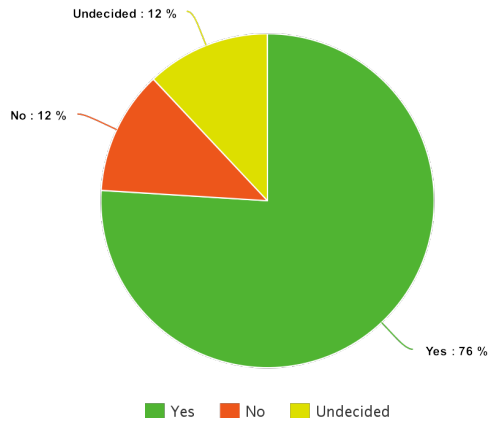
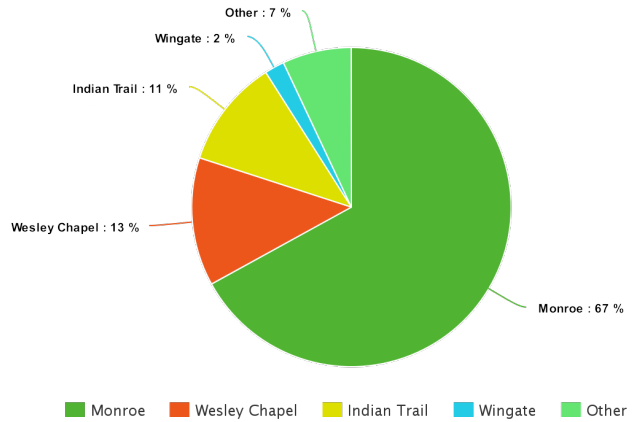


The Academy's board conducted an online community survey sent to parents and citizens of Union County. The survey was spread through email, social media, and word of mouth. A total of 322 individuals participated in the survey. Below are the results demonstrating need:

If you had the opportunity, would you leave your current school for a new charter school?



Where do you live?



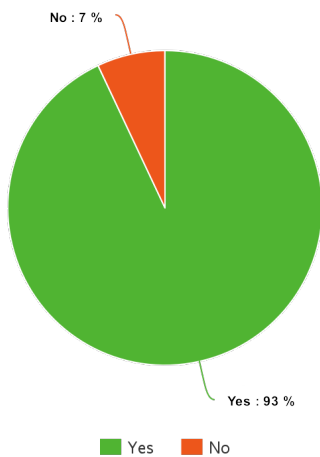
Question: If you had the opportunity, would you leave your current school for a new charter school?

Yes: 76%
No: 12%
Undecided: 12%

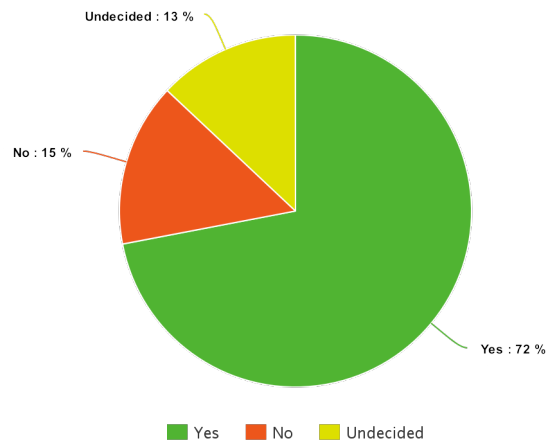
Question: Where do you live?

Monroe: 67%
Wesley Chapel: 12%
Indian Trail: 11%
Wingate: 2%

Do you have elementary aged children?



Is your current district school failing to meet your needs as a parent?



Question: Do you have elementary aged children?

Yes: 93%
No: 7%

Question: Is your current district school failing to meet your needs as a parent?

Yes: 72%
No: 15%
Undecided: 13%

Appendix B
Curriculum Outline

Heroes & Villains Citizenship Outline:
(In alignment with social studies)

Grade 2:

James Madison
Dolley Madison
Andrew Jackson
Harriet Tubman
Lewis & Clark

Grade 3:

Amerigo Vespucci
William Penn
King George III
Samuel Adams

Grade 4:

Thomas Jefferson
George Washington
Thomas Paine
John Adams
Benedict Arnold

Grade 5:

Sojourner Truth
Stonewall Jackson
Frederick Douglas
Robert E. Lee

This work is based on an original work of the Core Knowledge® Foundation made available through licensing under a Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License. This does not in any way imply that the Core Knowledge Foundation endorses the work.

Kindergarten	First Grade	Second Grade	Third Grade
<ul style="list-style-type: none"> I. Listening and Speaking II. Reading III. Writing IV. Language Conventions V. Poetry VI. Fiction VII. Sayings and Phrases 	<ul style="list-style-type: none"> I. Listening and Speaking II. Reading III. Writing IV. Language Conventions V. Poetry VI. Fiction VII. Sayings and Phrases 	<ul style="list-style-type: none"> I. Listening and Speaking II. Reading III. Writing IV. Language Conventions V. Poetry VI. Fiction VII. Sayings and Phrases 	<ul style="list-style-type: none"> I. Reading and Writing II. Poetry III. Fiction IV. Sayings and Phrases
<p>World:</p> <ul style="list-style-type: none"> I. Geography: Spatial Sense II. Overview of the Seven Continents <p>American</p> <ul style="list-style-type: none"> I. Geography II. Native American Peoples, Past and Present III. Early Exploration and Settlement IV. Presidents, Past and Present V. Symbols and Figures 	<p>World:</p> <ul style="list-style-type: none"> I. Geography II. Early World Civilizations III. Modern Civilization and Culture: Mexico <p>American</p> <ul style="list-style-type: none"> I. Early People and Civilizations II. Early Exploration and Settlement III. From Colonies to Independence: The American Revolution IV. Early Exploration of American West V. Symbols and Figures 	<p>World:</p> <ul style="list-style-type: none"> I. Geography II. Early Asian Civilizations III. Modern Japanese Civilization IV. The Ancient Greek Civilization <p>American</p> <ul style="list-style-type: none"> I. American Government: The Constitution II. The War of 1812 III. Westward Expansion IV. The Civil War V. Immigration and Citizenship VI. Fighting for a Cause VII. Geography of the Americas VIII. Symbols and Figures 	<p>World:</p> <ul style="list-style-type: none"> I. World Geography II. The Ancient Roman Civilization III. The Vikings <p>American</p> <ul style="list-style-type: none"> I. The Earliest Americans II. Early Exploration of North America III. The Thirteen Colonies: Life and Times Before the Revolution
<ul style="list-style-type: none"> I. Elements of Art II. Sculpture III. Looking at and Talking About Art 	<ul style="list-style-type: none"> I. Art from Long Ago II. Elements of Art III. Kinds of Pictures: Portrait and Still Life 	<ul style="list-style-type: none"> I. Elements of Art II. Sculpture III. Kinds of Pictures: Landscapes and Portraiture IV. Abstract Art V. Architecture 	<ul style="list-style-type: none"> I. Elements of Art II. American Indian Art III. Art of Ancient Rome and Byzantine Civilization
<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Composers; Orchestra; Opera; Ballet; Jazz) III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Orchestra; Keyboards; Composers) III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Orchestra; Composers) III. Songs
<ul style="list-style-type: none"> I. Patterns and Classification II. Numbers and Number Sense III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Patterns and Classification II. Numbers and Number Sense III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Fractions III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Fractions and Decimals III. Money IV. Computation V. Measurement VI. Geometry
<ul style="list-style-type: none"> I. Plants and Plant Growth II. Animals and Their Needs III. Human Body (Five Senses) IV. Introduction to Magnetism V. Seasons and Weather VI. Taking Care of the Earth VII. Science Biographies 	<ul style="list-style-type: none"> I. Living Things and Their Environments II. Human Body (Body Systems) III. Matter IV. Properties of Matter: Measurement V. Introduction to Electricity VI. Astronomy VII. The Earth VIII. Science Biographies 	<ul style="list-style-type: none"> I. Cycles in Nature (Seasonal Cycles; Life Cycles; Water Cycle) II. Insects III. Human Body (Cells; Digestive and Excretory Systems) IV. Magnetism V. Simple Machines VI. Science Biographies 	<ul style="list-style-type: none"> I. Introduction to Classification of Animals II. Human Body (Muscular, Skeletal, and Nervous Systems; Vision and Hearing) III. Light and Optics IV. Sound V. Ecology VI. Astronomy VII. Science Biographies

CORE KNOWLEDGE OUTLINE

	Fourth Grade	Fifth Grade
Language Arts/English	<ul style="list-style-type: none"> I. Writing, Grammar, and Usage II. Poetry III. Fiction IV. Speeches V. Sayings and Phrases 	<ul style="list-style-type: none"> I. Writing, Grammar, and Usage II. Poetry III. Fiction and Drama IV. Speeches V. Sayings and Phrases
History and Geography	<p>World:</p> <ul style="list-style-type: none"> I. World Geography (Spatial Sense; Mountains) II. Europe in Middle Ages III. The Spread of Islam and the "Holy Wars" IV. Early and Medieval African Kingdoms V. China: Dynasties and Conquerors <p>American</p> <ul style="list-style-type: none"> I. The American Revolution II. Making a Constitutional Government III. Early Presidents and Politics IV. Reformers V. Symbols and Figures 	<p>World:</p> <ul style="list-style-type: none"> I. World Geography (Spatial Sense; Lakes) II. Early American Civilizations III. European Exploration, Trade, and the Clash of Cultures IV. The Renaissance and the Reformation V. England from the Golden Age to the Glorious Revolution VI. Russia: Early Growth and Expansion VII. Feudal Japan <p>American</p> <ul style="list-style-type: none"> I. Westward Expansion II. The Civil War: Causes, Conflicts, Consequences III. Native Americans: Cultures and Conflicts IV. U.S. Geography
Visual Arts	<ul style="list-style-type: none"> I. Art of the Middle Ages in Europe II. Islamic Art and Architecture III. Art of Africa IV. Art of China V. Art of a New Nation: The United States 	<ul style="list-style-type: none"> I. Art of the Renaissance II. American Art: Nineteenth-Century United States III. Art of Japan
Music	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Orchestra; Vocal Ranges; Composers) III. Songs 	<ul style="list-style-type: none"> I. Elements of Music II. Listening and Understanding (Composers; Connections) III. American Musical Traditions (Spirituals) IV. Songs
Mathematics	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Fractions and Decimals III. Money IV. Computation V. Measurement VI. Geometry 	<ul style="list-style-type: none"> I. Numbers and Number Sense II. Ratio and Percent III. Fractions and Decimals IV. Computation V. Measurement VI. Geometry VII. Probability and Statistics VIII. Pre-Algebra
Science	<ul style="list-style-type: none"> I. Human Body (Circulatory and Respiratory Systems) II. Chemistry: Basic Terms and Concepts III. Electricity IV. Geology: The Earth and Its Changes V. Meteorology VI. Science Biographies 	<ul style="list-style-type: none"> I. Classifying Living Things II. Cells: Structures and Processes III. Plant Structures and Processes IV. Life Cycles and Reproduction V. Human Body (Endocrine and Reproductive Systems) VI. Chemistry: Matter and Change VII. Science Biographies

Appendix C
Academic Calendar






JULY 2018							AUGUST 2018							SEPTEMBER 2018							OCTOBER 2018						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
									31	1	2	3	4							1		1	2	3	4	5	6
1	2	3	4	5	6	7	5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
8	9	10	11	12	13	14	12	15★	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
15	16	17	18	19	20	21	19	20	22	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
22	23	24	25	26	27	28	26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			
29	30													30													

NOVEMBER 2018							DECEMBER 2018							JANUARY 2019							FEBRUARY 2019						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3							1			1	2	3	4	5						1	2
4	5	6	7	8	9	10	2	3	4	5	6	8	8	6	7	8	9	10	11	12	3	4	5	6	7	8	9
11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19	10	11	12	13	14	15	16
18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26	17	18	19	20	21	22	23
25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30	31			24	25	26	27	28		
							30	31																			

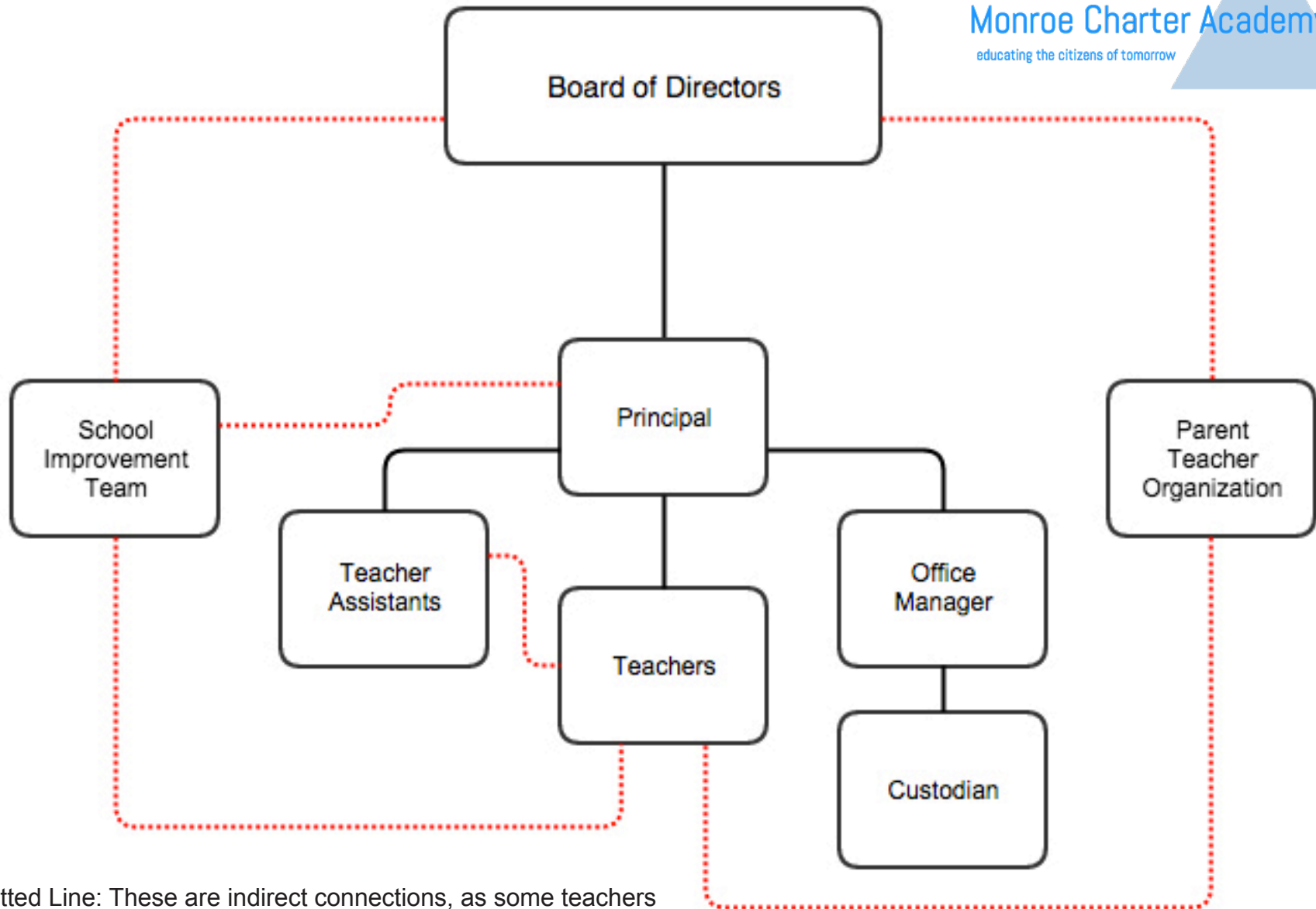
MARCH 2019							APRIL 2019							MAY 2019							JUNE 2019						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2		1	2	3	4	5	6				1	2	3	4							1
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22
24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29
31																					30						

Dates when school can not be in session due inclement weather or other unforeseen emergency will be made up in the following order of days, if needed:

May 24	January 3
March 22	June 12
February 15	June 13
January 4	

-  First Day of School
-  End of Quarter
-  Teacher Workday/Professional Development
-  Vacation/Holiday
-  Testing Days

Appendix E
Organizational Chart



Red Dotted Line: These are indirect connections, as some teachers and board members may be part of the SIT and the PTO.

Solid Line: These show direct reports.

Bylaws

Monroe Charter Academy

ARTICLE I Organization

Section 1. Name The Corporation's name shall be Monroe Charter Academy.

Section 2. Principal Office The corporation's principal office shall be located at 2132 Greenbrook Pkwy., Weddington, NC 28104. The Board of Directors may change the principal office from time to time.

Section 3. Fiscal Year The fiscal year of the corporation shall begin on July 1 and end on the following June 30.

ARTICLE II Purpose

Section 1. Purpose The purpose of the corporation shall be the operation of a public charter school under the North Carolina General Statutes 115C-218 et seq. (Article 14A) as now enacted or hereafter amended.

ARTICLE III Members

Section 1. Members The organization shall have no members.

ARTICLE IV Board of Directors

Section 1. General Powers The business of the corporation shall be conducted by a Board of Directors. Except as otherwise expressly provided by law, the Articles of Incorporation, or these bylaws, all of the power of the Corporation shall be vested in the Board of Directors.

Section 2. Number The number of the directors shall be a minimum of 5 and a maximum of 13 members. The actual number of directors shall be determined by the Board of Directors and may be changed only by a 60% vote of the Board of Directors at any duly held meeting.

Section 3. Terms The founding terms of the directors shall begin upon the filing of the Articles of Incorporation and end at the annual meeting in August of 2017. After the

founding terms, the terms of the directors shall be 3 years, with no director serving for more than three consecutive full terms. The terms of the directors shall be staggered so that no more than three director's terms will expire in any one year.

Section 4. Election Directors replacing directors with expiring terms shall be elected by a 60% vote of the directors at the annual meeting of the Board of Directors or at any duly held meeting.

Section 5. Vacancies Any vacancies on the Board of Directors shall be filled by a 60% vote of the remaining Directors at any meeting.

Section 6. Qualifications Any person not precluded by law shall be eligible to serve on the board. A board candidate shall understand the mission and goals of the school and hold the fiduciary responsibility of a non for profit board member. The member shall be provided these bylaws, the Open Meetings Laws, the Charter School Statutes, the charter contract, the Conflicts of Interest Policy and the State Board of Education charter school policies.

Section 7. Removal Any director may be removed with or without cause by a 2/3 vote of the directors serving at the time at any duly held meeting.

Section 8. Conflict of Interest If a matter before the board places a director in a real or perceived conflict between the interests of the school and the interests of the director, whether the interest is pecuniary or other, the director shall inform the Board of Directors or a board member may bring such position before the board. The director with the conflict may thereafter be prohibited by the board from participating in discussions and votes on that matter. Each director shall sign a Conflict of Interest policy that shall be kept on file at the principal office of the Corporation. A conflict of interest shall be defined further as:

A conflict of interest is a condition that exists when circumstances create, or are perceived to create, a risk that judgment or actions by a person or entity, regarding a primary interest, will be unduly influenced by a secondary interest of that person or entity. Interests may be pecuniary, professional, personal, or any interest that affects judgment or action.

ARTICLE V Meetings

Section 1. Regular Meetings The Board of Directors shall hold regular monthly meetings at a time and place designated by the Board of Directors.

Section 2. Special Meetings Special Meetings of the Board of Directors may be called by the chairman or a majority of the members of the Board of Directors. Directors shall be given a minimum of 48 hours notice of any special meeting and all meetings shall comply with the open meetings laws.

Section 3. Annual Meetings Annual meetings of the Board of Directors shall be held in August of each year at a date and time to be determined by the Board of Directors.

Section 4. Emergency Meetings Emergency meetings of the Board of Directors may be called by the chairman or a majority of the directors then serving.

Section 6. Participation At any meeting, directors may participate by any electronic means that allows all participating members to simultaneously hear and speak to each other during the meeting. A director participating in this type of meeting shall be considered present at the meeting.

Section 7. Manner of Acting Except as otherwise provided in these Bylaws, the act of the majority of the directors present at a properly called meeting of the directors in which a quorum is present shall be the act of the Board of Directors.

Section 8. Compliance with Open Meetings Laws Notwithstanding any other provision of these Bylaws, the corporation shall comply in all respects with the North Carolina Public Schools Law, code section 115C-4 and any corresponding provision of subsequent North Carolina law, in connection with all regular, special, or emergency meetings of the Board of Directors.

ARTICLE VI Officers

Section 1. Officers The Corporation's officers shall consist of a chairman, a vice-chairman, a secretary, and a treasurer. Each officer shall have such authority and perform such duties as the Board of Directors may from time to time determine. No officer shall act in more than one capacity when the actions of two or more officers are required. Other officer positions may be added by a 2/3 vote of the board at a duly held meeting.

Section 2. Election Officers shall be elected by a majority vote of a quorum at the annual meeting. Each officer shall hold office until his death, removal, resignation, or disqualification or until his successor has been elected.

Section 3. Removal Any officer may be removed with or without cause by a majority vote of the Directors at any regular or special meeting.

Section 4. Terms Each officer shall hold office for a term of one year.

Section 5. Vacancies Any vacancy shall be filled by a majority vote of the Board of Directors at any regular or special meeting.

Section 6. Chairman The chairman shall be the principal executive officer of the corporation and, subject to the ultimate authority of the Board of Directors, shall oversee the general management of the affairs of the corporation. He shall preside at meetings of the Board of Directors. He may sign and execute instruments in the name of the Corporation except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Corporation or shall be required by law otherwise to be signed or executed. He shall perform other duties incident to the office of the chairman and such other duties as from time to time may be assigned to him by the Board of Directors.

Section 7. Vice-Chairman In the absence of the chairman or in the event of his death, inability, or refusal to act, the vice-chairman shall perform the duties of the chairman, and when so acting shall have all of the powers of and be subject to all the restrictions of the chairman. The vice-chairman shall perform such other duties as from time to time may be assigned to him by the Board of Directors.

Section 8. Secretary The secretary shall keep the minutes of the meetings of the Board of Directors in books designated for that purpose. He shall see that all notices of meetings of the directors are duly given in accordance with these Bylaws and the North Carolina open meetings laws. He shall have charge of the books, records, and papers of the Corporation. He shall perform all duties incident to the office of secretary and such other duties that from time to time may be assigned to him by the Board of Directors.

Section 9. Treasurer The treasurer shall have charge and be responsible for all funds and securities, receipts, and disbursements of the Corporation. He shall be responsible for the deposit of all monies and securities of the Corporation in such banks and depositories as shall be designated by the Board of Directors. He shall in general perform or cause to perform, the entire duties incident to the office of treasurer and such other duties that from time to time may be assigned to him by the Board of Directors.

ARTICLE VII

Contracts, Loans, Checks, and Deposits

Section 1. Contracts The Board of Directors 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 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 of Directors. Such authority may be general or confined to specific instances.

Section 3. Checks 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 at least two such officers as shall from time to time be determined by resolution of the Board of Directors when the disbursement or the creation of debt exceeds \$5,000. For checks or encumbrances less than \$5,001 the board shall develop policies and procedures in coordination with the board treasurer.

Section 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 depositories as the Board of Directors may select.

ARTICLE VIII Indemnification

Section 1. Indemnification The corporation shall indemnify any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, including all appeals (other than an action, suit, proceeding by or in the right of the corporation) by reason of the fact that he is or was a director, officer, committee member, member, agent, or employee of the corporation or is or was serving at the request of the corporation as a member, director, officer, agent or employee of another entity, against expenses including attorneys' fees, judgments, decrees, fines, penalties, and amounts paid in settlement actually and reasonably incurred by him in connection with such action, suit, or proceeding if he acted, or failed to act, in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe his conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or on a plea of no contest or its equivalent, shall not, of itself, create a presumption that the person acted or failed to act other than in good faith and in a manner which he reasonably believed to be in or not opposed to the best interests of the corporation, and with respect to any criminal action or proceeding, had reasonable cause to believe his conduct was unlawful.

ARTICLE IX Amendments

Section 1. Amendments These Bylaws may be amended by a 2/3 vote of a quorum present at any regular or special meeting provided that written notice of any proposed changes to the Bylaws are included in the notice of the meeting of the Board of Directors. Proposed changes to the Bylaws shall be submitted to the North Carolina State Board of Education for approval.

(We thank the board of Piedmont Classical High School for allowing us to use the framework of its Bylaws for our use.)



NORTH CAROLINA

Department of the Secretary of State

To all whom these presents shall come, Greetings:

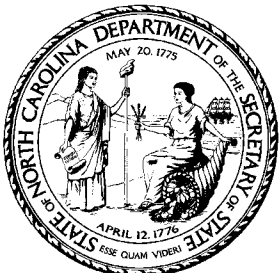
I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify the following and hereto attached to be a true copy of

ARTICLES OF INCORPORATION

OF

MONROE CHARTER ACADEMY

the original of which was filed in this office on the 9th day of September, 2016.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 9th day of September, 2016.

Elaine F. Marshall

Secretary of State

SOSID: 1542346
Date Filed: 9/9/2016 2:48:00 PM
Elaine F. Marshall
North Carolina Secretary of State
C2016 252 00143

State of North Carolina
Department of the Secretary of State

ARTICLES OF INCORPORATION
NONPROFIT CORPORATION

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

1. The name of the nonprofit corporation is: Monroe Charter Academy _____
2. (Check only if applicable.) The corporation is a charitable or religious corporation as defined in NCGS §55A-1-40(4).
3. The name of the initial registered agent is: W. Edward Goodall _____
4. The street address and county of the initial registered agent's office of the corporation is:
 Number and Street: 2132 Greenbrook Pkwy. _____
 City: Weddington _____ State: NC Zip Code: 28104 _____ County: Union _____
 The mailing address *if different from the street address* of the initial registered agent's office is:
 Number and Street or PO Box: _____
 City: _____ State: NC Zip Code: _____ County: _____
5. The name and address of each incorporator is as follows:
 W. Edward Goodall, 2132 Greenbrook Pkwy., Weddington, NC 28104 _____

6. (Check either a or b below.)
 a. The corporation will have members.
 b. The corporation will not have members.
7. Attached are provisions regarding the distribution of the corporation's assets upon its dissolution.
8. Any other provisions which the corporation elects to include are attached.

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

Principal Office Telephone Number: 704-236-1234 _____

Number and Street: 2132 Greenbrook Pkwy. _____

City: Weddington _____ State: NC Zip Code: 28104 _____ County: Union _____

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

Number and Street or PO Box: _____

City: _____ State: _____ Zip Code: _____ County: _____

10. (Optional): Please provide a business e-mail address:

Privacy Redaction

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

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

This is the 4th day of Sept., 2016.

Incorporator Business Entity Name

W. Edward Goodall

Signature of Incorporator

W. Edward Goodall, Incorporator _____
Type or print Incorporator's name and title, if any

MONROE CHARTER ACADEMY

Purpose of Corporation

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

religious,

charitable,

educational,

testing for public safety,

scientific,

literary,

fostering national or international amateur sports competition, and/or

prevention of cruelty to children or animals,

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

Prohibited Activities

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

MONROE CHARTER ACADEMY

of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

Distributions Upon Dissolution

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

INSURANCE PEOPLE

Below are the **estimated annual premiums** for Monroe Charter Academy:

Property Premium Estimate **\$450**

Contents	\$140,000
Deductible	\$1,000
Form	Special
Equipment Breakdown	Included

General Liability Premium Estimate **\$1,457**

Rating Basis:	Students	250
	Faculty	22

Limits:

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

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

Premium Estimate **\$4,277**

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

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

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

INSURANCE PEOPLE

Fidelity Bond Estimate		\$332
Limit	\$250,000	
Auto Premium Estimate		\$181
Hired & Non Owned Autos Only		
Limit of Liability	\$1,000,000	
Head of Class Endorsement		\$82
Workers Compensation Premium Estimate		\$4,070
Statutory State - NC		
Employers Liability	\$500/ \$500/ \$500	
Payroll Estimate	\$740,000	
Umbrella Premium Estimate		\$2,387
Limit of Liability	\$1,000,000	
TOTAL ESTIMATED PREMIUM		\$13,236
Student Accident Coverage		\$7.00/ student

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

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

09/08/2016

Appendix O Extra Pages

Explanation of Charter Goals:

Operational Goals:

Goal 1:

The Academy will have an average attendance rate of 90%.

The Academy will attain this goal through keeping accurate attendance numbers through PowerSchool and maintaining a healthy relationship with parents/guardians to ensure their child/children are excited to come to school everyday. In order to maintain that healthy relationship with parents, we plan on teachers meeting with parents on a quarterly basis and offering other opportunities outside of school to build a healthy school culture. The principal with the assistance of the Office Manager will report attendance data directly to the board on a monthly basis. The principal will address (if needed) any concerns about the attendance data.

Goal 2:

The Academy will retain an average of 85% of our students through the first year and 90% in the years following.

The Academy understands the economic trends of Anson County and its recent tendency to be a little more transient than surrounding counties. We will attain an 85% average by ensuring our parents are satisfied with their child's/children's education through a Parent Satisfaction Survey. The survey will be given to parents twice a year (halfway through and the end of the year). The survey results will be given to the Board's academic committee to review and recommend changes/improvements. **We will not include fifth graders who have successfully graduated from the Academy in these numbers.

Goal 3:

The Academy will conduct a Parent Satisfaction Survey twice a year and achieve a satisfaction rate of 85% year one, 90% year two, and 95% thereafter.

The Academy will conduct a Parent Satisfaction Survey halfway through the school year, gauging their satisfaction and asking for constructive feedback on what the Academy needs to do to improve. There will be another survey at the end of the school year to give constructive feedback and rate all areas of the Academy. The principal with the assistance of the Office Manager will prepare and give a report to the full board after each survey. The board will then share the report and appropriate information with the School Improvement Team and the Academic Committee. Both will evaluate the report and make recommendations if needed.

Financial Goals:

Goal 1:

The Academy will have a cash reserve at end of year one of \$50,000 and increase that by a minimum of \$50,000 annually to achieve a reserve of \$150,000 at end of year three.

The Academy will have a close relationship with our LINQ accounting service provider. The board treasurer with the assistance of the Office Manager will make sure that there is a monthly financial report given to the Financial Committee. Once the financial committee reviews the report, they will recommend any changes if needed to the full board.

Goal 2:

The Academy will make finances of the school transparent by putting the annual audited financial report on our website when received.

The Academy will provide a full report of the school's finances on the website on an annual basis. The report will be available in PDF format to download and print. The treasurer with the assistance of our LINQ service provider will prepare the public report. The report will then be approved by the Financial Committee, then finally the full board. Once the full board approves the report, the Office Manager will upload it to the school's website and parents will be notified. If a parent has questions regarding the Academy's financial report, the board will dedicate time at the next board meeting to address these questions.

Academic Goals:

Goal 1:

The Academy, beginning in year 2, will exceed the results of the READY EOG (Proficiency) results of the Anson district elementary schools, exceed it by 4% points in year three, by 6 points in year four, and by 8 points in year five.

This goal will be measured by the End-of-Grade assessment required by the state of North Carolina once a year. The metrics that the Academy will use to attain this goal is the NWEA MAP testing (three times a year). We will also be measuring fluency through DIBELS to ensure that students are able to take these tests with confidence. The principal, with the assistance of the Office Manager will report the results of the NWEA testing to the board's Academic Committee three times a year. The board will then notify parents of their own child/children's results and the Academy's progress as a whole. The Principal will report the results of the End-of-Grade assessment to the full board. Once the board is notified, the Academy will notify parents and students on the results in relation to our goal.

Goal 2:

The Academy will meet EVAAS growth in year 2 and 3 and exceed growth in year 4 & 5 forward.

The Academy will attain this goal through the NWEA MAP testing (three times a year), grades 2-5 and ensuring progress through a report three times a year to the Academic Committee from the principal. The principal will also share the progress with the School Improvement Team. The Academic Committee and the School Improvement Team will then have the opportunity to make any recommendations to the full board on improvements. Once the board is notified, the Academy will notify parents and students on the results in relation to our goal.

Goal 3:

Students in grades 2-5 will demonstrate their understanding of citizenship each year by volunteering their time or attending a civic event.

The Academy will attain this goal by making it a requirement at the end of each school year. Students will be able to show off their project on "Citizenship Night" where parents, teachers, and community members will be invited to attend. At the end of each year, the teachers responsible for the project will produce a report to the full board, detailing the progress of the students and their understanding of citizenship.

Governance Goals:

Goal 1:

The board will meet a minimum of 10 times a year and have an 80% cumulative attendance rate or higher.

The board will ensure that the Academy is operating properly and meeting expectations by planning on meeting at least once a month. The board chair with the assistance of the Office Manager, will set up a date and time each month to meet. Once a date is set and at least 80% of the members can attend (in person or virtually), parents will be notified via email, telephone, or a typed note sent home with the student. The Office Manager will also post the board's meeting date, time, and location on the website. If there is an urgent board meeting called, parents will be notified immediately via email and telephone.

Goal 2:

The Academy will not receive a non-compliance violation letter from the Office of Charter Schools.

The Academy's board will constantly make sure that they are in compliance with the Office of Charter Schools, reporting financials properly, and ensuring that they are fostering a healthy learning environment for child. The board will meet every month and listen to reports by the School Improvement Team and the Parent Teacher Organization to identify any issues. The board's treasurer will work with our LINQ service provider to ensure compliance in financial reporting. The board will also work closely with the Office of Charter Schools to meet important reporting deadlines. The board will notify parents of the Academy's compliance in the annual report.

Goal 3:

Every board member will receive a minimum of 8 hours of group, in-person governance training each year.

The Academy's board will seek a minimum of eight hours of governance training to ensure that the Academy is meeting expectations. The board chair will be responsible for seeking out the appropriate opportunities, including opportunities provided by NCDPI/Office of Charter Schools. The board will seek attend each opportunity for training as a team. After a training is completed, the board will notify all parents, teachers, and stakeholders via email.

Staffing Clarification:

Curriculum Coordinator: The curriculum coordinator will be a core content teacher who is identified early on in the hiring process to assist the principal in implementing Core Knowledge. This teacher will receive the appropriate amount of professional development to assist other teachers throughout the year with implementing the curriculum. This teacher, because of their added responsibilities, will be compensated appropriately as seen in the salary range for core content teachers. (This is why the curriculum coordinator does not show up in the budget).

Academy Mentors:

The Academy was fortunate enough to have mentors through this process. They provided guidance on the education plan, professional development, staffing, meals, and transportation.

Erin Kirkpatrick from Union Day School assisted the board with meals and transportation costs. She shared her knowledge on the process and possible unexpected costs with both.

Kirby McCrary from Millennium Charter Academy assisted the board by providing more knowledge on how Core Knowledge is implemented and rural charter populations. He also showed how the Academy can cut costs on professional development by teaming up with another Core Knowledge school.

Dr. Emily Orr, founder of Longleaf School of the Arts assisted the board with staffing. Her knowledge and lessons from when she opened Longleaf helped the board provide adequate staffing and the right amount of contracted services.

Appendix O
Extra Pages

Facilities:

There is an available church building on S. Hayne St. in Monroe, NC that our board chair had to opportunity to see.



Board of Directors of Monroe Charter Academy,

Eastern Union County is in need of a Charter School option for our children. We are fortunate to have two new Charter Schools in Western Union County and our existing Union Academy Charter School is extremely popular. Two factors make it difficult for children in Eastern Union County to attend a Charter School. The lottery process is swamped with applicants and the distance to travel is a burden for families in the East. Please consider a Charter School to serve the children in the area of the county where choices are limited and the need is great.

Stony Rushing
Chairman, Union County Board of Commissioners

To: East Monroe Charter Board of Directors

From: Jerry B. Simpson, Union County Commissioner

Subject: East Monroe Charter School

Union County Public Schools has a well known reputation for quality education and scholastic standards achievement. Despite that fact, inadequacies continue to exist as a result of socioeconomic differences that arise as you move from the affluent western side of Union County to the Eastern half of Union County where a much lower income level exists.

A Charter School located on the Eastern side of Union County could provide a much needed choice for families who lack the financial means to commute to schools which offer a greater opportunity for success.

I strongly support this effort and offer my assistance in any way possible.

Sincerely,

Jerry B. Simpson

To: Eddie Goodall, President
Goodall Consulting Corporation
2132 Greenbrook Pkwy.
Weddington, NC 28104

Dear Eddie:

As an existing charter school partner to you, we are pleased to provide you with this memorandum of understanding, which shall evidence the intent of Alliance Education Services, Inc. (AES) to have certain of its client accounts and/or co-investors and assignees designated by AES in its sole discretion to coordinate financing for up to \$10,000,000 for acquiring land and constructing school facilities and up to \$1,500,000 for equipping the school facilities with furniture, fixtures, equipment, and technology to be relating to Anson Charter Academy and Monroe Charter Academy, subject to terms and conditions to be agreed upon. This memorandum of understanding is (i) a preliminary, non-binding statement of the intentions of the parties and does not contain all matters upon which agreement must be reached for the transactions contemplated herein to be consummated, (ii) not an offer of financing by AES, (iii) not intended to be and does not constitute a legally binding offer or obligation and (iv) not the basis of any contractual or pre-contractual obligation on the parties. No legally binding obligations will be created, implied, or inferred until fully integrated definitive legal agreements are executed and delivered by all parties to such agreements. Without limiting the generality of the foregoing, it is the parties' intent that, unless and until that event occurs, (x) no agreement shall exist among such parties, (y) there shall be no obligations, contracts, or agreements whatsoever that shall be deemed created or entered into based on such things as oral evidence, extended negotiations, "handshakes," oral understandings, or courses of conduct (including reliance or changes of position) and (z) each party shall have the absolute right to terminate negotiations for any reason or no reason without any liability or any penalties. This memorandum of understanding is intended for discussion purposes only and is subject to change in AES's sole discretion.

Sincerely,

Alliance Education Services, INC.

By:



Justin H. Matthews, M.Ed.

Title: Chief Operating Officer

Appendix P:

Charter School Required Signature Certification

Note: Outlined below is a list of areas that must be certified by the proposed Board of Directors. Any forms Not Applicable to the proposed charter school indicate below with N/A and provide a brief explanation for providing such response.

Serving on a public charter school board is a position of public trust and board members of a North Carolina public charter school; you are responsible for ensuring the quality of the school's entire program, competent stewardship of public funds, the school's fulfillment of its public obligations, all terms of its charter, and understanding/overseeing all third party contracts with individuals or companies.

- ❖ The selected Board Attorney that he/she has reviewed with the full Board of Directors, listed within the application, all the governance documents and liabilities associated with being on the Board of a Non Profit Corporation.

- Name of the Selected Board Attorney: Kimberly Herrick, Attorney at Law
- Date of Review: Sept. 7, 2016
- Signature of Board Members Present (Add Signature Lines as Needed):

Anthony Rodriguez W.E. Sorrell

DocuSigned by: 998AF60D56E7A4EB... DocuSigned by:

Willie Owens Brian Johnson

DocuSigned by: 6C04101863834... DocuSigned by: D388B24D738544F...

Melissa Davis Jim Stegall

DocuSigned by: 998AF60D56E7A4EB... DocuSigned by: F438D4CEFBF44CA...

Carmelina Brockmann

DocuSigned by: 33ED190A3C3241A...

- ❖ The selected Board Auditor that he/she has reviewed with the full Board of Directors, listed within the application, all the items required for the annual audit and 990 preparations.

- Name of the Selected Board Auditor: Courtney LaLone, CPA LBA Haynes Strand PwC
- Date of Review: Sept 7 2016
- Signature of Board Members Present (Add Signature Lines as Needed):

Anthony Rodriguez W.E. Sorrell

DocuSigned by: 998AF60D56E7A4EB... DocuSigned by:

Willie Owens Brian Johnson

DocuSigned by: 6C04101863834... DocuSigned by: D388B24D738544F...

Melissa Davis Jim Stegall

DocuSigned by: 998AF60D56E7A4EB... DocuSigned by: F438D4CEFBF44CA...

Carmelina Brockmann

DocuSigned by: 33ED190A3C3241A...

❖ If contracting with a CMO/EMO, that the selected management company has reviewed with the full Board of Directors, listed within the application, all the items required and the associated management contract and operations. N/A

- Name of the Contact for Selected EMO/CMO: * The Board is not hiring an EMO/CMO
- Date of Review: _____
- Signature of Board Members Present (Add Signature Lines as Needed):

Anthony Rodriguez
 Willie Owens
 Carmelina Brockmann
 J.W. Stegall

DocuSigned by:
 Brian Johnson
 D388B24D738544F...

N/A *

❖ If contracting with a financial management service provider that the selected financial service provider has reviewed with the full Board of Directors, listed within the application, all the financial processes and services provided.

- Name of the Contact: Marianne LeVigne
- Name of the Selected Financial Service Provider: LBA Haynes Street, LLC
- Date of Review: Sept. 7, 2016
- Signature of Board Members Present (Add Signature Lines as Needed):

Anthony Rodriguez
 Willie Owens
 Melissa Davis
 Carmelina Brockmann

DocuSigned by:
 Brian Johnson
 D388B24D738544F...

DocuSigned by:
 WE Borden
 4EC13E7862E349E...

J.W. Stegall

❖ If the proposed Board of Directors, listed within the application, is contracting with a service provider to operate PowerSchool that the service provider has reviewed all of the financial processes and services provided. N/A

- Name of the Contact: * The Board plans to process the PowerSchool
- Name of the Selected PowerSchool Service Provider: Software in-house.
- Date of Review: _____
- Signature of Board Members Present (Add Signature Lines as Needed):

Anthony Rodriguez
 Willie Owens
 Carmelina Brockmann
 J.W. Stegall

DocuSigned by:
 Brian Johnson
 D388B24D738544F...

*N/A

Certification

Eddie Goodall, as Board Chair, certify that each Board Member has reviewed and participated in the selection of the individuals and vendors attached to this document as evidenced by the full Board of Director signatures outlined above. The information I am providing to the North Carolina State Board of Education as Marble Charter Academy Charter School is true and correct in every respect.

Signature Eddie Goodall

Date Sept 7, 2016