.



Ignacio G. Zulueta, Registered Agent
6255 Bird Road
Miami, Florida 33155

DATED: this 26 day of May, 1999.

FILED
99 JUN -8 PM 2:19
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

BYLAWS

OF

DORAL ACADEMY, INC.
A Florida Nonprofit Corporation

ARTICLE 1
OFFICES

The corporation's principal office shall be fixed and located at such place within the boundaries of the County of Miami-Dade or Broward, Florida, as the Board of Directors ("Board") shall determine. The Board is granted full power and authority to change the principal office from one location to another.

ARTICLE 2
PURPOSE

The specific and general purposes of the corporation are described in the Articles of Incorporation.

ARTICLE 3
NO MEMBERS

Section 3.1 No Members

The corporation shall have no members. Any action, which would otherwise; by law require approval by a majority of all members or approval by the members shall require only approval of the Board. All rights, which would otherwise by law vest in the members, shall vest in the board.

ARTICLE 4
DIRECTORS

Section 4.1 General Powers

Subject to the limitations of the Florida not-for-profit corporation law, the corporation's Articles of Incorporation and these Bylaws, the activities and affairs of the corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board. The Board may delegate the management of the corporation's activities to any person(s), Educational Service Provider or committees, however composed, provided that the activities and affairs of the corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board. No assignment, referral or delegation of authority by the Board or anyone acting under such delegation shall preclude the Board from exercising full authority over the conduct of the corporation's activities, and the Board may, subject to contractual obligations as may exist, rescind any such assignment, referral or delegation at any time.

Section 4.2 Specific Powers

Without prejudice to its general powers, but subject to the same limitations set forth above, the Board shall have the following powers in addition to any other powers enumerated in these Bylaws and permitted by law:

- a. To select and remove all of the officers, agents and employees of the corporation; to prescribe powers and duties for them which are not inconsistent with law, the corporation's Articles of Incorporation or these Bylaws; and to fix their compensation;

- b. To conduct, manage and control the affairs and activities of the corporation and to make such rules and regulations therefore which are not inconsistent with the law, the corporation's Articles of Incorporation or these Bylaws, as it deems best;
- c. To adopt, make and use a corporate seal and to alter the form of the seal from time to time, as it deems best;
- d. To borrow money and incur indebtedness for the purpose of the corporation, and to cause to be executed and delivered therefore, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecation's and other evidences of debt and securities therefore;
- e. To act as trustee under any trust incidental to the principal object of the corporation, and receive, hold, administer, exchange and expend funds and property subject to such trust;
- f. To acquire by purchase, exchange, lease, gift, devise, bequest, or otherwise, and to hold, improve, lease, sublease, mortgage, transfer in trust, encumber, convey or otherwise dispose of real and personal property;
- g. To assume any obligations, enter into any contracts or other instruments, and do any and all other things incidental or expedient to the attainment of any corporate purpose; and
- h. To carry out such other duties as are described in the Charter Contract and Articles of Incorporation.

Section 4.3 Number, Election and Term of Directors

- a. The authorized number of Directors shall be no less than three (3) and no greater than seven (7) until changed by amendment of these Bylaws.
- b. Directors shall be elected at a duly organized meeting of the Board of Directors. Notice of the Board's intention to elect a Director shall be included in the agenda for that meeting of the Board and shall be publicly announced.
- c. A Director shall be elected for a term of not more than five (5) years. The duration of the term of each director shall be staggered so as to promote continuity in the Board. The Board shall establish the term for a newly elected Director before the election, in order to stagger the terms of each member of the Board. A Director may seek re-election to the Board at the end of any term.
- d. The Board shall include at least one member who is the parent of a child enrolled in Doral Academy Inc. and at least one member who is or has been a professional educator and/or school administrator, having experience in education. The Board should endeavor to be comprised of a diverse group of accomplished professional, academic, business, and/or civic minded individuals who are committed to the mission of Doral Academy Inc.
- e. Persons who are employed by, or are principals of, either a sponsor or an Educational Service Provider for Doral Academy Inc. are not eligible and shall not be elected to serve on the Board of Doral Academy Inc., so as to avoid potential conflicts of interest. The Board will seek to avoid filling future vacancies on the Board with persons who are employed by schools who retain the same Educational Service Provider contracted by Doral Academy Inc. However, if Doral Academy Inc. does not have a professional educator or administrator on its Board and if the application process described in Section 4.5 does not produce such an applicant for the Board, then the Board may consider and select as a Director an educator or administrator employed by the same company that manages Doral Academy Inc.
- f. The Board shall invite every Director who has successfully completed their term as Director, to participate in a group of Emeritus Directors. Emeritus Directors are invited to attend

Board meetings and other Doral Academy Inc. functions, provide advice and counsel to the Board, but shall have no voting power.

- g. Directors must be fingerprinted within thirty (30) days of their appointment.

Section 4.4 Resignation and Removal

Any Director may resign effective upon giving written notice to the Board, unless the notice specifies a later effective time. If the resignation is effective at a future time, a successor may be selected (by the existing President) before such time, to take office when the resignation becomes effective. A Director may be removed without cause by a majority of the Directors then in office.

Section 4.5 Vacancies

- a. The Board shall elect a Director to the Board in order for the Board to be comprised of from three (3) to seven (7) members. The Board may elect a Director to the Board in order to fill a vacancy caused by death, resignation, removal, or otherwise, or in order to increase the size of the Board.
- b. In order to elect a new Director, the Board shall announce the vacancy to the public, including Doral Academy Inc. parents, teachers, and schools, and invite applications from qualified persons all as described by the Board. The Chairman or another Board member approved by the Board, shall conduct an initial review and evaluation of all applications and report to the Board. Board members are encouraged to solicit applications from qualified persons. Following review and discussion of the applications, the Board will proceed to elect any new Director.
- c. New Directors shall be elected by a vote of the majority of the existing Directors although less than a quorum. Each Director so elected shall hold office until a successor has been appointed and qualified.
- d. No reduction of the authorized number of Directors shall have the effect of removing any Director prior to the expiration of the Director's term of office.
- e. The Board shall nominate and elect its Chairman at a duly noticed meeting of the Board. The Chairman shall serve for a term of one year and may seek re-election as Chairman at the end of any term. The Chairman shall also serve as the President of Doral Academy Inc. for as long as he or she serves as Chairman.
- f. The Board shall nominate and elect a Vice-Chairman at a duly noticed meeting of the Board. The Vice-Chairman shall serve for a term of one year and may seek re-election as Vice-Chairman at the end of any term.
- g. The Board shall develop an orientation and training program for new Directors and an annual continuing education program for existing Directors.
- h. The Board may declare vacant the office of any Director who has been convicted of a felony, or whose fingerprint check results reveal non-compliance with standards of good moral character.

Section 4.6 Place/Notice of Meetings

Meetings of the Board may be held at the principal office of the corporation or at any other place that has been designated in the notice of the meeting by resolution of the Board. Appropriate notices of the meeting complying with Florida law shall be posted. The public, any board member or officer of the corporation shall place any desired item on the agenda of any board meeting by

notifying in writing, no later than 5 business days prior to the scheduled board meeting, a description shall be delivered to the then acting secretary of the corporation.

Section 4.7 Annual Meetings

The Board shall hold an annual meeting for the purposes of organization, selection of Directors and officers, and the transaction of other business.

Section 4.8 Quarterly Meetings

Quarterly meetings of the Board, shall be held on such dates and at such times and places as may be from time to time fixed and notified by the Board.

Section 4.9 Special Meetings

- a. Special meetings of the Board for any purpose(s) may be called at any time by the Chairman of the Board, if there is such an officer, the President, Vice-Chairman, or the Secretary.
- b. Special meetings of the Board may be held after each Director has received notice by mail, telecopy, e-mail or telephone.
- c. Oral notice shall be deemed received at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office of the recipient whom the person giving the notice has reason to believe will promptly communicate it to the receiver.

Section 4.10 Quorum and Voting

One half (1/2) of the authorized Directors then in the office shall constitute a quorum. The Board shall attempt to reach a general consensus on all actions before the Board; provided, however, that every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present is an act of the Board. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Directors, if any action taken is approved by at least a majority of the required quorum for such meeting.

Section 4.11 Waiver of Notices

Notice of meeting need not be given to any Director who signs a waiver of notice, a written consent to the holding of the meeting, an approval of the minutes of the meeting, whether before or after the meeting, or who attends the meeting without protesting the lack of notice prior thereto or at its commencement. All such waivers, consents and approvals shall be filed with the corporate records or made a part of the minutes of the meetings.

Section 4.12 Adjournment

A majority of the Directors present, whether or not a quorum is present, may adjourn any Director's meeting to another time and place. If a meeting is adjourned for more than twenty-four (24) hours, notice of such adjournment to another time or place shall be given, prior to the time scheduled for the continuation of the meeting, to the Directors who were not present at the time of the adjournment.

Section 4.13 Rights of Inspection

Every Director has the absolute right to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the corporation provided such inspection is conducted at a reasonable time after reasonable notice, and provided that such right of inspection and copying is subject to the corporation's obligations to maintain the confidentiality of certain books, records and documents under any applicable federal, state or local law.

Section 4.15 Fees and Compensation

Directors shall not receive compensation for their services; however, the Board may approve the reimbursement of a Director's actual and necessary expenses incurred in the conduct of the corporation's business. The corporation shall carry liability insurance covering the Director's and officers of the corporation as described on the Charter on the conduct of the corporation's business.

Section 4.16 Standard of Care

- a. A Director shall perform all duties of a Director in good faith, in a manner such Director believes to be in the best interests of the corporation and with such care, including the duty to make all reasonable inquiries, as an ordinarily prudent person in a like situation would use under similar circumstances.
- b. In performing the duties of a Director, a Director may rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:
 1. One or more officers or employees of the corporation whom the Director believes to be reliable and competent in the matters presented;
 2. Legal counsel, independent accountants or other persons as to matters that the Director believes to be within such person's professional or expert competence; or
 3. A committee of the Board upon which the Director does not serve as to matters within a designated authority, provided the Director believes that the committee merits confidence and the Director acts in good faith, after reasonable inquiry when the need therefore is indicated by the circumstances, and without knowledge that would cause such reliance to be unwarranted.

ARTICLE 5 OFFICERS

Section 5.1 Officers

The officers of the corporation shall be President, Vice-President(s), Secretary, and Treasurer. The corporation may also have, at the discretion of the Board, one or more Assistant Vice-Presidents, one or more Assistant Secretaries, one or more Assistant Treasurers, and such other officers as may be elected or appointed. Any number of offices may be held by the same person.

Section 5.2 Election

The officers of the corporation, shall be chosen at the annual meeting of the Board by and shall serve at the pleasure of the Board, and shall hold their respective offices until their resignation, removal or other disqualification from service, or until their respective successors shall be elected.

Section 5.3 Subordinate Officers

The Board may elect, and may empower the President to appoint, such other officers as the business of the corporation may require, each of whom shall hold office for such period, have such authority, and perform such duties as are provided in these Bylaws or as the Board may from time to time determine.

Section 5.4 Removal

Any officer may be removed, either with or without cause, by the Board at any time or, except for an officer chosen by the Board, by any officer upon whom the Board may confer such power of removal. Any such removal shall be without prejudice to the rights, if any, of an officer under any contract of employment.

Section 5.5 Resignation

Any officer may resign at any time by giving written notice to the Board; such resignation may not prejudice the rights, if any, of the corporation under any contract to which the officer is a party. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 5.6 Vacancies

A vacancy in any office because of death, resignation, removal, disqualification or any other cause shall be filled in the manner prescribed in these Bylaws for regular election or appointment to such office, provided that such vacancies shall be filled as they occur and not on an annual basis.

Section 5.7 President

Subject to such powers, the President is the general manager and chief executive officer of the corporation and has, subject to the control of the Board, general supervision, direction and control of the business and officers of the corporation. The President shall preside at all meetings of the Board. The President has the general management powers and duties usually vested in the office of the President and general manager of a corporation as well as such other powers and duties as the Board may prescribe from time to time.

Section 5.8 Vice Presidents

The Vice-President(s) shall not be a Director(s), and as such, shall be a non-voting position(s). The Vice-President(s) shall have such powers and perform such duties as the Board may prescribe from time to time.

Section 5.9 Secretary

- a. The Secretary shall keep or cause to be kept, at the principal office or such other place as the Board may order, a book of minutes of all meetings of the Board and its committees, including the following information for all such meetings; the time and place of holding; whether regular or special; if special, how authorized; the notice thereof given; the names of those present and absent, and the proceedings thereof. The Secretary shall keep, or cause to be kept, at the principal office in the State of Florida, the original or a copy of the corporation's Articles of Incorporation and Bylaws, as amended to date, and a register showing the names of all directors and their respective addresses. The Secretary shall keep the seal of the corporation and shall affix the same on such papers and instruments as may be required in the regular course of business, but failure to affix it shall not affect the validity of any instrument.
- b. The Secretary shall give, or cause to be given, notice of all meetings of the Board and any committees thereof required by these Bylaws or by law to be given, and shall distribute the minutes of meetings of the Board to all its members promptly after the meetings; shall keep the seal of the corporation in safe custody; shall see that all reports, statements and other documents required by law are properly kept or filed, except to the extent the same are to be kept or filed by the Treasurer; and shall have such other powers and perform such other duties as may be prescribed from time to time by the Board.
- c. The Secretary or President of the corporation shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the corporation, including accounts of its assets, liabilities, receipts and disbursements. The books of account shall at all times be open to inspection by any Director.
- d. The Secretary or President shall deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositaries as may be designated from time to time by the Board. The Secretary or President shall disburse

the funds of the corporation as may be ordered by the Board, and shall render to the Directors, upon request, an account of all transactions as Secretary or President and of the financial condition of the corporation. The Secretary or President shall present an operating statement and report, since the last preceding regular Board meeting, to the Board at all regular meetings. The Secretary or President shall have such powers and perform such other duties as may be prescribed from time to time by the Board.

ARTICLE 6 COMMITTEES

Section 6.1 Board Committees

The Board may, by resolution adopted by a majority of the Directors then in office, provided that a quorum is present, create one or more standing or ad hoc committees, each consisting of at least two (2) members of the Board, to serve at the pleasure of the Board.

ARTICLE 7 OTHER PROVISIONS

Section 7.1 Validity of Instrument

Subject to the provision of applicable law, any note, mortgage, evidence of indebtedness, contract, conveyance or other written instrument and any assignment or endorsement thereof executed or entered into between the corporation and any other person, shall be valid and binding on the corporation when signed by the President or any Vice President and the Secretary or Treasurer of the corporation, unless the other person has actual knowledge that the signing officers has no authority to execute the same. Any such instruments may also be signed by the Board or a designated member of the Board.

Section 7.2 Construction and Definitions

Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the Nonprofit Corporation Law of the State of Florida shall govern the construction of these Bylaws. Without limiting the generality of the foregoing, words in these Bylaws shall be read as the masculine or feminine gender, and as the singular or plural, as the context requires, and the word "person" includes both the corporation and a natural person. The captions and headings in these Bylaws are for convenience of reference only and are not intended to limit or define the scope or effect of any provision.

Section 7.3 Fiscal Year

The fiscal year of the corporation shall be set by the Board.

Section 7.4 Conflict of Interest

Any Director, officer, key employee, or committee member having an interest in a contract or other transaction presented to the Board or a committee thereof for authorization, approval, or ratification shall make a prompt, full and frank disclosure of his or her interest to the Board or committee prior to its acting on such contract or transaction. Such disclosure shall include all relevant and material facts known to such person about the contract or transaction which might reasonably be construed to be adverse to the corporation's interest.

Section 7.5 Interpretation of Articles of Incorporation

In any instance in which the provisions of these Bylaws are in conflict with the provisions of the Articles of Incorporation, the provisions of these Bylaws shall control.

ARTICLE 8
AMENDMENTS

Section 8.1 Bylaws

These bylaws may be adopted or these Bylaws may be amended or repealed by a majority vote of the Board of Directors.

CERTIFICATE OF ADOPTION OF BYLAWS

I certify that I am the elected and acting Secretary of Doral Academy, Inc., a Florida nonprofit corporation, and that the foregoing Bylaws constitute the Bylaws of such corporation as adopted by the Board of Directors.


SECRETARY

CHARTER SCHOOL MANAGEMENT AGREEMENT

BETWEEN

_____**CHARTER SCHOOL, INC**

AND

ACADEMICA

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CHARTER SCHOOL MANAGEMENT AGREEMENT

This is an Agreement for the Management and Administration of a Charter School by and between _____ CHARTER SCHOOL, INC. (“CharterSchoolCorp”) and ACADEMICA (“Manager”)

WHEREAS, _____ CHARTER SCHOOL, INC has a contract (“the Charter”) with _____ County Public Schools (the “Sponsor”) to operate a charter school, known _____ (the “School”);

WHEREAS, the School is governed by the Board of Directors of _____ CHARTER SCHOOL, INC (the “Board”);

WHEREAS, academic control and freedom are integral to the success of the School and the Board must have complete autonomy and control over its academic program, staffing needs, and curriculum;

WHEREAS, CharterSchoolCorp desires to ensure that its School is professionally managed and operated in accordance with the requirements of its Charter and the requirements of all State and Federal laws as well as the requirements of local municipal and or county ordinances which may be applicable to the operation of the School or its facilities;

WHEREAS, Manager is an educational service provider established to provide professional planning, accountability, compliance, management and support services to public charter schools;

WHEREAS, it is Manager’s mission to ensure that the vision of the School’s Board of Directors is faithfully and effectively implemented;

WHEREAS, Manager’s officials are familiar with the governmental agencies and requirements needed to establish and operate a public charter school as well as the requirements of the Charter, all State and Federal authorities, and the local municipal and or county government which may be applicable to the operation of the School or its facilities;

WHEREAS, Manager’s officials are familiar with the various local, state and federal funding sources for charter school programs and have successfully obtained grants, other forms of revenue and financing for charter school programs in Florida;

WHEREAS, Manager's officials have attended and will continue to attend local, state, and federal meetings and conferences for charter school operators and consultants;

WHEREAS, Manager manages a network of charter schools and believes that there are benefits to be obtained from having a uniform system-wide reporting, record-keeping and accountability system and benefits to having a wide variety of employment opportunities and options available to the employees of public charter schools managed by Manager; and

WHEREAS, CharterSchoolCorp and Manager desire to enter into this agreement for the purpose of having Manager provide professional planning, accountability, compliance, management and support services;

NOW THEREFORE, the parties to this Agreement agree as follows:

DUTIES OF MANAGER:

1. Recitals

The forgoing recitals are true, correct and incorporated herein.

2. Engagement

CharterSchoolCorp engages Manager to provide management and administrative services to the School as more fully set forth herein. Manager accepts such engagement pursuant to the terms of this Agreement.

3. Management and Administrative Duties

Manager will coordinate the management and administrative duties required to operate the School. In connection with this, Manager will report to the Board and advise it of the systems established for administrative duties, including those related to initial setup and the ongoing operational budget. In providing services, Manager will comply with all Board and School policies and procedures, the Charter, and with all applicable state and federal rules and regulations. Manager's services will include, but not be limited to: identification, design and procurement of facilities; staffing recommendations; and, human resource coordination. In addition, Manager's services shall include services required for the day to day administration of the School such as regulatory compliance, legal and corporate upkeep, and the maintenance of the books and records of the School as well as the bookkeeping, budgeting and financial forecasting that is required by the governing Board for its oversight. The Board will review the recommendations made by Manager and act upon them in the manner the Board decides.

4. Board of Directors Meetings

Manager will assist in the coordination of and attend the meetings of the Board of the School. Unless otherwise instructed by the Board, Manager shall maintain the minutes and records of those meetings and ensure that the School complies with the requirements of State law and the Charter regarding such meetings and record keeping.

5. Record Keeping

Manager will maintain the records of the School at the location designated by the Board. Manager will ensure compliance with the State and Charter requirements for record keeping. In addition, Manager will ensure that designated on site staff receives proper training by the Sponsor's appropriate departments for student school record keeping through its designated Management Information Services (MIS) programs.

6. Bookkeeping

Manager will coordinate with the accounting firms selected by the Board and serve as liaison with them to ensure the accuracy and timeliness of financial reporting, record keeping, and audits as may be required by the Charter and State law.

7. Staff Administration

Manager will identify and propose for employment by or on behalf of CharterSchoolCorp qualified principals, teachers, paraprofessionals, administrators and other staff members and education professionals for positions in the School. The teachers employed for the School will be certified as required by Chapter 1002.33, Florida Statutes. CharterSchoolCorp may employ or contract with skilled selected non-certified personnel to assist instructional staff members as teachers' aides in the same manner as defined in Chapter 1002.33, Florida Statutes and Florida Charter School Legislation. Manager will coordinate with the Board or the Hiring Committee established by the Board to identify, recruit and select individuals for School-based positions. The Board will make all hiring decisions in its discretion and in accordance with law. All employees selected by the Board shall be CharterSchoolCorp employees or employees leased to CharterSchoolCorp, and will not be employees of Manager. Manager will prepare employment contracts for approval by the Board that are to be used for the purpose of hiring employees. Manager will propose a professional employee management company to the Board which can perform the human resource services for the School. Once the Board approves a human resource provider Manager will

coordinate such services. The Board will have complete discretion to decide which professional employee management company and its method of human resource management to use, if any. Manager agrees to act as the liaison for the School vis-à-vis the human resource services provider. All School-based employees will be assigned to the School and may only be removed, dismissed, or transferred by Board approval.

8. Financial Projections and Financial Statements

Manager will prepare annual budgets and financial forecasts for the School to present to the Board for review and approval or disapproval. The School will utilize the standard state codification of accounts as contained in the Financial and Program Cost Accounting and Reporting for Florida Schools, or shall utilize GAAP Accounting at the direction of the Board, as a means of codifying all transactions pertaining to its operations. The Board shall annually adopt and maintain an operating budget. The Board, based on recommendations made by a certified public accounting firm, will adopt accounting policies and procedures. Manager will prepare, with the review and approval of the Board, regular unaudited financial statements as required to be delivered to the Sponsor, which will include a statement of revenues and expenditures and changes in fund balances in accordance with generally accepted accounting principals. These statements will be provided in advance of the deadline for submission of such reports to the Sponsor. CharterSchoolCorp will provide the Sponsor with annual audited financial reports as required by the Charter. These reports will be prepared by a qualified independent, certified public accounting firm. Manager will provide the regular unaudited financial statements, books and records to the auditor for review in connection with the preparation of the reports. The reports shall include a complete set of financial statements and notes thereto prepared in accordance with the Charter and generally accepted accounting principals for inclusion into the School's financial statements annually, formatted by revenue source and expenditures and detailed by function and object.

9. Designated Contact Person

The designated contact person of Manager shall be the President of Academica (currently Fernando Zulueta). An alternate contact person shall be the Vice-President and Director of Operations (currently Maggie Fresen).

10. Grant Solicitation

In consultation with the Board, and with Board approval, Manager will solicit grants available for the funding of the School from the various government and private and institutional sources that may be

available. Such grants will include, but are not limited to federal grants programs and various continuation grants for charter schools.

11. Financing Solicitation and Coordination

Manager will coordinate obtaining financing from private and public sources for loans desired by the Board.

12. Other Funding Sources

Manager will coordinate the solicitation of Capital Outlay Funds, if available, from the appropriate state or local agencies. Similarly, Manager will coordinate the solicitation of other state, federal, or local government funds earmarked for school facilities development, improvement, or acquisition as well as other sources of funding that may become available to charter schools from time to time.

13. Annual Reporting

Manager will coordinate the preparation of the Annual Report required by the Charter School Legislation for the School.

The Report will be submitted to the Board for approval, and Manager will coordinate the delivery and review process established by the Sponsor and Charter School legislation for the Annual Report.

14. Student Assessment

At the direction of the Board, Manager will coordinate a student assessment methodology, independent from State and/or Sponsor required assessments, and retain on behalf of CharterSchoolCorp professionals to administer and evaluate results. Manager will provide the Board with proposals from professionals offering to provide assessment and student evaluation services for the Board either to approve or reject.

15. School Board Representation

Manager will serve as primary liaison with the Sponsor and its officials on behalf of the School. In connection therewith, Manager's representatives will attend required meetings and public hearings.

16. Governmental Compliance

Manager will ensure compliance with state regulations and reporting requirements of the Charter School. Manager will also ensure the School's compliance with its Charter with the Sponsor, a copy of which is incorporated herein by reference.

17. Charter Renewal Coordination

Manager will coordinate with the Sponsor for the renewal of the School's Charter on a timely basis. On behalf and with the direction of the Board, Manager will negotiate the terms of the renewal Charter with the Sponsor and provide the Board with notice and seek Board approval of any renewal provisions which modify or alter the terms of the original Charter between the School and the Sponsor.

18. Curriculum Development

Manager shall identify and or develop curricula in connection with the operations of the School and the vision of the Board in a manner that complies with applicable federal, state and local laws and regulations. All curricula shall be approved by the Board prior to use.

19. Pre-School, After-Care, Early Drop-Off

Manager shall identify and or develop Pre-School, After-Care, Early Drop-Off programs to be offered as services ancillary but separate from the operations of the School. These are programs that are not encompassed by the Charter School Agreement between the School and the Sponsor. Accordingly, the School may elect not to offer these programs directly, but rather to authorize Manager to do so. In furtherance of that, Manager will retain the necessary operators to provide the underlying services to the parents and students desiring them. Manager will coordinate the provision of those services directly where applicable and establish agreements to reimburse the School for the use of the facilities, utilities, cleaning services and other costs consumed or incurred by those uses. Manager and/or the selected service providers shall be the direct primary supplier to the parents and students of those ancillary services and will indemnify and hold harmless the School for any liability resulting from them. The terms and conditions for these programs including financial terms, operating procedures, and ownership, shall be subject to Board review and approval.

20. Facilities Identification Expansion, Design and Development

Manager shall coordinate with the Board for the purpose of identifying the facilities needs of the School from year to year. In connection therewith, Manager shall assist the School in identifying, procuring and planning the design of new facilities or in the expansion of existing ones. Manager may identify and solicit investors to acquire and develop facilities for lease or use by the school. Where such investors are related to Manager or its principles, that relationship will be disclosed to the Board. Further, Manager shall recommend and retain on behalf of the School qualified professionals in the fields of school

design and architecture and engineering as well as in the area of development and construction for the expansion, design, development, and construction of new or existing facilities.

21. Systems Development

Manager will identify and develop a school information system to be used in connection with the administration and reporting system for the School. This includes, but is not limited to, accounting documentation filing systems, student records systems, computer systems, and telecommunications services.

TERM OF AGREEMENT

22. Initial Term

The term of the Agreement shall commence on the start of the 2014-2015 school year. The commencement date shall be deemed to be July 1, 2014, although the parties recognize that Manager has provided services to the Board in connection with the School and Charter before this date.

The initial term of this Agreement shall be five (5) years unless the Board for cause terminates this Agreement per section 24 of this Agreement. At the conclusion of the term of this Agreement, CharterSchoolCorp shall have the option to renew this contract with Manager.

23. Renewal

Unless terminated by the Board, the terms of this Agreement shall be renewed along with any renewals to the Charter Agreement. Manager agrees to renew this Agreement at CharterSchoolCorp's option on the then-current terms and conditions unless there has been an uncured material breach hereunder by CharterSchoolCorp, after 60 days written notice of such breach and demand for cure, or unless CharterSchoolCorp has given at least 90 days' notice that this Agreement will not be renewed.

24. Termination

In the event of a breach of this Agreement by either party, the non-breaching party shall give the other party written notice of such breach and sixty (60) days to cure such breach from the date of giving such notice to Manager. "Breach" shall be defined as a material breach of this Agreement by Manager or CharterSchoolCorp; the failure of Manager to provide educational support and management services sufficient to operate the School in a manner that complies with the standards of the Sponsor; any debarment of or similar action against Manager by any governmental entity; or any action or conduct by Manager or its principals that may bring disrepute to the School or Board (e.g., any arrest or conviction for a crime of

moral turpitude or any felony) or that may endanger or materially lessen the safety of students. If the Sponsor terminates or materially changes its Charter Agreement with the School or Board for the operation of the School, either the School or Board, or Manager may upon thirty (30) days written notice terminate this Agreement without penalty or liability of any kind to either party. Either party may terminate this Agreement at any time and for any reason, irrespective of cause, upon providing the other party 90 days' notice of termination. In the event of termination of this Agreement for any reason, the compensation to be paid by CharterSchoolCorp to Manager under this Agreement shall be pro-rated.

COMPENSATION

25. Base Compensation

CharterSchoolCorp shall pay Manager a management fee of \$450 per student Full Time Equivalent (FTE) per annum during the term of this Agreement, unless terminated, provided CharterSchoolCorp receives such funds. The fee shall be payable in equal monthly installments, provided that CharterSchoolCorp shall have no obligation to pay such fee before receiving its FTE funding from the Sponsor or the State of Florida, in which event the monthly installments shall accrue until funding is received. The fee shall be adjusted annually at each anniversary of this Agreement based on the change in the prior year's Consumer Price Index or on the basis of the year-to-year percentage change in the per student Full Time Equivalent (FTE) funding provided to the school under the law, whichever is less, but in no event shall any adjustment reduce the management fee below the initial level of \$450 per student Full Time Equivalent (FTE) per annum as stated above.

26. Additional Services

Manager will provide additional services not covered under this Agreement to the Board as requested by the Board by proposal to Board and subject to Board approval. This may include services that are not within the regular course of running the School, including but not limited to special projects, litigation coordination, and land use coordination. Such projects may include the engagement, at the expense of CharterSchoolCorp, of other professionals or consultants who may be independent from Manager or part of Manager's network of consulting professionals.

27. Reimbursement of Costs

Manager shall be reimbursed for actual costs incurred in connection with travel, lodging, and food, attending required conferences and other events on behalf of the School, provided that the Board shall give prior written approval for such cost.

28. Incurred Expenses

Pursuant to the agreement of the Board and Manager, Manager may defer some or all of the management fees and/or costs for additional services and/or reimbursements due hereunder from one fiscal year to the next, which will be duly noted in the schools financial records.

OTHER MATTERS

29. Conflicts of Interest

No officer, shareholder, employee or director of Manager may serve on the Board. Manager will comply with the Conflicts of Interest rules set out in the Charter. In addition, if there exists some relationship between Manager, its officers, directors or principals and any other person or entity providing goods or services to the School, Manager agrees to disclose the relationship to the Board.

30. Insurance and Indemnification

Manager shall carry liability insurance and indemnify the School for acts or omissions of Manager. Manager agrees to provide, upon request of the Board, certificates of insurance with carriers, in amounts and for terms reasonably acceptable to the Board. Manager hereby agrees to indemnify, hold harmless and protect CharterSchoolCorp, the Board, the School and their successors and assigns, from and against any and all liabilities, claims, forfeitures, suits, penalties, punitive, liquidated, or exemplary damages, fines, losses, causes of action, or voluntary settlement payments, of whatever kind and nature, and the cost and expenses incident thereto (including the costs of defense and settlement and reasonable attorney's fees) (hereinafter collectively referred to as "claims") which such party may incur, become responsible for, or pay out as a result of claims connected to the acts, services, conduct or omissions of Manager, its employees or agents.

31. Miscellaneous

(1) Neither party shall be considered in default of this Agreement if the performance of any part or all of this Agreement is prevented, delayed, hindered or otherwise made impracticable or impossible by reason of any strike, flood, hurricane, riot, fire, explosion, war, act of God, sabotage, accident or any

other casualty or cause beyond either party's control, and which cannot be overcome by reasonable diligence and without unusual expense.

(2) This Agreement shall constitute the full, entire and complete agreement between the parties hereto. All prior representations, understandings and agreements are superseded and replaced by this Agreement. This Agreement may be altered, changed, added to, deleted from or modified only through the voluntary, mutual consent of the parties in writing, and said written modification(s) shall be executed by both parties. Any amendment to this Agreement shall require approval of the Board.

(3) Neither party shall assign this Agreement without the written consent of the other party;

(4) No waiver of any provision of or default under this Agreement shall be deemed or shall constitute a waiver of any other provision or default unless expressly stated in writing.

(5) If any provision or any part of this Agreement is determined to be unlawful, void or invalid, that determination shall not affect any other provision or any part of any other provision of this Agreement and all such provisions shall remain in full force and effect.

(6) This Agreement is not intended to create any rights of a third party beneficiary.

(7) This Agreement is made and entered into in the State of Florida and shall be interpreted according to and governed by the laws of that state. Any action arising from this Agreement, shall be brought in a court in Miami-Dade County, Florida.

(8) In the event of a dispute arising from this Agreement, the prevailing party shall be awarded reasonable attorneys' fees and costs.

(9) Every notice, approval, consent or other communication authorized or required by this Agreement shall not be effective unless same shall be in writing and sent postage prepaid by United States mail, directed to the other party at its address hereinafter provided or such other address as either party may designate by notice from time to time in accordance herewith:

Academica
6340 Sunset Drive
Miami, Florida 33143
Attn: President

ADDRESS LINE 1
ADDRESS LINE 2
Attn: Chairperson

Charter School Inc.

(10) The headings in the Agreement are for convenience and reference only and in no way

define, limit or describe the scope of the Agreement and shall not be considered in the interpretation of the Agreement or any provision hereof.

(11) This Agreement may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one Agreement.

(12) Each of the persons executing this Agreement warrants that such person has the full power and authority to execute the Agreement on behalf of the party for whom he or she signs.

THIS AGREEMENT was approved at a meeting of the Board of Directors of _____ CHARTER SCHOOL, INC held on the _____ day of _____ 201____. At that meeting, the undersigned Director of _____ CHARTER SCHOOL, INC was authorized by the Board to execute a copy of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Contract as of the day and year first above written.

CharterSchoolCorp

(For _____ **CHARTER SCHOOL**)

By: _____
_____, Chair / President

Date: _____

ACADEMICA

By: _____
Fernando Zulueta, President

Date: _____

JOB DESCRIPTION

POSITION TITLE: School Principal

CONTRACT YEAR: Twelve Months

QUALIFICATIONS

EDUCATION: An earned master's Degree (or higher) from an accredited college or university

EXPERIENCE

REQUIRED: A total of five (5) years of school experience is required; which includes a minimum of three (3) years of required experience as a Principal/Assistant School Principal.
Valid Florida Certification in School Principal, or Professional School Principal.

REPORTS TO: School Governing Board

SUPERVISES: All Administrative, Instructional, and Non-Instructional staff at the school.

POSITION GOAL: To provide the leadership and management necessary to administer and implement all programs, activities and policies essential to ensure high quality educational experiences and services for all students in a safe, nurturing, and enriching environment.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

LEADERSHIP

The School Principal shall:

- Administer, control, and supervise the instructional program of the school operations and school personnel.
- Encourage teachers and pupils to perform to the best of their ability.
- Interpret the educational program of the school and school system to the community.

Appendix E

- Provide leadership and direction for all aspects of the school's operation.
- Facilitate frequent communication with parents of the school community.
- Coordinate and adapt school curricular programs and policies.
- Assume responsibility for the buildings, grounds, equipment and supplies of the school; supervise the work of the custodians and maintenance staff; report to the governing board the conditions and needs of the school.
- Develop, implement, and evaluate the School Improvement Plan.
- Keep accurate account of all money paid to the school and record the purpose for which it was paid.
- Supervise and coordinate the budgetary process.
- Coordinate and conduct the interview process and make hiring and termination decisions for all staff.
- Develop and supervise New Teacher programs.
- Compile and prepare all student achievement outcomes.
- Report directly to the Governing Board for all purposes.
- Coordinate, supervise, and conduct the evaluations of all staff.
- Oversee the School Advisory Council.
- Maintain a positive and productive relationship with the Parent-Teacher Association.
- Supervise all students and staff.
- Coordinate and supervise the testing and assessment program.
- Enforce the discipline plan and assist teachers with all concerns and issues related to student behavior.
- Serve as final arbitrator for serious discipline problems in accordance with Sponsor and Board's policy and state statutes.
- Establish, actively pursue, and monitor a school mission, vision and goals in collaboration with staff, parents, students, and other stakeholders that are aligned with the Board's mission and goals.
- Supervise and coordinate school-wide programs, curricula and course options.
- Supervise and coordinate student registration, scheduling, and master scheduling construction.
- Oversee the grade reporting system.
- Monitor substitute teachers and the class coverage process.
- Supervise school activities and special events, and initiate fundraising activities.
- Establish business partnerships and positive relationships with community leaders.
- Maintain a master schedule of all school activities and events, including extracurricular trips.
- Coordinate and schedule the use of facilities for all events.

Appendix E

- Implement and enforce attendance and tardy policies and procedures for all students.
- Exercise proactive leadership in promoting the vision and mission of the school.
- Model and maintain high standards of professional conduct.
- Set high standards and expectations for self, others, and school.
- Demonstrate satisfactory or above performance on the Florida Principal Competencies while performing all duties required by the job description.
- Provide leadership in the implementation of the Sunshine State Standards, Florida Write, Florida Comprehensive Assessment Test (FCAT) and other tests designed and adapted to measure student achievement.
- Maintain active involvement in the school improvement planning process with the School Advisory Council by providing resources for decision-making and priority setting.
- Use quality improvement principles and process in daily administration of school.
- Implement procedures and policies that ensure a safe and orderly learning environment.
- Anticipate difficult situations and develop plans to handle them.
- Manage and administer the development, implementation and assessment of the instructional program at the assigned school so as to ensure student growth and achievement is continuous and appropriate.
- Use collaborative leadership style and quality processes to involve stakeholders in establishing and achieving the school's mission and goals.
- Provide leadership and direction for all aspects of the school's operation.
- Build teams to accomplish plans, goals and priorities.
- Conduct staff meetings to discuss policy changes, instructional programs, potential problems and resolution of existing problems.
- Use appropriate interpersonal styles and methods to guide individuals or groups to task accomplishment.
- Act quickly to stop possible breaches of safety, ineffective procedures, or interference with operations.
- Communicate effectively both orally and in writing with parents, students, teachers and the community.
- Communicate school information, goals, student learning and behavior expectations to stakeholders.
- Develop and maintain a school atmosphere conducive to learning and student achievement.
- Maintain visibility and accessibility on the school campus and at school related activities and events.

Appendix E

- Establish procedures used in the event of school crisis and/or civil disobedience and provide leadership in the event of such incidents.
- Provide leadership to involve the school in quality initiatives.
- Establish procedures for an accreditation program and monitor standards to ensure they are met.
- Provide for the articulation of the school's instructional program among school personnel.
- Use effective communication techniques with students, teachers, parents and stake holders.
- Communicate, through proper channels, to keep Board of Directors informed of impending problems or events of an unusual nature.

INFORMATION & ANALYSIS

- Address the diverse needs of the school population consistent with the Board's policies and Strategic Plan.
- Use current research, performance data, and feedback from students, teachers, parents and community to make decisions related to improvement of instruction.
- Provide leadership and direction for the implementation and evaluation of curriculum and instruction at the school.
- Analyze and use data for decision-making to improve actions, plans, and processes.
- Access, analyze, interpret and use data in decision-making.
- Use key information such as benchmarks and comparison data in the analysis of results to effectively measure performance.
- Make data accessible to all stakeholders

STRATEGIC PLANNING

- Develop long and short- term plans and goals within the School Improvement Plan, aligned with the strategic plan of the Board.
- Collaborate and provide resources to ensure the development of the School's Improvement Plan.
- Communicate overall School Improvement Plan requirements to all staff so each employee can understand how the goals and plans relate to his/her work.
- Allocate resources consistent with implementation of the School Improvement Plans.
- Utilize a systematic process for collecting input from stakeholders and incorporates customer requirements in development of School Improvement Plan.
- Establish procedures to monitor processes, activities and responsibilities and respond to feedback.
- Establish and coordinate procedures for student, teacher, parent and community evaluation of curriculum.

Appendix E

- Direct the development of the master schedule and assign teachers according to identified needs.
- Facilitate the horizontal and vertical articulation of curriculum within the school as well as between the school and its feeder system.
- Oversee the selection and acquisition of instructional materials and equipment
- Collect input and analyze data to develop goals.
- Set high goals and standards for self, others and the organization..
- Provide recognition and celebration for student, staff, and school accomplishments.

COMMUNITY ENGAGEMENT

- Facilitate a program of family and community involvement.
- Develop positive relationships with students, parents, teachers, community.
- Work with parents to resolve complaints or concerns.
- Develop and maintain positive school/community relations and act as liaison between the two.
- Promote/market the school and its priorities to the community
- Establish processes and methods to respond to valid customer requirements.
- Facilitate, coordinate, and monitor the implementation of Student Education programs and services.
- Implement procedures to ensure that rights of children with disabilities and parents of such children are protected.
- Interact with government and service agencies relative to student welfare.
- Establish processes to determine customer needs and level of satisfaction.
- Establish guidelines for desirable student conduct and follow suspension and expulsion policies and procedures.
- Supervise the implementation of the school's student services plan, including guidance, drop-out prevention, health services, attendance and related areas.
- Take appropriate reporting and/or referral action whenever abuse situations are recognized.
- Provide leadership support for community involvement programs and business partnerships at the school level.
- Direct and develop the recruitment of Business Partners to benefit the school and community.
- Develop activities with business partners that promote student achievement.

HUMAN RESOURCES

Appendix E

- Manage appropriately and professionally personnel issues, including hiring, evaluations, staff deficiencies and retention; provides feedback on professional performance and offer assistance to strengthen weaknesses in performance.
- Interview and select qualified personnel
- Establish job assignments, supervise all assigned personnel, and conduct performance evaluations in accordance with current board policies and legislation.
- Delegate responsibilities to appropriate staff members.
- Make difficult personnel decisions according to policy when necessary including dealing with ineffective teacher or other staff performance.
- Establish and maintain individual professional development plans for each instructional employee that is linked to student achievement.
- Assign tasks and supervise personnel in task accomplishment including special projects.
- Analyze data and information to plan staff development to accomplish school goals.
- Complete annual Needs Assessment to determine staff development needs.
- Lead and manage development of personnel through staff development, in-service and other developmental activities that are linked to student achievement gains and the school improvement plan.
- Facilitate the development and implementation of an effective staff development program.
- Participate, successfully, in the staff development programs offered to increase the individual's skill and proficiency related to the assignment
- Build a school community and environment, which supports learning and growth for everyone toward realization of the school's mission.
- Participate in Governing Board management meetings and other activities to enhance professional development.
- Serve as a coach/mentor to assistant principals or others who are preparing for School Principal certification.
- Review current developments, literature and technical sources of information related to job responsibility.
- Use team approaches in solving problems and improving processes and providing frequent feedback to those involved in improvement efforts.
- Consider data and results from action research when solving problems and improving processes.

Appendix E

- Contribute to positive staff morale through flexibility, support and recognition of groups and individuals working toward school improvement.
- Consider the aspirations of self and others in relation to the jobs and tasks assigned when assessing expertise and developmental needs.

OPERATIONS

- Manage and supervise the school's financial resources, including the preparation and disbursement of the school's budget and internal accounts.
- Establish and manage student accounting and attendance procedures at the school.
- Coordinate and manage the extra curricular student activities and funds at the school.
- Show positive trends in the achievement of improvement goal results in the areas of Operation, business practices (efficiency) and customer satisfaction.
- Demonstrate readiness and confidence in making and/or sharing decisions with those involved in a timely fashion.
- Employ an improvement cycle for operational problems that analyzes results, identifies root causes and takes corrective action.
- Supervise and monitor the accurate completion of data collection and submit resulting reports according to timelines.
- Coordinate school maintenance and facility needs and monitor progress toward meeting those needs.
- Identify quality requirements of materials/services and communicate this information to parents, community and suppliers.
- Access Sponsor and community resources to meet school needs.
- Coordinate plant safety and facility inspections at the assigned school
- Monitor the maintenance at the school to ensure a safe, clean, and healthy, learning environment.
- Coordinate the school food service program at the school including the free and reduced food service requirements.
- Supervise transportation services at the school.
- Write and disseminate newsletters, memos, letters, press releases, agendas, and other materials using proper grammar and punctuation.
- Provide leadership in the effective use of technology in the classroom and in school administration.

JOB DESCRIPTION

POSITION TITLE: Exceptional Student Education (ESE) Program Specialist

CONTRACT YEAR: Ten (10) Months

QUALIFICATIONS

EDUCATION: An earned bachelor's or master's degree from an accredited institution. Master's Degree in Exceptional Student education is preferred. Appropriate State of Florida Teaching Certifications in Special Education.

EXPERIENCE

REQUIRED: A minimum of three (3) years of combined successful work experience, which includes a minimum of two (2) years teaching experience in special education.

SUPERVISES: Special Education Teacher, teachers and clerical personnel, as assigned.

POSITION GOAL: To develop, implement, coordinate and monitor Special Education curriculum for students assigned to the Special Education program.

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Special Education Program Specialist shall:

- Assist in the management of Individual Education Plans (IEP) and ensure the implementation of all IEPs and Section 504 Plans
- Coordinate and attend IEP meetings and communicate with parents.
- Provide curriculum support for students and teachers
- Coordinate and facilitate Response to Intervention for struggling students
- Develop and monitor Behavior Intervention Plans
- Coordinate the identification, assessment and placement of students in the School's ESE Program.
- Coordinate the ordering of materials and equipment needed to implement ESE Program services.
- Coordinates with school-site, district, and contracted personnel in the provision of ESE services to students
- Develop and assist to implement the school's ESE program in alignment with District and federal guidelines.

Appendix E

- Coordinate testing for Students with Disabilities and monitor student IEPs.
- Coordinate the internal and external evaluation to maintain an effective feedback monitoring system in coordination with Program Evaluation.
- Coordinate activities with early intervention programs to provide services for ESE students.
- Serve as a consultant on the matters pertinent to the ESE program.
- Assist with interviews of potential ESE teachers.
- Participate successfully, in the training programs offered to increase the skill and proficiency related to the assignment.
- Review current developments, literature and technical sources of information related to job responsibility.
- Ensure adherence to good safety procedures.
- Perform other duties as assigned by the Principal.

JOB DESCRIPTION

POSITION TITLE: Assistant Principal

CONTRACT YEAR: Twelve Months

QUALIFICATIONS

EDUCATION: An earned Master's Degree or higher from an accredited institution.

Certifications: Valid Florida Certification in Educational Leadership, Administration, Administration & Supervision, School Principal or Professional School Principal at the appropriate grade level for the school.

EXPERIENCE

REQUIRED: Three (3) years teaching experience at a school site.
Demonstrated ability to communicate effectively in both oral and written forms.

PREFERRED: 1-3 years of administrative experience at a school site.

REPORTS TO: School principal and school Board of Directors

SUPERVISES: Instructional and Service Personnel assigned by the principal.

POSITION GOAL: To assist the Principal in providing vision and leadership to develop, administer and monitor educational programs that optimize the human and material resources available for a successful and safe school program for students, staff and community.

SKILLS AND ABILITIES: The Assistant School Principal will effectively perform the performance responsibilities using the following skills and abilities:

- read, interpret and implement the appropriate state and federal statutes and policies, Sponsor's Policies and school board policies and procedures

Appendix E

- use group dynamics within the context of cultural diversity and be knowledgeable of Florida educational reform, accountability and effective school concepts
- demonstrate knowledge and practice of current educational trends, research and technology
- understand the unique needs, growth problems and characteristics of school students
- train, supervise and evaluate personnel
- demonstrate effective communication and interaction skills with all stakeholders

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Assistant School Principal shall:

LEADERSHIP

- Use collaborative leadership style and quality process to involve stakeholders in establishing and achieving the school's mission and goals.
- Assist the principal in providing leadership and direction for all aspects of the school's operation.
- Assist in establishing and monitoring a school mission and goals that are aligned with the Board's mission and goals.
- Exercise proactive leadership in promoting the vision and mission of the Board's Strategic Plan.
- Maintain an active involvement in the school improvement planning process.
- Assist with establishing and monitoring procedures for an accreditation program and monitor standards to ensure they are met.
- Provide for the articulation of the school's instructional program among school personnel.
- Assist in the managing and developing the implementation and assessment of the instructional program at the school so as to ensure all students the opportunity to learn.
- Use quality improvement principles and processes in daily administration of school.
- Assist in developing and maintaining a safe school atmosphere conducive to learning and student achievement.
- Maintain visibility and accessibility on the school campus and at school related activities and events.
- Assist in conducting staff meetings to discuss policy changes, instructional programs, potential problems and resolution of existing problems.
- Build teams to accomplish plans, goals and priorities.

Appendix E

- Assist in the establishment of procedures used in the event of school crisis and/or civil disobedience and provide leadership in the event of such incidents.
- Act quickly to stop possible breaches of safety, ineffective procedures, or interference with operations.
- Anticipate difficult situations and develop plans to handle them.
- Serve as arbitrator for serious discipline problems in accordance with School policies, board and Sponsor's policies and state statutes.
- Communicate effectively both orally and in writing with supervisors, parents, students, teachers and the community.
- Use appropriate interpersonal styles and methods to guide individuals or groups to task accomplishment.
- Model and maintain high standards of professional conduct while setting high standards and expectations for self, others, and school.

INFORMATION & ANALYSIS

- Address the diverse needs of the school population
- Assist in providing leadership and direction for the implementation and evaluation of curriculum and instruction at the school.
- Use current research, performance data, and feedback from students, teachers, parents and community to assist in making decisions related to improvement of instruction.
- Analyze and use data for decision-making or to improve actions, plans and process.
- Access, analyze, interpret and use data in decision-making.
- Use benchmarks and comparison data in the analysis of results and make data accessible to all stakeholders.

OPERATIONS

- Assist with managing and supervising the school's financial resources including the school's internal accounts.
- Assist with establishing and managing student accounting and attendance procedures at the school.
- Supervise and monitor the accurate completion of data collection and submit resulting reports according to timelines.
- Assist with the coordination of school maintenance and facility needs and monitor progress toward meeting those needs.
- Assist with coordinating plant safety and facility inspections at the school.
- Assist in coordinating the school food service program at the school, including the free and reduced food service requirements.
- Assist with the supervision of all extracurricular programs at the school.

Appendix E

- Provide leadership in the effective use of technology in the classroom and in school administration.
- Assist with the writing and dissemination of newsletters, memos, letters, press releases, agendas, and other materials using proper grammar and punctuation.
- Perform other tasks consistent with the goals and objectives of this position as assigned by the Principal.

STRATEGIC PLANNING

- Assist with facilitating and coordinating the development of the School Improvement Plan.
- Assist in communicating overall School Improvement Plan requirements to all staff each employee can understand how the goals and plans relate to his/her own work.
- Assist in allocating resources consistent with the implementation of the School Improvement Plan.
- Collect input and analyze data to develop goals.
- Assist in the selection and acquisition of instructional materials and equipment.
- Assist with establishing and coordinating procedures for student, teacher, parent, and community evaluation of curriculum.
- Assist with facilitating the horizontal and vertical articulation of curriculum within the school.
- Develop the master schedule and assign teachers according to identified needs.
- Assist with providing recognition and celebration for student, staff, and school accomplishments.
- Set high goals and standards for self, others and the organization.

COMMUNITY ENGAGEMENT

- Develop positive relationships with all stakeholders (students, parents, teachers, community).
- Assist with facilitating a program of family and community involvement.
- Develop and maintain positive school/community relations and act as liaison between the two.
- Assist in promoting/marketing the school and its priorities to the community.
- Assist in providing leadership to support community involvement programs and business partnerships at the school level.
- Assist in directing and developing the recruitment of Business Partners to benefit the school and community.
- Assist with the development of activities with business partners that promote student achievement.

Appendix E

- Assist in facilitating, coordinating, and monitoring the implementation of Student Education programs and services.
- Work with parents to resolve complaints or concerns.
- Interact with government and service agencies relative to student welfare.
- Take appropriate reporting and/or referral actions whenever abuse situations are recognized.
- Assist in supervising the implementation of the school's student services (including guidance, health services, and attendance) and other related areas.

HUMAN RESOURCES

- Manage issues, including hiring, evaluation, staff deficiencies and retention; appropriately and professionally personnel.
- Assist with interviewing and selection of qualified personnel to be recommended for appointment.
- Assist with difficult personnel decisions when necessary including dealing with ineffective teacher or staff performance.
- Delegate responsibilities to appropriate staff members.
- Assign tasks and supervise personnel in task accomplishment including special projects.
- Assist with the development and implementation of an effective staff development program.
- Assist in analyzing data and information to plan staff development to accomplish school goals.
- Assist with providing staff development opportunities and feedback to school personnel.
- Participate, successfully, in the staff development programs offered to increase the individual's skill and proficiency related to the assignment.
- Review current developments, literature and technical sources of information related to job responsibility.
- Use team approaches in solving problems and improving processes and provides frequent feedback to those involved in improvement efforts.
- Contribute to positive staff morale through flexibility, support and recognition of groups and individuals working toward school improvement.
- Provide feedback on professional performance and offer assistance to strengthen weaknesses in performance.

JOB DESCRIPTION

POSITION TITLE: Registrar

QUALIFICATIONS

EDUCATION: Standard high school diploma or satisfactory completion of an approved General Educational Development (GED) Testing Program.

SKILLS: A well-rounded knowledge of clerical methods, procedures, and business office practice; must be computer literate. Computer skills as required for the position. The hiring administrator may specify preferred, appropriate additional qualifications as may be related to the job.

EXPERIENCE: One (1) year of previous school work experience which demonstrated an expertise to perform various procedures and applications of a repetitive and routine nature following standard practices.

REPORTS TO: Administrator/Principal or designee

POSITION GOAL: To perform a wide variety of clerical duties with respect to registering students, processing and maintaining student records, and otherwise working with student schedules and data in a responsible and accurate manner.

ESSENTIAL PERFORMANCE RESPONSIBILITIES: The School Registrar shall:

- Process required forms and information to enroll new students and discuss the process with students and parents.
- Maintain cumulative folders and permanent record cards in a secure manner.
- Prepare various lists and reports in regard to student ranking, grade averages, graduation, reassignments, etc.
- Process withdrawal and transfer of students and verify that student obligations are settled.
- Assist in determining credits and corresponding grade levels.
- Receive and mail transcripts and other requested records, as authorized, and prepare related correspondence.
- Follow instructions and established policies and procedures to perform specialized registrar duties referring questionable matters to the Guidance Director.

Appendix E

- Review students' immunization forms to verify adherence to governmental requirements.
- Operate standard office equipment such as any generation of typewriter, calculator, microcomputer, word processor, etc., as well as equipment developed or advanced from future technology as required by the job.
- Interact effectively with the general public, staff members, students, teachers, parents, and administrators, using tact and good judgment.
- Participate, successfully, in the training programs offered to increase the individual's skill and proficiency related to the assignment.
- Review current developments, literature and technical sources of information related to job responsibility.
- Ensure adherence to good safety procedures.
- Perform other duties as assigned by the Principal or designee.

TERMS OF EMPLOYMENT: 12 months - hourly

JOB DESCRIPTION

POSITION TITLE: Teacher

CONTRACT YEAR: Ten-Month Salaried - Annual Contract

QUALIFICATIONS

EDUCATION: Bachelor's degree from an accredited college or university;
Certifications: valid Florida certification in the subject area.

EXPERIENCE PREFERRED: Experience - Two (2) years of successful classroom experience in the appropriate subject area.

REPORTS TO: Principal

POSITION GOAL: To create and maintain a classroom atmosphere that generates high expectations and enthusiasm for learning by infusing critical thinking skills, application skills, interpersonal skills, and technology into an aligned curriculum and assessment process, resulting in measurable student achievement gains for all students.

SKILLS AND ABILITIES

The teacher shall:

- Posses knowledge curriculum and sunshine state standards in the appropriate subject area.
- Be able to adapt, design and implement curriculum to meet the needs of the individual students.
- Be able to suggest educational and classroom management strategies, materials and techniques to parents and other support personnel working with students.
- Be able to use observation techniques for identification, ongoing re-evaluation and planning for students.

ESSENTIAL PERFORMANCE RESPONSIBILITIES

The teacher shall:

DEMONSTRATE PROFICIENCY

- Demonstrate mastery of all state competencies

Appendix E

- Demonstrate mastery of all twelve of the teacher practices benchmarks for the 21st century at the professional and eventually the accomplished level
- Demonstrate knowledge and understanding of the subject matter
- Foster students' achievement gains from baseline assessment levels to be evident in pre/post test comparison results, standardized test scores, and portfolios
- Assist the administration and staff to develop and implement a school-wide behavior management system aligned to the Board's policies and procedures.
- Provide supportive classroom management and academic strategies to teachers, students, and parents.

DEMONSTRATE INITIATIVE

- Demonstrate efficiency
- Demonstrate punctuality
- Demonstrate consistent attendance
- Review current developments, literature and technical sources of information related to job responsibility.
- Initiate and present innovative ideas for special projects, school functions, field trips, extracurricular activities, and clubs
- Initiate opportunities for professional development
- Provide supplemental instruction

PARTICIPATE IN CONTINUED PROFESSIONAL DEVELOPMENT

- Demonstrate oral and written proficiency
- Participate, successfully, in the training programs offered to increase the individual's skill and proficiency related to the assignments.
- Pursue further education and supplemental credentials

UNDERSTAND AND EMPLOY A VARIETY OF EDUCATIONAL TECHNOLOGIES, STRATEGIES, AND TEACHING STYLES

- Employ differentiated instructional strategies to maximize learning
- Role model using the state competency checklist
- Consistently maintain portfolios (dating and ordering each piece)

SERVE AS ROLE MODELS FOR STUDENTS AND FUTURE TEACHERS

- Role model using the state competency checklist
- Administer student surveys twice yearly
- Promote problem-solving skills and character education
- Promote and enforce school rules

ADVISE PARENTS

- Keep parents updated through interim reports, report cards, phone calls, and notes home

Appendix E

- Encourage and facilitate parental and community involvement promoting student achievement
- Document parent phone calls, conversations, and conferences
- Work as partners to create behavior modification plans and create Progress Monitoring Plans (PMP) for students
- Maintain flexibility and frequent contact with parents about student progress and school events

DEMONSTRATE AWARENESS OF EACH STUDENT'S EDUCATIONAL NEEDS

- Continually assess students' development (psychological and academic) through clearly defined rubrics
- Establish, maintain, assess, and (if needed) modify individual student progression plans
- Identify those students who exhibit exceptional thinking styles and behaviors and implement and/or accommodate those exceptional needs
- Assist in data collection and preparation of reports including individualized educational plans of instruction for students.

WORK COOPERATIVELY AND PRODUCTIVELY WITH CO-WORKERS

- Interact with maturity and professionalism among administration, staff, and students at all times
- Take initiative to implement projects, programs, and/or compensate for shortcomings within your classroom and/or the school environment
- Exhibit congeniality among co-workers, students, and parents
- Show assertiveness - delegate when necessary to help others help you
- Be a team player while respecting others' differences
- Separate professional and personal spheres
- Be flexible - always have a back-up plan
- Be willing to help where help is needed

FOLLOW GUIDELINES REGARDING SAFETY AND EDUCATION

- Supervise student recreation (having at least one person in the classroom at all times)
- Complete and maintain accident reports (keeping one in a permanent file and sending one copy to parents)
- Keep emergency numbers at hand and a stocked first aid kit accessible in classroom
- Maintain up-to-date lesson plans within the guidelines of the Ben Gamla Charter High curriculum
- Complete, distribute, and maintain files of all behavior and homework referrals as required (one in permanent folder, one sent home)
- Complete and maintain files of all report cards, interim reports, and county test records

Appendix E

- Follow safety requirements regarding aisles, doorways, fire alarms, and fire extinguishers at all times
- Participate in monthly fire and other safety drills
- Keep dangerous objects (knives, rocks, etc.) and toxic substances (ammonias, medicines, etc.) out of the reach of children at all times
- Follow appropriate County medication guidelines for all students (remember never to give Tylenol, cough drops, or any prescription medications without the written consent of the parent and administrator and accompanied by the appropriate medical forms)

PARTICIPATE ACTIVELY IN SCHOOL FUNCTIONS

- Attend parent/teacher meetings and conferences
- Plan and participate in special events
- Perform other duties as assigned by the Principal.

PHYSICAL REQUIREMENTS: Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

Sample Parent/Guardian Contract

I, the undersigned parent/guardian of _____, hereby agree to abide by the following policies and procedures of _____.

- **Absences:** In accordance with School and Broward County Public Schools Daily Attendance Policies, students must be physically present in school for a minimum of 2 hours in order to be counted as present for attendance purposes each day. For each day a student is absent, Parents/guardians must submit supporting documentation explaining the reason for the absence. Documentation submitted more than 3 days (72 hours) after the student's return to school will not be accepted, and the absence(s) will be deemed unexcused. Students with excessive absences will be referred to the administration/Attendance Review Committee. Referrals will be issued after reaching the school's maximum allowance, and may result in the student's report card reflecting insufficient attendance for receiving a grade. Please be advised: for students in grades 6-8 five (5) or more unexcused absences in a semester course or ten (10) or more in an annual course, may result in the withholding of a student's grade.
- **Arrival:** Arrival time is from _____am to _____am. Students must be in their seats at the commencement of homeroom in the morning. Any student arriving after the commencement of homeroom will receive a tardy pass. Students arriving or departing outside of the School's designated times may be enrolled in a before-care program, where available, including all applicable fees. Please be advised: The School is not responsible for students who arrive more than thirty (30) minutes prior to the start of school, except for those who are enrolled in and pay fees to the before-care program.
- **Tardies:** All tardies are unexcused. If students arrive after the commencement of school, please do not send the student to class. Students arriving after the commencement of school must report directly to the School's designated office/area. Students with excessive tardies will be referred to the administration/Attendance Review Committee.
- **Dismissal:** Dismissal time is _____pm. Students departing outside of the School's designated times may be enrolled in an after-care program, where available, including all applicable fees. Please be aware that all charges must be resolved in full by the last day of school. Please be advised that The School is not responsible for students remaining on campus after the school's dismissal times, except for those who are enrolled in and pay fees to the after-care program.
- **Early Dismissal:** For a student to be dismissed early, parents must report to the designated office/area. Students who wish to be dismissed early (on a regular school day) are required to provide documentation. Documentation submitted more than 72 hours after an early dismissal will not be accepted, and the early dismissal will be deemed unexcused. Students with excessive unexcused early dismissals, will be referred to the administration/Attendance Review Committee. Students will not be dismissed 30 minutes prior to dismissal time without previous written notice. There are NO EXCEPTIONS!
- **Unauthorized Items Policy:** Please note that students are not allowed to bring any toys, electronic devices, pets, or animals to school. Cell phones may not be turned on inside of the School building at any time. Cell phones may not be visible at any time during the School day, may not be displayed during School, and must be left in the Students bag. The School will confiscate any unauthorized items a student may bring to school. Confiscated items will only be returned to parents at which time a parent/student conference may be required. The school may keep any such unauthorized items until the end of the school year. Continued violations of this policy may result in further penalties, and may subject the student to disciplinary action and/or referral to the School's administration/discipline review committee. While the School will take every measure to protect such items, the School shall not be responsible for loss or damage to any unauthorized items which have been confiscated. Any items not claimed by the last day of school shall be disposed of without further liability to the School.
- **Uniform Policy:** Official School uniforms must be worn every day. Students who arrive to school without proper uniform may be referred to the administration and may not return to class until in proper uniform. Students with repeated violations of this policy will be referred to the administration/Discipline Review Committee.-

Appendix F

- **Volunteer Hours:** Parental/Guardian involvement is a critical component of your child's educational success. The school prides itself on the success of our students and therefore requires that parents/guardians become active stakeholders in their child's future. All parents/guardians are asked to complete thirty (30) volunteer hours, per academic year. All parent/guardian volunteer hours must be completed prior to the last day of school.
- **Academic Recovery:** If the School identifies your student as requiring additional instruction and/or remediation including but not limited to: mandatory tutoring, summer school, etc., attendance at and successful completion of same shall be required. Alternative and/or make-up sessions may be scheduled at the discretion of the administration.
- **Outstanding Fees:** Failure to pay all outstanding fees may result in the loss and/or suspension of extra-curricular activity privileges. Fees may include but shall not be limited to: lost books, late library fees, lunch accounts, before/after care fees, and any and all fees which may accrue in the normal course of the school year.
- **Internet and Media Use Policy:** No recording, either photographic or audio/visual in nature may be made on school property without the express authorization of the administration. No document or media existing now or in the future and which impacts the School and/or disrupts the learning environment, relating to the School, its staff or students, including but not limited to photographs, letters, yearbooks, and other material may be published in any public forum or media without the express authorization of the administration. Furthermore, the unauthorized use of the school's name and/or any of its logos is expressly prohibited. For purposes of this section, the term "public forum or media includes but shall not be limited to publicly accessible websites and web forums, newspapers, print and other media sources.
- **Miami-Dade County Public Schools:** Please note: all students enrolled in the charter school are students of Miami-Dade County Public Schools, subject to applicable policies.

We understand the policies set forth in this Parent/Guardian Contract and will abide by them.

Failure to adhere to the policies as stated in the Parent/Guardian Contract will result in a violation of the contract.

Student's Name: _____

Grade: _____ **Date:** _____

Parent Name: _____

X

Parent Signature

Appendix G – Lender Commitment



June 19, 2013

RE: The Somerset Academy Middle High School

To whom it may concern:

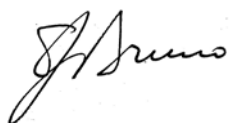
Building Hope is a non-profit foundation based in Washington, DC that works to close the educational achievement gap by giving students access to high quality public charter schools in cities across the country. We support the expansion of academically successful schools with the capacity to grow their enrollments in order to catalyze change across their local public education systems by providing technical and financial assistance related to capital projects. Our services may also include grants to pay for professional fees associated with a project (i.e., architect, engineering), or other project-specific needs and sponsoring school fundraising events to support the academic program.

Building Hope is committed to support the **The Somerset Academy Middle High School Inc.** in securing a long-range plan for the opening of the above-referenced charter school. In order to ensure that the charter school is able to secure working capital for opening, Building Hope can offer a number of different services including facility and working capital financing. Building Hope may provide such financial assistance to the charter school by:

- Lending funds to for facilities acquisitions and/or improvements at below-market rates.
- Guaranteeing, insuring, and reinsuring debt used to assist charter schools to acquire, renovate, or construct school facilities.
- Guaranteeing or insuring leases of personal or real property that are needed to begin or continue the operation of the charter schools.
- Facilitating financing by potential lenders.
- Facilitating the issuance of bonds by charter schools or other public entities for the benefit of charter schools.
- Credit Enhancement Program

In addition, if the charter school is unable to secure a start-up grant, Building Hope can secure a line of credit for the school to help with the startup costs. Building Hope provides loan guarantees to make facilities financing more affordable for public charter schools throughout the United States. Guarantees range in size from \$250,000 to \$1 million. They have a five-year term with a 1% commitment fee and a 1% annual guaranty fee.

Sincerely,



S. Joseph Bruno
President

CHARTER SCHOOL GOVERNING BOARD DISCLOSURE FORM

**Miami-Dade County Public Schools
Charter School Operations**

Thank you for your interest in serving as a charter school governing board member.

The governing boards of these schools play a vital role in their future. By being appointed to serve on a charter school board, your role will be to set policy, maintain the school's vision, and ensure that the school complies with its charter and applicable statutes.

We have designed this disclosure form to be straightforward, while collecting the detailed information needed to ensure the appointment of effective board members.

NAME OF THE CHARTER SCHOOL: DORAL ACADEMY

**THIS FORM MUST BE COMPLETED BY
EVERY GOVERNING BOARD MEMBER**



Miami-Dade County
Public Schools
giving our students the world

Charter School Operations
1450 N.E. Second Avenue, Suite 807
Miami, Florida 33132
Ph: 305-995-1403

Personal Information

Name of Charter School: DORAL ACADEMY

Title/Prefix: ☒ Mrs. ☐ Mr. ☐ Ms. ☐ Miss ☐ Dr. ☐ Other _____

Name: Angela G. Ramos
First Middle Last

Home Address: 520 MINOLA DR.
Street Number

MIAMI SPRINGS, FL. 33166
City State Zip Code

Home Phone: _____ Work Phone: _____

Fax Number: _____ Cellular Number: 786-282-2264

Email Address: angelaramos23@gmail.com

Spouse's Name: _____
First Middle Last

Employment: _____
Employer Name Title/Position

Employee Address: _____
Street Number

City State Zip Code

Will your child(ren) attend this charter school? yes If no, why not? _____

Will you be able to attend regularly scheduled board meetings? Yes ☒ No ☐

Please check your highest education level:

- ☐ High School/GED ☐ Associate's Degree ☐ Master's Degree
☐ Trade/Business School ☐ BA or BS Degree ☐ MD, DO, JD, Ph.D., etc.

Please check each area of expertise you would contribute to the board:

- ☐ Community Service ☐ Education ☐ Finance
☐ Fund Raising ☐ Law ☐ Management
☐ Marketing ☐ Personnel ☒ Public Relations
☐ Parent Involvement Programs ☐ Other (please specify): _____

OPTIONAL: If you would like any additional information considered, such as governmental, employment or volunteer experience, honors or awards, please attach a resume or include on a separate sheet of paper.

Relationship

Instructions - If you answer "yes" to any of the following questions, please provide an explanation on a separate sheet of paper. Please label explanations with the number of the corresponding question.

Note: Florida Statutes Section 1002.33(7)(a)(18) Requires full disclosure of the identity of all relatives employed by the charter school who are related to the charter school owner, president, chairperson of the governing board of directors, superintendent, governing board member, principal, assistant principal, or any other person employed by the charter school who has equivalent decision-making authority. For the purpose of this paragraph, the term "relative" means father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, or half sister.

- | | | |
|--|------------------------------|--|
| 1. Do or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have any contractual agreements with the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 2. Do or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have any ownership interest in any educational service provider/management company or any other company contracting with the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 3. Did or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), lease or sell property to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 4. Did or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), sell any supplies, materials, equipment or other personal property to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 5. Have you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), guaranteed any loans for the charter school or loaned it any money? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 6. Are or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), be employed by the charter school, its educational service provider or other contractors? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 7. Did you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), provide any start-up funds to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 8. Do you, or any of your relatives, or any companies in which you have an ownership interest, have any contractual agreements or business relationships with the School Board of Miami-Dade County or any of its employees? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 9. Did or do you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have ownership interest, directly or indirectly, in any corporation, partnership, association, or other legal entity which would answer 'yes' to any of questions 1-7? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 10. Does any other board, group or corporation believe it has a right to control or have input on votes you will cast as a member of the charter school board? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 11. Do you currently serve as a member of the board of any public school district or charter school other than the board for which you have been nominated? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 12. Do you currently serve as a public official? <i>If you are being re-nominated to the same charter school board, and do not serve as a public official in any other capacity, please select "No" as your response.</i> | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 13. To the best of your knowledge, are there situations not described above which may give the appearance of a conflict of interest between you and the charter school, or which would make it difficult for you to discharge your duties or exercise your judgment independently on behalf of the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Ethical Issues

Instructions - If you answer "yes" to any of the following questions, please provide an explanation on a separate sheet of paper.

- Citations

Have you ever been cited for a breach of ethics for unprofessional conduct, or been named in a complaint to a court, administrative agency, professional association, disciplinary committee, or other professional group?

Yes ☐No ☒

- Agency Proceedings/Civil Litigation

Are you presently, or have you ever been involved in administrative agency proceedings or civil litigation during the past five years?

Yes ☐No ☒

Criminal Background History

Charter school board members are public officials appointed by the Charter School as part of their charter which is approved by the School Board of Miami-Dade County, Florida. The School Board of Miami-Dade County, Florida requires the Charter Schools Operations Office to complete a criminal records check for each nominee.

Instructions - Complete this section by placing your initials in the space beside option 1, 2 and/or 3. If you initial option 1 or 2, please provide on a separate sheet of paper what the charges were and which courts were involved.

1. I have been convicted, pled guilty or nolo contendere (no contest) to one or more crimes.
initial

2. I am currently charged with one or more crimes.
initial

3. ABH I have **not** been convicted, pled guilty or nolo contendere (no contest) to any crimes.
initial

I understand that:

- Miami-Dade County Public Schools must request or cause a criminal records check to be performed on me from local, state, or federal law enforcement agencies;
- Until that report is received and reviewed by Miami-Dade County Public Schools, my nomination for appointment will not be processed;
- If the report received from the local, state, or federal law enforcement agencies is not the same as my representation(s) above or attached hereto respecting either the absence of any conviction(s) or any crimes of which I have been convicted, my nomination for appointment is voided at the sole discretion of the School Board of Miami-Dade County, Florida or its designee.

Disclosure Verification and Affirmation of Fulfillment of Board Requirements

I recognize that all information submitted with this disclosure form or gathered by Miami-Dade County Public Schools as a result of this disclosure becomes a matter of public record, subject by law to disclosure upon request to members of the general public. I will hold Miami-Dade County Public Schools, its School Board, staff, employees or authorized agents harmless from liability for the disclosure of any information it reasonably believes is true based upon my representations or resulting from this process.

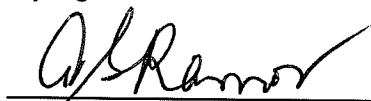
I understand that if I am appointed, I will be required to comply with all governing board requirements as stipulated in Florida Statutes Section 1002.33 and as stipulated in the charter school contract. Governing board requirements include, but are not limited to:

1. annually adopting and maintaining an operating budget and submitting it to Sponsor by designated timeline (F.S. Section 1022.33(9)(h));
2. exercising continuing oversight over the charter school's operations (F.S. Section 1022.33(9)(i));
3. ensuring that the charter school has retained the services of a certified public accountant or auditor for the annual financial audit, pursuant to s. 1002.345(2) (F.S. Section 1022.33(9)(j)(1));
4. reviewing and approving the audit report, including audit findings and recommendations for the financial recovery plan, if any; (F.S. Section 1022.33(9)(j)(2));
5. monitoring a financial recovery plan, if any, in order to ensure compliance (F.S. Section 1022.33(9)(j)(3)(b));
6. participating in governance training approved by the Florida Department of Education which must include government in the sunshine, conflicts of interest, ethics, and financial responsibility (F.S. Section 1022.33(9)(j)(4)) and SBE Rule 6A-6.0784;
7. reporting the progress of the charter school annually to its sponsor (F.S. Section 1022.33(9)(k));
8. appearing before the sponsor or the sponsor's staff at least once a year to present information concerning each contract component having noted deficiencies if the charter school receives a school grade of "D" under s. 1008.34(2) (F.S. Section 1022.33(9)(n));
9. submitting to the sponsor for approval a school improvement plan to raise student achievement and to implement the plan (Contract Section III, C);
10. adopting policies establishing standards of ethical conduct for instructional personnel and school administrators. The policies must require all instructional personnel and school administrators, as defined in s. 1012.01, to complete training on the standards; establish the duty of instructional personnel and school administrators to report, and procedures for reporting, alleged misconduct by other instructional personnel and school administrators which affects the health, safety, or welfare of a student; and include an explanation of the liability protections provided under ss. 39.203 and 768.095. (F.S. Section 1022.33(12)(g)(3));
11. complying with Florida Code of Ethics for Public Officers and Employees and Sponsor's ethics rules (Contract Section I, B, (19)); (Chapter 6B-1.001, Code of Ethics of the Education Profession in Florida, and Chapter 6B-1.006, Principles of Professional Conduct for the Education Profession in Florida);
12. defining and refining policies regarding educational philosophy, and overseeing assessment and accountability procedures to assure that the school's student performance standards are met or exceeded (Contract Section VI, C);
13. ensuring that before employing instructional personnel or school administrators in any position that requires direct contact with students, the charter school conducts employment history checks of each of the personnel's or administrators' previous employers, screen the

14. instructional personnel or school administrators through use of the educator screening tools described in s. 1001.10(5), and document the findings (F.S. Section 1022.33(12)(g)(4));
15. not appointing, employing, promoting, or advancing or advocating advancement in or to a position in the charter school of someone who is a relative (F.S. Section 1022.33(24)(b));
16. being subject to Florida Statutes Sections 112.313(2), (3), (7), and (12) and 112.3143(3) relating to standards of conduct for public officers and voting conflicts (F.S. Section 1022.33(25)(a));
17. complying with and following the provisions of the school's corporate by-laws (Contract Section II, C (21));
18. being accountable to the school's students, parents/guardians, and the community at large, through a continuous cycle of planning, evaluating, and reporting (Contract Section VI, E);
19. being fingerprinted by the Sponsor within thirty (30) days of appointment to the governing board (Contract Section VI, G);
20. acting as the school's fiscal agent and being involved from the inception in administrative functions, pursuant to such rules and policies as are developed by the governing board (Contract Section VI, G);
21. not being an employee of the school while a member of the governing body (Contract Section VI, L);
22. not receiving compensation, directly or indirectly, from the school's operations, including but not limited to grant funds (Contract Section VI, M);
23. ensuring that governing board meetings take place locally and in a physical location and facility that is easily accessible to the school's parents, students and employees, are publicized in advance to the school community and are open to the public pursuant to Fla. Stat. § 286.011 (the Sunshine Law) (Contract Section VI, O);
24. ensuring that notices of all governing board meetings are posted at the School, at the location of the meeting, and at the M-DCPS Citizen Information Center at least five (5) days prior to the meeting (Contract Section VI, R);
25. not permitting employees of the management company, if any, nor members of the management company's employees' families, as defined in School Board Rule 6Gx13-4A-1.18, Assignment – Members of the Same Family, to be members of the School's governing board or serve as officers of the Corporation (Contract Section VII, C);
26. striving affirmatively to provide equal opportunity in employment (Contract Section VIII, A, 2).
27. complying with the requirements of Section 1002.33 (24), Florida Statutes regarding the prohibition of the appointment or employment to a position in a charter school if such appointment or employment has been advocated by personnel who exercise control or authority over the charter school and who is a relative of the individual or if such appointment or employment is made by the governing board of which a relative of the individual is a member.

I understand that it is my obligation to notify the Charter School and Charter School Operations for Miami-Dade County Public Schools should any information provided change. I also affirm awareness of all governing board requirements as stipulated above, in Florida Statutes Section 1002.33 and as stipulated in the charter school contract and promise to fulfill them.

My signature below certifies that all information provided in this disclosure is true and complete.



Signature

7-18-11

Date

CHARTER SCHOOL GOVERNING BOARD DISCLOSURE FORM

**Miami-Dade County Public Schools
Charter School Operations**

Thank you for your interest in serving as a charter school governing board member.

The governing boards of these schools play a vital role in their future. By being appointed to serve on a charter school board, your role will be to set policy, maintain the school's vision, and ensure that the school complies with its charter and applicable statutes.

We have designed this disclosure form to be straightforward, while collecting the detailed information needed to ensure the appointment of effective board members.

NAME OF THE CHARTER SCHOOL: Doral Academy

**THIS FORM MUST BE COMPLETED BY
EVERY GOVERNING BOARD MEMBER**



Charter School Operations
1450 N.E. Second Avenue, Suite 807
Miami, Florida 33132
Ph: 305-995-1403

Personal Information

Name of Charter School: Doral Academy

Title/Prefix: ☒ Mrs. ☐ Mr. ☐ Ms. ☐ Miss ☐ Dr. ☐ Other _____

Name: Kim Marie Guilarte
First Middle Last

Home Address: 10240 SW 62nd Street
Street Number

Miami FL 33173
City State Zip Code

Home Phone: 305-271-7219 Work Phone: 305-740-0509

Fax Number: 305-740-0510 Cellular Number: 305-796-7604

Email Address: kinguilarte@dadeschools.net

Spouse's Name: Alex Gi I
First Middle Last

Employment: _____
Employer Name Title/Position

Employee Address: _____
Street Number

City State Zip Code

Will your child(ren) attend this charter school? NO If no, why not? _____

Will you be able to attend regularly scheduled board meetings? Yes ☒ No ☐

Please check your highest education level:

- ☐ High School/GED
 ☐ Associate's Degree
 ☒ Master's Degree
☐ Trade/Business School
 ☐ BA or BS Degree
 ☐ MD, DO, JD, Ph.D., etc.

Please check each area of expertise you would contribute to the board:

- ☐ Community Service
 ☒ Education
 ☐ Finance
☐ Fund Raising
 ☐ Law
 ☐ Management
☐ Marketing
 ☐ Personnel
 ☐ Public Relations
☐ Parent Involvement Programs
 ☐ Other (please specify): _____

OPTIONAL: If you would like any additional information considered, such as governmental, employment or volunteer experience, honors or awards, please attach a resume or include on a separate sheet of paper.

Relationship

Instructions - If you answer "yes" to any of the following questions, please provide an explanation on a separate sheet of paper. Please label explanations with the number of the corresponding question.

Note: Florida Statutes Section 1002.33(7)(a)(18) Requires full disclosure of the identity of all relatives employed by the charter school who are related to the charter school owner, president, chairperson of the governing board of directors, superintendent, governing board member, principal, assistant principal, or any other person employed by the charter school who has equivalent decision-making authority. For the purpose of this paragraph, the term "relative" means father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, or half sister.

- | | | |
|--|------------------------------|--|
| 1. Do or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have any contractual agreements with the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
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| 13. To the best of your knowledge, are there situations not described above which may give the appearance of a conflict of interest between you and the charter school, or which would make it difficult for you to discharge your duties or exercise your judgment independently on behalf of the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Ethical Issues

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Yes ☐No ☒

- Agency Proceedings/Civil Litigation

Are you presently, or have you ever been involved in administrative agency proceedings or civil litigation during the past five years?

Yes ☐No ☒

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initial

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initial

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7. reporting the progress of the charter school annually to its sponsor (F.S. Section 1022.33(9)(k));
8. appearing before the sponsor or the sponsor's staff at least once a year to present information concerning each contract component having noted deficiencies if the charter school receives a school grade of "D" under s. 1008.34(2) (F.S. Section 1022.33(9)(n));
9. submitting to the sponsor for approval a school improvement plan to raise student achievement and to implement the plan (Contract Section III, C);
10. adopting policies establishing standards of ethical conduct for instructional personnel and school administrators. The policies must require all instructional personnel and school administrators, as defined in s. 1012.01, to complete training on the standards; establish the duty of instructional personnel and school administrators to report, and procedures for reporting, alleged misconduct by other instructional personnel and school administrators which affects the health, safety, or welfare of a student; and include an explanation of the liability protections provided under ss. 39.203 and 768.095. (F.S. Section 1022.33(12)(g)(3));
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19. being fingerprinted by the Sponsor within thirty (30) days of appointment to the governing board (Contract Section VI, G);
20. acting as the school's fiscal agent and being involved from the inception in administrative functions, pursuant to such rules and policies as are developed by the governing board (Contract Section VI, G);
21. not being an employee of the school while a member of the governing body (Contract Section VI, L);
22. not receiving compensation, directly or indirectly, from the school's operations, including but not limited to grant funds (Contract Section VI, M);
23. ensuring that governing board meetings take place locally and in a physical location and facility that is easily accessible to the school's parents, students and employees, are publicized in advance to the school community and are open to the public pursuant to Fla. Stat. § 286.011 (the Sunshine Law) (Contract Section VI, O);
24. ensuring that notices of all governing board meetings are posted at the School, at the location of the meeting, and at the M-DCPS Citizen Information Center at least five (5) days prior to the meeting (Contract Section VI, R);
25. not permitting employees of the management company, if any, nor members of the management company's employees' families, as defined in School Board Rule 6Gx13-4A-1.18, Assignment – Members of the Same Family, to be members of the School's governing board or serve as officers of the Corporation (Contract Section VII, C);
26. striving affirmatively to provide equal opportunity in employment (Contract Section VIII, A, 2).
27. complying with the requirements of Section 1002.33 (24), Florida Statutes regarding the prohibition of the appointment or employment to a position in a charter school if such appointment or employment has been advocated by personnel who exercise control or authority over the charter school and who is a relative of the individual or if such appointment or employment is made by the governing board of which a relative of the individual is a member.

I understand that it is my obligation to notify the Charter School and Charter School Operations for Miami-Dade County Public Schools should any information provided change. I also affirm awareness of all governing board requirements as stipulated above, in Florida Statutes Section 1002.33 and as stipulated in the charter school contract and promise to fulfill them.

My signature below certifies that all information provided in this disclosure is true and complete.



Signature

Date

Personal Information

Name of Charter School: Doral Academy, Inc.

Title/Prefix: ☐ Mrs. ☒ Mr. ☐ Ms. ☐ Miss ☐ Dr. ☐ Other _____

Name: Luis M Fusto
First Middle Last

Home Address: 9105 NW 25 street
Street Number
MIAMI FL 33172
City State Zip Code

Home Phone: 305-790-1290 Work Phone: 305-593-0044

Fax Number: - Cellular Number: -

Email Address: Lfusto@yahoo.com

Spouse's Name: N/A

Employment: MIAMI-Dade Police Lieutenant
Employer Name Title/Position

Employee Address: 9105 NW 25 street
MIAMI FL 33172
City State Zip Code

Will your child(ren) attend this charter school? NO If no, why not? they are
currently in a different school.

Will you be able to attend regularly scheduled board meetings? Yes ☒ No ☐

Please check your highest education level:

- ☐ High School/GED
 ☐ Associate's Degree
 ☐ Master's Degree
☐ Trade/Business School
 ☐ BA or BS Degree
 ☒ MD, DO, JD, Ph.D., etc.

Please check each area of expertise you would contribute to the board:

- ☐ Community Service
 ☐ Education
 ☐ Finance
☐ Fund Raising
 ☒ Law
 ☐ Management
☐ Marketing
 ☐ Personnel
 ☐ Public Relations
☐ Parent Involvement Programs
 ☐ Other (please specify): _____

OPTIONAL: If you would like any additional information considered, such as governmental, employment or volunteer experience, honors or awards, please attach a resume or include on a separate sheet of paper.

Relationship

Instructions - If you answer "yes" to any of the following questions, please provide an explanation on a separate sheet of paper. Please label explanations with the number of the corresponding question.

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- | | | |
|--|------------------------------|--|
| 1. Do or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have any contractual agreements with the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 2. Do or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have any ownership interest in any educational service provider/management company or any other company contracting with the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 3. Did or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), lease or sell property to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 4. Did or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), sell any supplies, materials, equipment or other personal property to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 5. Have you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), guaranteed any loans for the charter school or loaned it any money? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 6. Are or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), be employed by the charter school, its educational service provider or other contractors? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 7. Did you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), provide any start-up funds to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 8. Do you, or any of your relatives, or any companies in which you have an ownership interest, have any contractual agreements or business relationships with the School Board of Miami-Dade County or any of its employees? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 9. Did or do you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have ownership interest, directly or indirectly, in any corporation, partnership, association, or other legal entity which would answer 'yes' to any of questions 1-8? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 10. Does any other board, group or corporation believe it has a right to control or have input on votes you will cast as a member of the charter school board? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 11. Do you currently serve as a member of the board of any public school district or charter school other than the board for which you have been nominated? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 12. Do you currently serve as a public official? <i>If you are being re-nominated to the same charter school board, and do not serve as a public official in any other capacity, please select "No" as your response.</i> | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 13. To the best of your knowledge, are there situations not described above which may give the appearance of a conflict of interest between you and the charter school, or which would make it difficult for you to discharge your duties or exercise your judgment independently on behalf of the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Ethical Issues

Instructions - If you answer "yes" to any of the following questions, please provide an explanation on a separate sheet of paper.

- Citations

Have you ever been cited for a breach of ethics for unprofessional conduct, or been named in a complaint to a court, administrative agency, professional association, disciplinary committee, or other professional group?

Yes ☐No ☒

- Agency Proceedings/Civil Litigation

Are you presently, or have you ever been involved in administrative agency proceedings or civil litigation during the past five years?

Yes ☐No ☒

Criminal Background History

Charter school board members are public officials appointed by the Charter School as part of their charter which is approved by the School Board of Miami-Dade County, Florida. The School Board of Miami-Dade County, Florida requires the Charter Schools Operations Office to complete a criminal records check for each nominee.

Instructions - Complete this section by placing your initials in the space beside option 1, 2 and/or 3. If you initial option 1 or 2, please provide on a separate sheet of paper what the charges were and which courts were involved.

1. I have been convicted, pled guilty or nolo contendere (no contest) to one or more crimes.
 initial

2. I am currently charged with one or more crimes.
 initial

3. mf I have not been convicted, pled guilty or nolo contendere (no contest) to any crimes.
 initial

I understand that:

- Miami-Dade County Public Schools must request or cause a criminal records check to be performed on me from local, state, or federal law enforcement agencies;
- Until that report is received and reviewed by Miami-Dade County Public Schools, my nomination for appointment will not be processed;
- If the report received from the local, state, or federal law enforcement agencies is not the same as my representation(s) above or attached hereto respecting either the absence of any conviction(s) or any crimes of which I have been convicted, my nomination for appointment is voided at the sole discretion of the School Board of Miami-Dade County, Florida or its designee.

Disclosure Verification and Affirmation of Fulfillment of Board Requirements

I recognize that all information submitted with this disclosure form or gathered by Miami-Dade County Public Schools as a result of this disclosure becomes a matter of public record, subject by law to disclosure upon request to members of the general public. I will hold Miami-Dade County Public Schools, its School Board, staff, employees or authorized agents harmless from liability for the disclosure of any information it reasonably believes is true based upon my representations or resulting from this process.

I understand that if I am appointed, I will be required to comply with all governing board requirements as stipulated in Florida Statutes Section 1002.33 and as stipulated in the charter school contract. Governing board requirements include, but are not limited to:

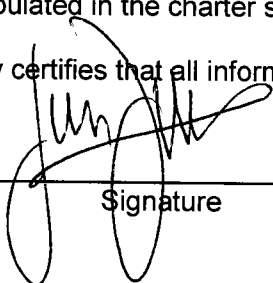
1. annually adopting and maintaining an operating budget and submitting it to Sponsor by designated timeline (F.S. Section 1022.33(9)(h));
2. exercising continuing oversight over the charter school's operations (F.S. Section 1022.33(9)(i));
3. ensuring that the charter school has retained the services of a certified public accountant or auditor for the annual financial audit, pursuant to s. 1002.345(2) (F.S. Section 1022.33(9)(j)(1));
4. reviewing and approving the audit report, including audit findings and recommendations for the financial recovery plan, if any; (F.S. Section 1022.33(9)(j)(2));
5. monitoring a financial recovery plan, if any, in order to ensure compliance (F.S. Section 1022.33(9)(j)(3)(b));
6. participating in governance training approved by the Florida Department of Education which must include government in the sunshine, conflicts of interest, ethics, and financial responsibility (F.S. Section 1022.33(9)(j)(4)) and SBE Rule 6A-6.0784;
7. reporting the progress of the charter school annually to its sponsor (F.S. Section 1022.33(9)(k));
8. appearing before the sponsor or the sponsor's staff at least once a year to present information concerning each contract component having noted deficiencies if the charter school receives a school grade of "D" under s. 1008.34(2) (F.S. Section 1022.33(9)(n));
9. submitting to the sponsor for approval a school improvement plan to raise student achievement and to implement the plan (Contract Section III, C);
10. adopting policies establishing standards of ethical conduct for instructional personnel and school administrators. The policies must require all instructional personnel and school administrators, as defined in s. 1012.01, to complete training on the standards; establish the duty of instructional personnel and school administrators to report, and procedures for reporting, alleged misconduct by other instructional personnel and school administrators which affects the health, safety, or welfare of a student; and include an explanation of the liability protections provided under ss. 39.203 and 768.095. (F.S. Section 1022.33(12)(g)(3));
11. complying with Florida Code of Ethics for Public Officers and Employees and Sponsor's ethics rules (Contract Section I, B, (19)); (Chapter 6B-1.001, Code of Ethics of the Education Profession in Florida, and Chapter 6B-1.006, Principles of Professional Conduct for the Education Profession in Florida);
12. defining and refining policies regarding educational philosophy, and overseeing assessment and accountability procedures to assure that the school's student performance standards are met or exceeded (Contract Section VI, C);
13. ensuring that before employing instructional personnel or school administrators in any position that requires direct contact with students, the charter school conducts employment history checks of each of the personnel's or administrators' previous employers, screen the

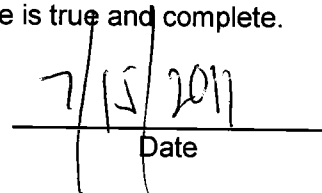
14. instructional personnel or school administrators through use of the educator screening tools described in s. 1001.10(5), and document the findings (F.S. Section 1022.33(12)(g)(4));
15. not appointing, employing, promoting, or advancing or advocating advancement in or to a position in the charter school of someone who is a relative (F.S. Section 1022.33(24)(b));
16. being subject to Florida Statutes Sections 112.313(2), (3), (7), and (12) and 112.3143(3) relating to standards of conduct for public officers and voting conflicts (F.S. Section 1022.33(25)(a));
17. complying with and following the provisions of the school's corporate by-laws (Contract Section II, C (21));
18. being accountable to the school's students, parents/guardians, and the community at large, through a continuous cycle of planning, evaluating, and reporting (Contract Section VI, E);
19. being fingerprinted by the Sponsor within thirty (30) days of appointment to the governing board (Contract Section VI, G);
20. acting as the school's fiscal agent and being involved from the inception in administrative functions, pursuant to such rules and policies as are developed by the governing board (Contract Section VI, G);
21. not being an employee of the school while a member of the governing body (Contract Section VI, L);
22. not receiving compensation, directly or indirectly, from the school's operations, including but not limited to grant funds (Contract Section VI, M);
23. ensuring that governing board meetings take place locally and in a physical location and facility that is easily accessible to the school's parents, students and employees, are publicized in advance to the school community and are open to the public pursuant to Fla. Stat. § 286.011 (the Sunshine Law) (Contract Section VI, O);
24. ensuring that notices of all governing board meetings are posted at the School, at the location of the meeting, and at the M-DCPS Citizen Information Center at least five (5) days prior to the meeting (Contract Section VI, R);
25. not permitting employees of the management company, if any, nor members of the management company's employees' families, as defined in School Board Rule 6Gx13-4A-1.18, Assignment – Members of the Same Family, to be members of the School's governing board or serve as officers of the Corporation (Contract Section VII, C);
26. striving affirmatively to provide equal opportunity in employment (Contract Section VIII, A, 2).
27. complying with the requirements of Section 1002.33 (24), Florida Statutes regarding the prohibition of the appointment or employment to a position in a charter school if such appointment or employment has been advocated by personnel who exercise control or authority over the charter school and who is a relative of the individual or if such appointment or employment is made by the governing board of which a relative of the individual is a member.

I understand that it is my obligation to notify the Charter School and Charter School Operations for Miami-Dade County Public Schools should any information provided change. I also affirm awareness of all governing board requirements as stipulated above, in Florida Statutes Section 1002.33 and as stipulated in the charter school contract and promise to fulfill them.

My signature below certifies that all information provided in this disclosure is true and complete.




Signature


Date

CHARTER SCHOOL GOVERNING BOARD DISCLOSURE FORM

**Miami-Dade County Public Schools
Charter School Operations**

Thank you for your interest in serving as a charter school governing board member.

The governing boards of these schools play a vital role in their future. By being appointed to serve on a charter school board, your role will be to set policy, maintain the school's vision, and ensure that the school complies with its charter and applicable statutes.

We have designed this disclosure form to be straightforward, while collecting the detailed information needed to ensure the appointment of effective board members.

NAME OF THE CHARTER SCHOOL:

Doral Academy Prep

**THIS FORM MUST BE COMPLETED BY
EVERY GOVERNING BOARD MEMBER**



Miami-Dade County
Public Schools

Charter School Operations
1450 N.E. Second Avenue, Suite 807
Miami, Florida 33132
Ph: 305-995-1403

Personal Information

Name of Charter School: Doral Academy Prep.

Title/Prefix: ☐ Mrs. ☒ Mr. ☐ Ms. ☐ Miss ☐ Dr. ☐ Other _____

Name: Rene F ROVIROSA
First Middle Last

Home Address: 16790 NW 83 PL
Street Number
MIAMI LAKES FL 33016
City State Zip Code

Home Phone: _____ Work Phone: 305-512-3917

Fax Number: _____ Cellular Number: 305-796-2243

Email Address: RROVIROSA@dadschools.net

Spouse's Name: Vivian P. ROVIROSA
First Middle Last

Employment: MATER LAKES ACADEMY Principal
Employer Name Title/Position

Employee Address: 17300 NW 87 AVE Hialeah F
Street Number
Hialeah FL 33018
City State Zip Code

^{Grand}
 Will your child(ren) attend this charter school? yes If no, why not? _____
no children that age

91
 Will you be able to attend regularly scheduled board meetings? Yes _____ No _____

Please check your highest education level:

- ☐ High School/GED ☐ Associate's Degree ☒ Master's Degree
☐ Trade/Business School ☐ BA or BS Degree ☐ MD, DO, JD, Ph.D., etc.

Please check each area of expertise you would contribute to the board:

- ☐ Community Service ☒ Education ☐ Finance
☐ Fund Raising ☐ Law ☐ Management
☐ Marketing ☐ Personnel ☐ Public Relations
☐ Parent Involvement Programs ☐ Other (please specify): _____

OPTIONAL: If you would like any additional information considered, such as governmental, employment or volunteer experience, honors or awards, please attach a resume or include on a separate sheet of paper.

Relationship

Instructions - If you answer "yes" to any of the following questions, please provide an explanation on a separate sheet of paper. Please label explanations with the number of the corresponding question.

Note: Florida Statutes Section 1002.33(7)(a)(18) Requires full disclosure of the identity of all relatives employed by the charter school who are related to the charter school owner, president, chairperson of the governing board of directors, superintendent, governing board member, principal, assistant principal, or any other person employed by the charter school who has equivalent decision-making authority. For the purpose of this paragraph, the term "relative" means father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, or half sister.

- | | | |
|--|------------------------------|--|
| 1. Do or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have any contractual agreements with the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 2. Do or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have any ownership interest in any educational service provider/management company or any other company contracting with the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 3. Did or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), lease or sell property to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 4. Did or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), sell any supplies, materials, equipment or other personal property to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 5. Have you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), guaranteed any loans for the charter school or loaned it any money? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 6. Are or will you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), be employed by the charter school, its educational service provider or other contractors? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 7. Did you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), provide any start-up funds to the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 8. Do you, or any of your relatives, or any companies in which you have an ownership interest, have any contractual agreements or business relationships with the School Board of Miami-Dade County or any of its employees? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 9. Did or do you, or any of your relatives, as defined in Florida Statutes Section 1002.33(7)(a)(18), have ownership interest, directly or indirectly, in any corporation, partnership, association, or other legal entity which would answer 'yes' to any of questions 1-7? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 10. Does any other board, group or corporation believe it has a right to control or have input on votes you will cast as a member of the charter school board? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 11. Do you currently serve as a member of the board of any public school district or charter school other than the board for which you have been nominated? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 12. Do you currently serve as a public official? <i>If you are being re-nominated to the same charter school board, and do not serve as a public official in any other capacity, please select "No" as your response.</i> | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| 13. To the best of your knowledge, are there situations not described above which may give the appearance of a conflict of interest between you and the charter school, or which would make it difficult for you to discharge your duties or exercise your judgment independently on behalf of the charter school? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Ethical Issues

Instructions - If you answer "yes" to any of the following questions, please provide an explanation on a separate sheet of paper.

• Citations

Have you ever been cited for a breach of ethics for unprofessional conduct, or been named in a complaint to a court, administrative agency, professional association, disciplinary committee, or other professional group?

Yes ☐No ☒

• Agency Proceedings/Civil Litigation

Are you presently, or have you ever been involved in administrative agency proceedings or civil litigation during the past five years?

Yes ☐No ☒

Criminal Background History

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Instructions - Complete this section by placing your initials in the space beside option 1, 2 and/or 3. If you initial option 1 or 2, please provide on a separate sheet of paper what the charges were and which courts were involved.

1. initial I have been convicted, pled guilty or nolo contendere (no contest) to one or more crimes.

2. initial I am currently charged with one or more crimes.

3. initial I have not been convicted, pled guilty or nolo contendere (no contest) to any crimes.

I understand that:

- Miami-Dade County Public Schools must request or cause a criminal records check to be performed on me from local, state, or federal law enforcement agencies;
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1. annually adopting and maintaining an operating budget and submitting it to Sponsor by designated timeline (F.S. Section 1022.33(9)(h));
2. exercising continuing oversight over the charter school's operations (F.S. Section 1022.33(9)(i));
3. ensuring that the charter school has retained the services of a certified public accountant or auditor for the annual financial audit, pursuant to s. 1002.345(2) (F.S. Section 1022.33(9)(j)(1));
4. reviewing and approving the audit report, including audit findings and recommendations for the financial recovery plan, if any; (F.S. Section 1022.33(9)(j)(2));
5. monitoring a financial recovery plan, if any, in order to ensure compliance (F.S. Section 1022.33(9)(j)(3)(b));
6. participating in governance training approved by the Florida Department of Education which must include government in the sunshine, conflicts of interest, ethics, and financial responsibility (F.S. Section 1022.33(9)(j)(4)) and SBE Rule 6A-6.0784;
7. reporting the progress of the charter school annually to its sponsor (F.S. Section 1022.33(9)(k));
8. appearing before the sponsor or the sponsor's staff at least once a year to present information concerning each contract component having noted deficiencies if the charter school receives a school grade of "D" under s. 1008.34(2) (F.S. Section 1022.33(9)(n));
9. submitting to the sponsor for approval a school improvement plan to raise student achievement and to implement the plan (Contract Section III, C);
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11. complying with Florida Code of Ethics for Public Officers and Employees and Sponsor's ethics rules (Contract Section I, B, (19)); (Chapter 6B-1.001, Code of Ethics of the Education Profession in Florida, and Chapter 6B-1.006, Principles of Professional Conduct for the Education Profession in Florida);
12. defining and refining policies regarding educational philosophy, and overseeing assessment and accountability procedures to assure that the school's student performance standards are met or exceeded (Contract Section VI, C);
13. ensuring that before employing instructional personnel or school administrators in any position that requires direct contact with students, the charter school conducts employment history checks of each of the personnel's or administrators' previous employers, screen the

14. instructional personnel or school administrators through use of the educator screening tools described in s. 1001.10(5), and document the findings (F.S. Section 1022.33(12)(g)(4));
15. not appointing, employing, promoting, or advancing or advocating advancement in or to a position in the charter school of someone who is a relative (F.S. Section 1022.33(24)(b));
16. being subject to Florida Statutes Sections 112.313(2), (3), (7), and (12) and 112.3143(3) relating to standards of conduct for public officers and voting conflicts (F.S. Section 1022.33(25)(a));
17. complying with and following the provisions of the school's corporate by-laws (Contract Section II, C (21));
18. being accountable to the school's students, parents/guardians, and the community at large, through a continuous cycle of planning, evaluating, and reporting (Contract Section VI, E);
19. being fingerprinted by the Sponsor within thirty (30) days of appointment to the governing board (Contract Section VI, G);
20. acting as the school's fiscal agent and being involved from the inception in administrative functions, pursuant to such rules and policies as are developed by the governing board (Contract Section VI, G);
21. not being an employee of the school while a member of the governing body (Contract Section VI, L);
22. not receiving compensation, directly or indirectly, from the school's operations, including but not limited to grant funds (Contract Section VI, M);
23. ensuring that governing board meetings take place locally and in a physical location and facility that is easily accessible to the school's parents, students and employees, are publicized in advance to the school community and are open to the public pursuant to Fla. Stat. § 286.011 (the Sunshine Law) (Contract Section VI, O);
24. ensuring that notices of all governing board meetings are posted at the School, at the location of the meeting, and at the M-DCPS Citizen Information Center at least five (5) days prior to the meeting (Contract Section VI, R);
25. not permitting employees of the management company, if any, nor members of the management company's employees' families, as defined in School Board Rule 6Gx13-4A-1.18, Assignment – Members of the Same Family, to be members of the School's governing board or serve as officers of the Corporation (Contract Section VII, C);
26. striving affirmatively to provide equal opportunity in employment (Contract Section VIII, A, 2);
27. complying with the requirements of Section 1002.33 (24), Florida Statutes regarding the prohibition of the appointment or employment to a position in a charter school if such appointment or employment has been advocated by personnel who exercise control or authority over the charter school and who is a relative of the individual or if such appointment or employment is made by the governing board of which a relative of the individual is a member.

I understand that it is my obligation to notify the Charter School and Charter School Operations for Miami-Dade County Public Schools should any information provided change. I also affirm awareness of all governing board requirements as stipulated above, in Florida Statutes Section 1002.33 and as stipulated in the charter school contract and promise to fulfill them.

My signature below certifies that all information provided in this disclosure is true and complete.



 Signature

May 16 2015

 Date



FLORIDA DEPARTMENT OF EDUCATION



STATE BOARD OF EDUCATION

KATHLEEN SHANAHAN, Chair
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John L. Winn
Commissioner of Education



July 29, 2011

Ms. Angela Ramos, Board Chair
c/o Michael Diaz de la Portilla
Doral Academy Charter Middle School (13-6030)
6340 Sunset Drive
Miami, Florida 33413

Dear Ms. Ramos:

This letter serves as notification that the Department of Education has verified that Doral Academy Charter Middle School (13-6030) currently meets the criteria for high-performing charter school status pursuant to s. 1002.331, F.S.

If you have any questions, please contact the Office of Independent Education and Parental Choice at (850) 245-0502, or via e-mail at charterschools@fldoe.org.

Thank you for your continued participation in our mission to improve the quality of educational options for Florida's students.

Sincerely,

A handwritten signature in black ink, appearing to read "John L. Winn".

John L. Winn

Cc: Mr. Alberto M. Carvalho, Superintendent
Ms. Tiffanie Pauline, Charter School Liaison

FLORIDA DEPARTMENT OF EDUCATION



STATE BOARD OF EDUCATION

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Gerard Robinson
Commissioner of Education



August 26, 2011

Ms. Angela Ramos, Board Chair
c/o Michael Diaz de la Portilla
Doral Academy Inc.
6340 Sunset Drive
Miami, Florida 33413

Dear Ms. Ramos:

This letter serves as notification that the Department of Education has verified that Doral Academy Inc. currently meets the criteria for high-performing charter school system status pursuant to s. 1002.332, F.S.

If you have any questions, please contact the Office of Independent Education and Parental Choice at (850) 245-0502, or via email at charterschools@fldoe.org.

Thank you for your continued participation in our mission to improve the quality of educational options for Florida's students.

Sincerely,

A handwritten signature in black ink, reading "Gerard Robinson".
Gerard Robinson

Cc: Mr. Alberto Carvalho, Superintendent
Ms. Tiffanie Pauline, Executive Director of Charter Schools