



PUBLIC SCHOOLS OF NORTH CAROLINA

State Board of Education | Department of Public Instruction

North Carolina Charter School
Application

**NEW GENERATION
CHARTER ACADEMY**

Opening in the 2020-2021 School Year

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Application Instructions

APPLICATION AND APPLICATION FEE DUE DATE/TIME	
Fast-Track and Acceleration Applicants (2020 Opening)	5:00pm EST on July 29, 2019
Traditional Timeline Applicants (2021 Opening)	5:00pm EST on August 26, 2019

APPLICATION SPECIFICATIONS

Applicants can submit applications prior to the deadline. **All applications must be submitted using the online portal.** Applicants are to use the following specifications:

1. All applications must be submitted using the online platform. Applications submitted outside of this platform will not be accepted.
2. All submitted applications must be from a nonprofit group approved by the NC Secretary of State, unless being submitted by a municipality.
3. Each major section (Mission, Purposes and Goals, Education Plan, Governance and Capacity, Operations, and Financial Plan) must be located within the designated section, as indicated in the online document.
4. If a particular question does not apply to your team or proposal, respond “Not Applicable,” AND state the reason this question is not applicable to your team or proposal.
5. Each required Appendix must include a title page with the title of the Appendix and the Proposed School Name.
6. Any answer given within the application that is not original to the applicant must include a citation to the source of the answer.
7. Review all elements of the application for completeness before submitting.
8. The full application (including the narrative and all appendices) must be submitted as one PDF document.
9. The budget spreadsheet must also be submitted separately as an excel file.
10. The application narrative, without appendices, may not exceed 100 pages. Applicants submitting special requests are given an additional 5-page allowance, per special request.
11. Each section of the application should be clearly labeled according to the table of contents.
12. Late submissions **will not** be accepted. **No exceptions.**
13. Applicants must turn in the application fee and fee payment form by the stipulated timeline.

Application Contact Information

1. Name of Proposed Charter School: **NEW GENERATION CHARTER ACADEMY**
2. Organization Type: Municipality Nonprofit Corporation
3. Name of non-profit organization under which charter will be organized or operated: **NEW GENERATION CHARTER ACADEMY**
4. Has the organization applied for 501(c)(3) non-profit status? Yes No N/A (Municipal)
5. Provide the name of the person who will serve as the primary contact for this Application. The primary contact will serve as the contact for follow-up, interviews, and notices regarding this Application.
6.
Name of Contact Person: Nancy McDaniel
Title/Relationship to Non-Profit: Board Chair
Mailing Address: 11980 Hwy. NC 48
City/State/Zip: Whitaker, NC 27891
Primary Telephone: (252) 822-2442
Alternate Telephone: N/A
7. Name of county and local education agency (LEA) in which charter school will reside:
Geographic County: Edgecombe
LEA/District Name: Edgecombe County Schools
8. Was this application prepared with the assistance of a third-party person or group?
Yes
No
Give the name of the third-party person or group: Torchlight Academy Schools, LLC
Fees provided to the third-party person or group? \$0
9. Provide a full detailed response of the assistance provided by the third-party person or group while preparing this application and when the assistance will end:

Torchlight Schools assisted with the writing of the charter school application.
Torchlight Academy Schools, LLC will serve as the school's educational service provider upon approval as articulated in the management contract.

10. Is this application a conversion from a traditional public school or private school?

Yes. Complete the Conversion Special Request Section.

No.

11. Is this application being submitted as a replication of a current charter school model?

Yes. Complete the Replication Special Request Section.

No.

Do you want your replication application to be considered for Fast-Track?

Yes. Complete the Fast-Track Special Request Section.

No.

12. Do you want your application to be considered for acceleration?

Yes. Complete the Acceleration Special Request Section.

No.

13. Do you want your application to be considered for an Alternative Charter School?

Yes. Complete the Alternative Charter School Special Request Section.

No.

14. Grade Levels Served and Total Student Enrollment : K-8

Projected School Opening Year: 2020 Month: August

15. Will this school operate on a year-round schedule? Yes No

16. Enrollment Summary. Complete the following table, graying out (or leaving blank) any rows for grades the school will not serve.

Number of Students						
Grade Level	Year 1 2020- 2021	Year 2 2021- 2022	Year 3 2022- 2023	Year 4 2023- 2024	Year 5 2024- 2025	At Capacity 2024- 2025
K	44	44	44	44	44	44
1	44	44	44	44	44	44
2	44	44	44	44	44	44
3	44	44	44	44	44	44
4	44	44	44	44	44	44
5		44	44	44	44	44
6			44	44	44	44
7				44	44	44

8					44	44
9						
10						
11						
12						
Totals	<u>220</u>	<u>264</u>	<u>308</u>	<u>352</u>	<u>396</u>	<u>396</u>

17. Complete the following table, providing projected enrollment for each of the following demographic groups.

Anticipated Racial/Ethnic Demographics (%)	% of Economically Disadvantaged Students	% of Students with Disabilities	% of English Language Learners
33% White 57% Black 8% Hispanic 2% Other	>95%	14%	5%

18. Describe the rationale for the number of students and grade levels served in year one and the basis for the growth plan outlined above.

New Generation Charter Academy is projected to start with 220 students in grades K-4 in year one and expand to 396 students in grades K-8 by year five. The school will add one grade level per year. At max capacity, the school will serve under 5% of each grade level ADM for the combined student population of Nash & Edgecombe Counties. Our school will have two classes per grade level of approximately 22 students each. In the second year, the fourth graders will move into fifth grade and we will add a new Kindergarten class. This pattern will repeat until we finish expanding to eighth grade.

There are currently two schools of choice in our school’s targeted area, one in Nash County and one in Edgecombe. The school in Edgecombe serves only 63% economically disadvantaged students in an area that is 97.5% free and reduced lunch. It is not serving all students. The school in Nash County has been a D school for the past three years and has not met growth for the past two. It is not serving as high-quality school of choice.

Data from Edgecombe County Schools reveals that 11 of 14 schools in the county are “D” or “F” schools on the N.C. Public Schools Report Card. Several

schools have been considered candidates for transfer to the Innovative School District because of chronic poor performance. Families in this area are placed in struggling schools and families do not have accessible, high-performing options to send their children. Our school has already received over 160 surveys that are highly favorable and illustrate demand for the school and are tabulated in Appendix A.

New Generation Academy has a facility which can serve the initial population and has the capacity for the projected growth. It previously served as a school for Edgecombe County. There is a need for school choice and a demand from the community for better educational options for local children.

Certify

19. This subsection is entirely original and has not been copied, pasted, or otherwise reproduced from any other application. I certify I do not certify

Explanation (optional):

Certain language and phrases may be found in other Torchlight Academy Schools, LLC applications.

Charter Application Special Requests

Acceleration

Do you want your application to be considered for acceleration?

Yes. Answer questions A1-5.

No. Stop. Do not complete this section.

A. Per State Board of Education policy CHTR-013, the State Board of Education, in its discretion, may accelerate the mandatory planning year to increase the number of high-quality charter schools. In considering whether to accelerate the planning year, the applicant must meet the following requirements:

1. Demonstrate a clear and compelling need for the accelerated planning year.

11/15 schools in the area currently have grades of D or F and there is only one school of choice in Edgecombe County that is comprised of just 63% economically disadvantaged students, despite the demographic being much more impoverished. Rocky Mountain Prep is up for renewal in neighboring Nash County, but they have been a D school each of the past three years. Schools in this area are chronically underperforming and families have no option of an accessible, high-performing school. The historical academic achievement of the Nash and Edgecombe LEA's have shown an inability to provide all students a high-quality education.

Additionally, Edgecombe recently finalized a deal to add 800 jobs in the county. This will increase the number of students in the county and will lead to parents seeking high-performing schools. Nash and Edgecombe Counties are continuing to add more factory jobs outside of the 800 manufacturing jobs with a total number of jobs surpassing 1,000. Low-performing schools, lack of school choice, an influx of population, and parental interest have established a foundational case for acceleration for New Generation Charter Academy to open in 2020.

Our facility has previously served as a school and is ready to be inhabited once again. It was last utilized in 2014. The selected building has been secured at an excellent rate because of the owner's desire to provide a high-quality school to the area and its relatively linear functions of usage.

2. Demonstrate an exceptional need for the charter school in the proposed location.

The need is stated in the outcomes of the schools in the area. Students are simply not achieving as they should and are not meeting growth. The fact that so many schools are chronically underperforming is more than enough in recognizing the poor education students are experiencing. To exacerbate the problem of low-performing traditional schools, families have no accessible, high-quality option to even try. This has led to shockingly low achievement numbers.

3. Agree to participate in the planning year while the charter application is being reviewed without any guarantee of charter award.

Yes

No

4. Is a facility identified by the applicant that is feasible for opening on an accelerated schedule?

Yes

No

5. Demonstrate that the facility identified by the applicant is feasible for opening on an accelerated schedule.

The school building previously served as a school for the county of Edgecombe and is in operating condition. It has adequate space and will meet our facility needs. The facility will be ready for immediate occupancy upon approval of the charter application. See: Facilities Section below and Appendix A1-Accelerated Evidences.

Attach Appendix A1 Acceleration Evidences to demonstrate that you have a facility secured for opening on an accelerated schedule.

B. Once evidence for the requirements has been verified, the State Board will also consider the presence or absence of the following factors in making its determination:

- 1) Unique mission and educational program.
- 2) Local, state, and national nonprofit partnerships committed to assisting the school.
- 3) Potential for economic and educational development of the region.
- 4) Mentoring by a successful organization that has experience in creating public schools.
- 5) Obstacles to educational reform efforts that leave chartering as an available option.
- 6) Commitment to work with a successful charter school board as a guiding mentor.
- 7) The length of time the board of directors has existed.
- 8) Whether the proposed board has previously operated or currently operates a successful public charter school.

C. The above list is not exclusive or controlling and is intended to guide the exercise of the State Board's discretion. An applicant requesting acceleration must submit the request to the State Board of Education prior to the application due date for consideration.

~~Conversion~~

1. ~~Is this application a Conversion from a traditional public school or private school?~~

~~Yes. Go to Question #2.~~

~~No. Stop. Do not complete this section.~~

2. ~~Is the Conversion Public or Private?~~ ~~Public. Complete Question #3 below.~~

~~_____~~ ~~Private. Complete Questions #4 and 5 below.~~

3. ~~Public Conversion Information~~

~~*Give the name and six-digit identifier of the school being converted. Click or tap here to enter text.~~

~~If application is for a public conversion, submit Appendix A2.1: Public Conversion Evidences~~

~~Conversion evidences must include:~~

- 1) ~~Statement of Support signed by the majority of the teachers and instructional support personnel currently employed at the school~~
- 2) ~~Last payroll outlining current staff receiving compensation from the traditional public school~~
- 3) ~~Current school enrollment~~
- 4) ~~Parent support of the conversion~~

4. ~~Financial History~~

~~Outline the 3-year financial history of the proposed converted charter school in the chart below as evidenced in either financial statements or the IRS Form 990. Supporting documentation will be attached as Appendix A2.~~

Financial History 3 Years Prior	Financial History 2 Years Prior	Financial History 1 Year Prior

5. ~~Private Conversion Information~~

~~Name of the private school being converted: Click or tap here to enter text.~~

~~City and state where private school is located: Click or tap here to enter text.~~

1) ~~Describe the rationale for converting from a private entity to a public school. Include information regarding how the proposed charter school will be nonsectarian in nature and will be open for all students (not just those currently attending the private school).~~

~~Click or tap here to enter text.~~

2) ~~Provide a detailed description of the existing private school's financial status, including the process in which these financial assets or deficits will be transferred to the non-profit organization.~~

~~Click or tap here to enter text.~~

~~Provide a copy of the organization's IRS Form 990 for the last three years as Appendix A2.2 Private Conversion Evidences. If the current organization does not have a Form 990, tax information for the last three years along with financial statements must be included as Appendix A2.2 Private Conversion Evidences.~~

3) ~~Depict and analyze the current enrollment trends and student demographics of the private school over the past three academic years.~~

~~Click or tap here to enter text.~~

4) ~~Document and expound upon evidence that the existing private school is successful in student achievement. Base this explanation upon academic data available through state and national summative assessments.~~

~~Click or tap here to enter text.~~

~~5) Explain the process by which the current private school staff will be considered for teaching at the proposed charter school staff. What is the projected turnover due to the statutory requirements for teacher licensure and highly-qualified status?~~

~~Click or tap here to enter text.~~

~~Replication~~

~~Per SBE policy CHTR-016, the State Board of Education (SBE) may, in certain well-defined instances, grant permission for a non-profit corporation board of directors (board) to replicate either its own successful model, or to employ an educational management company (EMO) or a charter management organization (CMO) to replicate a successful model currently being operated under the management of the EMO or CMO. The SBE may also, in certain well-defined instances, grant permission for a non-profit corporation board to “fast track” such a replication by foregoing the planning year normally required for newly-approved charter applicants.~~

~~1. Is this application being submitted as a replication of a current charter school model?~~

~~Yes. Go to Question #2. No. Do not complete this section.~~

~~2. If yes, please provide the name of the charter school and the state that the charter school has been authorized to operate in.~~

~~Click or tap here to enter text.~~

~~3. Are you a board of directors currently operating a charter school in NC and applying to replicate its currently existing model?~~

~~Yes. Answer questions #4-6. No. Go to Question #7.~~

~~4. A board of directors that currently operates a charter school in NC is eligible to apply to replicate its currently existing model only if the board’s current school or schools demonstrate a consistent record of academic, financial, and operational success. If the board operates more than one school, each school must meet this standard. To meet this standard, the board must meet each of the following conditions:~~

~~A) Each school operated by the board must have academic outcomes at least comparable to those of the students enrolled in the LEAs in which they are located. In addition, each school operated by the board must meet or exceed student growth consistent with State standards, for three years immediately preceding the application, and maintain that growth throughout the application period.~~

~~B) — Each school operated by the board must have unqualified audits for the three years immediately preceding the application, and must maintain that fiscal standard throughout the application period.~~

~~C) — Each school operated by the board must have resolved any noncompliance issues cited by NCDPI during the three years immediately preceding the application and must maintain this standard throughout the application period.~~

~~D) — A majority of the board and 50% or greater of the board’s officers must be North Carolina residents.~~

~~Does your board meet the each of criteria listed above? Yes No~~

~~Attach as Appendix A3.1 Replication Educational Outcomes - for the replicated school for the last three academic years.~~

~~5. — Describe which academic qualifications the non-profit board has met that qualify them for replication. Click or tap here to enter text.~~

~~6. — Outline the 3-year financial history of the proposed replicated charter school in the chart listed below as evidenced in financial statements or IRS Form 990. Attach the related documents as Appendix A3.2 Replication Financial Evidences.~~

Financial History 3 Years Prior	Financial History 2 Years Prior	Financial History 1 Year Prior

~~7. — Are you a board of directors that does not currently operate a school but is partnering to replicate an existing model operated by an EMO/CMO?~~

~~Yes. Answer questions #8-10 below. —~~

~~No. Go to Question #11.~~

~~8. — Eligibility Criteria~~

~~A) — A board of directors partnering to replicate an existing model operated by an EMO/CMO must demonstrate that each of the schools being managed by the EMO/CMO in North Carolina~~

~~1) have an academic proficiency comparable to the LEAs in which the current schools are located; or~~

~~2) meet or exceed growth for the three years immediately preceding the application at issue.~~

~~If the EMO/CMO does not manage any schools in NC or the schools it manages in NC do not yet have the data listed above, the board must demonstrate to the SBE that the schools operated in other states by the EMO/CMO meet similarly rigorous~~

~~standards for academic performance. The EMO/CMO must continue to meet these standards throughout the application period.~~

~~B) — The board must demonstrate that each of the schools in North Carolina managed by the EMO/CMO have unqualified audits without fiscal compliance issues for three years immediately preceding the application.~~

~~If the EMO/CMO does not currently manage any schools in NC or the schools in NC it manages do not yet have the data listed above, the board of directors must demonstrate to the SBE that the schools operated in other states by the EMO/CMO meet similarly rigorous standards for financial performance. The board of directors must maintain this standard through the application period.~~

~~Does the EMO/CMO partnering with the board meet the criteria listed above?
 Yes No~~

~~Attach as Appendix A3.1 Replication Educational Outcomes - for the replicated school for the last three academic years.~~

~~9. — Describe which academic qualifications schools managed by the EMO/CMO have met that make them suitable for replication. Click or tap here to enter text.~~

~~10. — Outline the 3-year financial history of the proposed replicated charter school in the chart listed below as evidenced in financial statements or IRS Form 990. Attach the related documents as Appendix A3.2 Replication Financial Evidences.~~

Financial History 3 Years Prior	Financial History 2 Years Prior	Financial History 1 Year Prior
		

~~11. — **Fast Track Replication**~~

~~Do you want your application to be considered for Fast-Track Replication?~~

~~Yes. Complete the Fast Track Eligibility Criteria below.~~

~~No. You have completed the Replication Special Request section. Please attach the required appendices **3.1 Education Outcomes** for the replicated school(s) for the last three academic years, and **3.2 Replication Financial Evidences IRS Form 990**, bank statements for the replicated school(s) for the prior three years.~~

~~**Fast Track Replication Eligibility Criteria**~~

~~Per State Board of Education policy CHTR-016, a non-profit corporation board that does not currently operate a charter school in NC is eligible to apply to replicate~~

~~through fast-track replication an existing model operated by an EMO/CMO. The non-profit corporation board is eligible to apply only if the schools operated by the EMO/CMO have a consistent track record of academic, financial, and operational success. The non-profit corporation is eligible to replicate an existing model operated by the EMO/CMO only if the non-profit corporation board meets each of the following conditions:~~

~~1. — The non-profit corporation board must demonstrate that each of the schools being managed by the EMO/CMO in North Carolina (1) have an academic proficiency comparable to the LEAs in which the current schools are located; or (2) meet or exceed growth for the three years immediately preceding the application at issue. If the EMO/CMO does not manage any schools in NC or the schools it manages in NC do not yet have the data listed above, the non-profit corporation board must demonstrate to the SBE that the schools operated in other states by the EMO/CMO meet similarly rigorous standards for academic performance. The EMO/CMO must continue to meet these standards throughout the application period.~~

~~The non-profit corporation board meets at least one of the qualifications above.~~
Yes — No

~~*Attach as Appendix A3.1 Replication Educational Outcomes - for the replicated school for the last three academic years. Describe which academic qualifications the non-profit board has met that qualify them for replication.~~

~~2. — The non-profit corporation board must demonstrate that each of the schools in North Carolina managed by the EMO/CMO have unqualified audits without fiscal compliance issues for three years immediately preceding the application. If the EMO/CMO does not currently manage any schools in NC or the schools it manages in NC do not yet have the data listed above, the non-profit corporation board must demonstrate to the SBE that the schools operated in other states by the EMO/CMO meet similarly rigorous standards for financial performance. The non-profit corporation board must maintain this standard through the application period.~~

~~The non-profit corporation board meets at least one of the qualifications above.~~
Yes — No

~~3. — Each school operated by the non-profit corporation must have resolved any noncompliance issues cited by NCDPI during the three years immediately preceding the application and must maintain this standard throughout the application period.~~

~~The non-profit corporation board meets at least one of the qualifications above.~~
Yes — No

~~4. A majority of the non-profit corporation board members and 50% or greater of the board officers must be North Carolina residents.~~

~~The non-profit corporation board meets at least one of the qualifications above.~~

~~Yes No~~

~~Alternative~~

~~Do you want your application to be considered for an Alternative Charter School?~~

~~Yes. Continue to the next section.~~

~~No. Stop. Do not complete this section.~~

~~In order to qualify for designation as an “alternative school” for purposes of accountability under this policy (CHTR-020), the charter school must demonstrate that it serves a student population as follows:~~

~~1. The school must include grades 9-12.~~

~~2. At least 75% of the school’s population in grades 9-12 must be at-risk of academic failure as defined in DROP-001.I.B., and must also meet one or more of the following:~~

~~a. The student must either be recently released from a juvenile justice facility, or otherwise be subject to and participating in the juvenile justice court process;~~

~~b. The student must be currently served by a treatment facility licensed pursuant to Chapter 122C of the General Statutes, or have recently been discharged from such a facility;~~

~~e. The student must be currently under long-term suspension from a public or private school; or~~

~~d. The student must be a high-school dropout as defined in GCS-Q-001 (linked above); or be imminently at risk of dropping out as demonstrated by adequate documentation in the charter school’s application for designation under this policy.~~

~~Does your proposed school meet the minimum criteria?~~

~~Yes. No.~~

~~*A charter school meeting the eligibility criteria set forth in this policy and seeking designation as an “alternative school” must submit an application to the Office of Charter Schools describing in detail the school’s mission as it relates to the request for the designation; the criteria the school plans to use that will meet the eligibility requirements set forth above, including the documentation the school will use to support its admissions process; how the school intends to serve the select population, educationally and otherwise; and the goals the school is setting for academic achievement for this population. The application must also include an admission plan that is well-defined and specifically limited to serving at-risk~~

~~student as described in the application. A plan that is not well-defined will not be approved.~~

~~*The school must, in its application, designation which of the alternative accountability options it is requesting under ACCT-038. The option selected, if approved, cannot be changed except at the time of renewal (as outlined in CHTR-020.III).~~

Proposed Management Organization (EMO or CMO)

1. Does the Charter School plan to contract for services with an “educational management organization” or “charter management organization?”

Yes No. Stop do not complete this section.

2. Name of the Company: Torchlight Academy Schools, LLC

Mailing Address: 3211 Bramer Dr.

City/State/Zip: Raleigh, NC 27604

Phone Number: (919) 538-8060

Contact Person: Don McQueen

Email Address: torchlight.director@gmail.com

Website: tlaedu.org

3. Explain how the contract with the specified EMO or CMO will be in the best educational and financial interest of the charter school.

Torchlight Schools has historically served a predominantly socioeconomically disadvantaged school population and consistently exceeded academic growth. Edgecombe County is largely comprised of these students and local schools are struggling. Torchlight Academy was ranked as the #1 charter school in academic growth for the 2016 school year and has exceeded academic growth each year since.

Torchlight Schools also offered our board \$50,000 in funds to market, furnish, and ultimately open our school responsibly.

Schools without a management company struggle with compliance and financial solvency. Torchlight will serve as a manager-at-risk that will ensure our school is funded to provide the services outlined in our application.

Attach Appendix A4.1: Executed Management Contract

4. What other EMO/CMOs were pursued and why did the applicant select this one? Please include information regarding other management organizations' fees

and financial/academic records that led to the selection of the proposed EMO/CMO as the best fit for this proposed school.

The success of Torchlight Academy Schools, LLC and manager Don McQueen spread to the board chair via word of mouth from local stakeholders. Torchlight Academy has garnered recognition across the state and Mr. McQueen has become a well-known advocate for socioeconomically disadvantaged students. After speaking with Mr. McQueen and sharing the vision of the school, the board of directors felt confident in the selection of Torchlight Academy Schools, LLC as their educational provider. Torchlight Academy Schools, LLC has exceeded growth with students that are similar to the targeted population. Torchlight's fees were nearly identical with NHA's contracts and they also offered the board \$50,000 to spend on school start-up.

New Generation Charter Academy examined multiple other management companies that operate in North Carolina such as KIPP, National Heritage Academies, and TeamCFA. These organizations all had varying levels of success in North Carolina, and none of them offered the immediate start-up capital provided by Torchlight.

KIPP currently has four schools with "KIPP" in the name in North Carolina. Of those four, three are D schools and two are not meeting growth.

CFA currently has three schools with "CFA" in the name in North Carolina. One did not meet growth, and none exceeded growth this past year.

NHA operates a large amount of schools in North Carolina. Their levels of success vary widely.

Torchlight Schools' financial, governance, and financial records have been favorable.

5. Provide and discuss student performance, governance performance and financial data from other schools managed by the management company to demonstrate how this organization is a good fit for the targeted student population. Nationally, what are the highest and lowest performing schools of the EMO/CMO? Why are these two schools so different in overall achievement?

Currently, Torchlight Academy is the only school operated by Torchlight Academy Schools, LLC with published data in all stated areas. In 2017-2018, Torchlight Academy's school population was 85-90% free and reduced lunch (DPI Report). Torchlight Academy is a predominantly Black and Hispanic school and has exceeded growth for the past three years. Students are struggling in Edgecombe and Nash Counties and our board desired to partner with a management company

with documented success and commitment to serving socioeconomically disadvantaged students.

Torchlight Academy has exceeded growth for the past three years and has out-produced Edgecombe County and Wake County, the county in which Torchlight resides, significantly within the academic subgroups of Black and economically disadvantaged students. Edgecombe County K-8 student population is comprised of 53% Black students and the schools with the highest composition of Black students are the lowest performing. One such school achieved just 17% academic proficiency among its Black students for the 2017-2018 school year compared to Torchlight's 52% proficiency that is 11 percentage points higher than the state.

Torchlight's governance and financial audits have been clean.

6. Describe how the governance structure will be affected, if at all, by the EMO/CMO, and particularly discuss how the board of directors of the charter school will govern the school independently of the EMO/CMO.

The EMO will have a representative that will be given official notice of and attend all board meetings. The governing structure and the ultimate decision-making lie with the board of directors. The EMO representative will act in a consultant and advisory capacity.

The board of directors will govern the school independently of the EMO by receiving monthly reports in the areas of academics, governance, and financials from the Lead Administrator, just as we would without the EMO. The board will conduct yearly audits in the financials and assess the management company each year. In the first year, our board will utilize the goals of the charter school stated in the application. The board is the final decision-making authority and will annually review and evaluate the services of the EMO.

7. Provide a description of the relationship that will exist between the charter school employees and the Management Organization.

The employees, with the exception of teachers, will be direct employees of the management company. The Lead Administrator will make recommendations to the board for approval in the hiring of teachers. Teachers will be jointly employed by the Management Company and board of directors. This is explicitly laid out in the management contract in Article VII.

8. Explain how the contract includes measurable objectives whereby the charter school board can evaluate annually the performance of the EMO/CMO, and if necessary, terminate the contract without significant obstacles.

The EMO contract can be terminated without cause. The only criteria is that the board give a 90-day notice. The measurables whereby the board will evaluate the EMO are the SMART goals established earlier in the application and the findings of independent audits. Our board will iterate upon these goals and metrics as our school matures and strengths and weaknesses are identified.

9. Is the facility provided by the EMO/CMO? Yes No

Attach Appendix A4.2 Facility Buyout Agreement, if applicable

10. List the fund balance and surpluses for each school managed by the EMO/CMO over the last three years in North Carolina.

Torchlight Academy has maintained a positive fund balance for each of the past three years. The June 30, 2018 fund balance was \$204,089.00; the June 30, 2017 fund balance was \$110,336.00; the June 30, 2016 fund balance was \$320,068.00.

Attach Appendix A4.3: EMO/CMO Financial History

Provide as Appendix A4.3 the financial history and statements of the EMO/CMO over the last three years. Specifically, if contracting with an EMO, provide confirmation that the EMO is in good standing by providing bank statements from the prior three years.

Attach Appendix A4.4: IRS Form 990

Provide as Appendix A4.4 the IRS Form 990 (or equivalent documents if the organization does not file a 990) for the prior three years.

Section 1 Mission, Purposes, and Goals

1.1 Mission and Vision. State the mission and vision of the proposed charter school. The mission statement defines the organization's purpose and primary objectives, describing why it exists. The mission statement should indicate in measurable terms what the school intends to do, for whom, and to what degree. The vision statement outlines how the school will operate and what it will achieve in the long term. The vision statement should describe what the school will look like when it is achieving its mission. The mission and vision statement provide the foundation for the entire proposal.

The mission and vision statements, taken together, should:

- Identify the students and community to be served;
 - Illustrate what success will look like; and
 - Align with the purposes of the NC Charter School Law.
1. The mission statement of the proposed charter school is as follows (35 words or less):

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

2. What is the vision of the proposed school? What will the school look like when it is achieving the mission?

“For all students to embrace the opportunity to seek and solve problems that impact the world.” Upon graduation from New Generation Charter Academy, students will be prepared to adapt to their environments and understand the generational changes that have and will continue to shape the world – their world. New Generation Students will have developed excellent problem-solving skills and have engaged in a curriculum that challenges them to ask questions and think about the applications of their learning.

Students will have learned a foreign language and developed a strong foundation in reading, math, and science. Graduates of New Generation Charter Academy will be able to frame their academics with positive leadership qualities and strong ethics. Many countries around the world take the time to provide these types of courses that help students contextualize their learning – those countries outpace the U.S. in academic achievement according to the PISA. Our board believes that by designating specific time to help students understand what they value and what matters, their education takes on an increased importance.

The school’s classroom will be led by facilitators of brain-based learning. Brain-based learning considers the latest findings in neuroscience that identifies what happens in the brain when it learns, and what stimulates the brain the most in a learning environment.

Brain-based learning at New Generation Charter Academy will most evidently manifest itself by our teachers’ frequent use of active-based learning. Active-based learning is an instructional strategy that presents lessons in a way that stimulates three neural pathways to the students’ brains which ensure students are engaged, retain what they learn longer, and matriculate to the higher levels of Blooms Taxonomy with each level. (Hilemans, S., 2006). NGCA will also incorporate other

elements of brain-based learning such as classroom ecology and nutritional meals that are studied to impact brain development.

Our teachers will also have been trained in culturally responsive pedagogy to ensure their facilitation speaks to diverse students of all cultures. Culturally responsive pedagogy training is vital to helping teachers effectively manage their classrooms and maintain credibility with students and parents. For example, in one anecdotal report a third-grade teacher used a NC Reading Release Test for 3rd grade which contained a reading passage which said, “Hamish McBean ate his porridge and put on his kilt.” The teacher noticed that most of her African-American students from high poverty neighborhoods answered questions related to the passage wrong, while most of her majority students answered the same questions correctly. Upon further inquiry, the teacher discovered the African-American students had no prior exposure to names like “Hamish” or “McBean,” and did not understand the words “porridge” or “kilt.” The majority students had prior exposure to these names and words which helped them succeed on the test. The teacher’s training in Culturally Responsive Pedagogy helped her identify the issue and use the information to improve learning of all students. The experience guided the teacher to help students use context clues to figure out culturally unfamiliar language and situations. Our vision of the school’s mission is to help all students, staff, and parents to become more sensitive to each other’s lived experiences. Many students fail because teachers are unprepared to recognize and address cultural differences and gaps which impact student outcomes. Cultural bias in the classroom can have devastating consequences for students and become a deterrent to student learning. With the exceedingly large achievement gaps in Nash and Edgecombe Counties, the board is of the belief that cultural bias has not been adequately addressed.

Teach Like a Champion (TLAC) will be utilized as a classroom management guide that holds students to a high-standard of excellence. TLAC will be further discussed in the education plan. The incorporation of these elements of education is based upon research-based best practices and is designed to help students meet the intellectual demands of an ever-changing world.

Educational Need and Targeted Student Population of the Proposed Charter School

3. Provide a description of Targeted Population in terms of demographics. In your description, include how this population will reflect the racial and ethnic composition of the school system in which it is located. Additionally, how it will reflect the socioeconomic status of the LEA, SWD population, and ELL population of the district? See G.S. 115C-218.45(e).

New Generation Charter Academy’s targeted student population are students in grades K-4 in the initial startup year. The school will expand one grade level each year so existing students can continue on with NGCA through 8th grade.

The most recently reported racial and ethnic demographics of Edgecombe County Schools is 33% White, 57% Black, 8% Hispanic, and less than 2% others. We anticipate the student population at New Generation Charter Academy will mirror the racial and ethnic demographics of the local school district. Edgecombe County School has a 97.57% poverty rate (CEP). The board anticipates that New Generation’s student population will mirror the local school district’s poverty rate, percentage of students with disabilities, and English language learners.

4. What are the enrollment trends and academic performance outcomes of surrounding schools in the selected community? What elements of your educational model will meet the needs of your target student population?

The local school district’s average daily membership (ADM) for the past three years is as follows:

Edgecombe LEA Student Population Trend

<u>Years</u>	<u>Student Total</u>
2018-2019	5,790
2017-2018	5,874
2016-2017	5,969

The total ADM has experienced a slight decline for three years.

Edgecombe LEA K-8 Student Population Trend

<u>Years</u>	<u>K-8 Student Total</u>
2018-2019	4,021
2017-2018	4,123
2016-2017	4,213

The local school district operates a total of 15 schools, 14 elementary and middle school. A total of 11 of the local schools are “D” or “F” schools (8 D schools, and 3 F schools). The local school district is over 20 points below the state average. The achievement gaps at all schools are alarming. At Stocks Elementary School

only 23% of students scored at or above grade level and only 26% for Coker-Wimberly Elementary School. These schools are disproportionately comprised of minority students. About 75% of the 1,614 suspensions were of Black students according to data published by NCDPI.

New Generation Charter Academy will utilize active-based learning instructional strategies, culturally-responsive teaching, and “Teach Like a Champion” classroom management strategies. These combined elements of our education model have demonstrated success with educationally disadvantaged students at Torchlight Academy in Raleigh and prominently with the Success Academy Charter Schools in New York. Our teachers will also receive training in culturally responsive pedagogy which helps teachers become more effective with a diverse student population and reduces suspension rates. (Gay, 2000, Banks, 2001, Hammond 2015).

5. What will be the total projected enrollment at the charter school and what percentage of the Average Daily Membership (ADM) does that reflect when compared to the Local Education Agency (LEA) of the same offered grade levels? (i.e. If the proposed school will be grades 9-12, only compare the total enrollment to the total enrollment of the LEA in grades 9-12).

The total projected enrollment of 396 students in year five represents about 7 percent of the total ADM of the local school district. The actual percentage is about 3.5 percent since the school plans to draw students from Nash County as well. The total enrollment is about 10% of the local school district’s grade K-8 student enrollment. When the projected enrollment from Nash County is included, the total is about 5% of the same offered grade levels. There is one school of choice in Edgecombe County, a K-12 that serves a much more affluent demographic that is not representative of the county. There is also one charter school in Nash County that has been a D school for the past three years and not met growth for the past two.

6. Summarize what the proposed school will do differently than the schools that are now serving the targeted population. What will make this school unique and more effective than the currently available public-school options?

First, New Generation Charter Academy will require that all its teachers and instructional staff complete training in culturally responsive teaching and master techniques from “Teach Like a Champion” which engages students in the learning process and reduces the amount of time students spend in out-of-school suspension.

Next, the school will use a brain-based education approach called Active-Based Learning as its overarching instructional strategy. Active-Based Learning engages students by focusing on engaging at least three neural pathways during each lesson. Active-Based Learning Strategies has recently resulted in a Success Academy Charter School in New York having 100% of its students pass the state math assessment. Active-Based Learning Strategies embrace state of the art knowledge about how students learn. Our research indicates that our proposed education model will distinguish us from the local schools in Edgecombe and Nash Counties.

In terms of class offerings, New Generation Academy will teach leadership, ethics, and coding beginning in Kindergarten. New Generation Students will contextualize their learning in ethics and will embrace the new-age language of coding at an early age. The leadership course will be educational, but also serve as a tool to inspire our students to strive for their greatest potentials.

7. Describe the relationships that have been established to generate support for the school. How have you assessed demand for the school? Briefly describe these activities and summarize their results.

The governing board of New Generation Charter Academy conducted a Survey (Appendix A) in Edgecombe County and surrounding communities. Community residents completed over 145 Surveys with about 725 responses to individual questions. We have developed a partnership in the local community to obtain use of the former Pope Elementary School to house New Generation Charter Academy. The governing board has made multiple contacts within the community with local organizations and individuals to gain support for the proposed school. The results of our activities have been very favorable. The Survey responses demonstrate strong support for opening and operating the school. Parent respondents overwhelming indicated they will enroll their students in the school.

Attach Appendix A: Evidence of Community/Parent Support. Provide evidence that demonstrates parents and guardians have committed to enrolling their children in your school. You must provide evidence through a narrative or visual of this educational need through survey data, or times and locations of public meetings discussing this proposed charter school. (Please do not provide more than one sample survey form).

1.2 Purposes of the Proposed Charter School

The Six Legislative Purposes of a Charter School are:

1. Create new professional opportunities for teachers, including the opportunities to be responsible for the learning program at the school site.
2. Hold schools accountable for meeting measurable student achievement results.
3. Provide parents and students with expanded choices in the types of educational opportunities that are available within the public-school system.
4. Improving student learning.
5. Increasing learning opportunities for all students, with a special emphasis on at-risk or gifted students.
6. Encourage the use of different and innovative teaching methods.

1. In one page or less, describe how the proposed charter school will achieve one or more of the six legislative purposes, as specifically addressed in the NC charter school statute GS 115C-218, and the proposed school's operations.

New Generation Charter Academy will fulfill at least three purposes from G.S. 115C-218 as follows: **3. Provide Parents & Students with Expanded choices in the types of educational opportunities that are available within the public-school system:** As previously stated, Edgecombe and Nash Counties possess one school of choice each. In Edgecombe, the school serves K-12. Its results are positive, but the school serves only 14% economically disadvantaged students when the average school in the LEA is serving over 55% economically disadvantaged. This school is not offering all families a school of choice. The school in Nash County has been a D for the past three years and has not met growth in the past two. The current “choices” the community has are either not accessible or are not performing any better than traditional low-performing schools. A new approach to education is needed for the families of Nash and Edgecombe counties. Our school will utilize teaching strategies that are research-based best practices in serving the targeted student population. In addition to instructional methodologies, New Generation Charter Academy will teach coding beginning in Kindergarten and help students frame their learnings with the help of ethics and leadership courses throughout the week. These courses are believed to increase academic achievement and raise self-esteem. **4. Improving Student Learning:** Students in this area desperately need a school that improves educational outcomes. Schools in this area are simply failing students, with academic achievement scores of D and F being the norm. Only one

school in the entire LEA serving grades K-8 is above a D. **5. Increasing learning opportunities for all students, with a special emphasis on at-risk or gifted students:** New Generation Charter Academy will focus on “at-risk” students. The school will use “Teach Like a Champion” strategies to assist in student engagement and classroom management. The school’s overarching instructional strategy is active-based learning which has demonstrated success with at-risk students by achieving higher levels of engagement. With most of the student body’s at-risk population being Black, the school will train teachers in culturally-responsive teaching to eliminate cultural bias in the classroom. The proposed school’s mission and vision align to the above stated purpose.

1.3 Goals for the Proposed Charter School

1. Provide specific and measurable goals for the proposed school for the first 5 years of operation outlining expectations for the proposed school's operations, academics, finance, and governance. Address how often, who, and when the information will be communicated to the governing board and other stakeholders. The governing board of New Generation Charter Academy will adopt a matrix of goals for which the school’s lead administrator shall submit an annual report to the governing board and the school’s stakeholders (including parents) each year at a date and time to be fixed by the board. The annual report shall report the school’s progress toward achieving said goals. New Generation Charter Academy goals to be reported upon for each of the first five years are as follows:

Operations

The school’s lead administrator shall include progress on the operations matrix goals as part of its monthly report at each governing board meeting. The operating goals are as follows:

1. Meet 100% of all requirements for facilities inspections for fire, health, and safety.
2. Meet 100% of health and sanitation requirements for the schools child nutrition program.
3. Meet 100% of safety requirements for the school’s bus transportation program including bus inspections.
4. Meeting 100% of state licensure requirements for staff, including teachers and other personnel requiring a professional license.
5. Meet 100% of requirements for recordkeeping including student records, exceptional children records, business, and financial records.

Academics

The school's lead administrator shall include progress on the academic matrix goals as part of its monthly report at each governing board meeting. The academic goals are as follows:

1. The school will test 100% of all students required to be tested under the N.C. Accountability Program.
2. Each student subgroups matriculating at the school will achieve a minimum of 1.2 times growth over the previous year or the beginning of year benchmark test.
3. Each student subgroup matriculating at the school will exceed the performance composite of the local school district for the same subgroups by 5 points.
4. All non-state tested grades will show 1.2 times growth over their beginning year benchmark test by the end of the school year.
5. All non-state tested grades year end performance composite will exceed their initial benchmark performance composite by 5 percent.

Finance

The finance goals shall be reviewed each quarter by the governing board where indicated:

1. The governing board will adopt an annual operating budget each fiscal year for the next fiscal year by June 15th of each year.
2. The school's annual single audit, completed by a Local Government Commission approved Independent Certified Public Accountant, will show no deficit and zero "0" adverse compliance findings.
3. The school will have zero "0" non-compliance finding in its financial operations for all state, local, and federal programs.
4. The governing board shall receive 12 monthly financial reports each year, one for each month of the year which shows the schools financial position including the approved budget, funds received, and funds expended.
5. The governing board shall monitor its Dun & Bradstreet Credit Report each quarter and assure that all its current bills are paid on time and the school maintains a high credit rating.

Governance

The governance goals shall be reviewed by the governing board each quarter where indicated:

1. The board shall conduct a minimum of ten (10) regular board meeting per year.

2. A total of 100% of governing board members will complete an annual conflict of interest disclosure by June 30th each year.
3. The governing board will complete an annual self-evaluation by June 30th each year.
4. The governing board will complete a formal evaluation of the lead administrator by June 30th each year.
5. The governing board shall complete a formal service evaluation of the contracted educational services provider by June 30th each year.

2. How will the governing board know that the proposed public charter school is working toward attaining their mission statement?

New Generation Charter Academy’s mission is “to prepare students for the intellectual demands of an ever-changing world.” At the core of our mission is the preparation for the intellectual demands. The Governing Board believes that students must learn to read well, do math well, and matriculate at grade level in science as a minimum standard of preparation for the “intellectual demands” of our changing society. We will know that we are attaining our mission when New Generation Charter Academy data-driven instructional program yields data which shows that our students are on the path toward exceeding both the local school district and State performance composites (and growth).

Section 2 Education Plan

2.1 Instructional Program

1. Provide a detailed description of the overall instructional program of the proposed charter school, including major instructional methods, assessment strategies, and explain how this instructional program and model meet the needs of the targeted student population.

New Generation Charter Academy will use the North Carolina Standard Course of Study as the educational standards for reading, math, science, and social studies. The school’s unique class offerings include foreign language, coding, leadership, and ethics. The school’s key features are Active-Based Learning, “Teach Like a Champion,” Culturally Responsive Teaching, and brain-based components. New Generation Charter Academy will require students to wear a uniform to help set the high-expectation environment our school desires to cultivate.

New Generation Charter Academy instructional program’s philosophical underpinnings include a blend of John Dewey’s philosophy of pragmatism, and

Maria Montessori's scientific pedagogy. The pragmatic and scientific approaches have evolved to what is now called "Brain-Based Learning." Brain-Based Learning describes how the human brain responds to learning experiences. One of the more prominently utilized Brain-Based Learning methods is Active-Based Learning, which will serve as the school's primary instructional method.

Active-based learning strategies are used by teachers to stimulate learning using student social interactions, rich audio-visual experiences, and other engaging methods which naturally keep students alert. It has been scientifically proven that students engaged in active-based learning retain information longer and gain a more in-depth understanding of the information the first time they learn it. (Silberman, 1996; Lavinia, 2006). The active-based learning method has demonstrated success in helping educationally disadvantaged students achieve consistent high academic growth with Torchlight Academy in Raleigh and has produced high-performance composite scores with students in Success Academy Charter Schools.

The school will draw content materials from multiple sources including content resources available in SchoolNet. The school will also use testing resources from SchoolNet to conduct benchmark testing at the beginning of the school year and at the end of each marking period. The culminating summative assessment will come from SchoolNet, mClass, and the N.C. End-of-Grade (EOG) Test.

New Generation Charter Academy will ultimately serve grades K-8. Public data illustrates that educationally disadvantaged grade K-8 students in the local and surrounding school districts significantly underperform majority students on End-of-Grade (EOG) Test. Longitudinal analysis of the target population's academic performance indicates these students ultimately experience high student dropout rates, and experience significant achievement gaps on the Scholastic Aptitude Test (SAT). Many of these students are identified as operating within a school-to-prison pipeline. Research-based educational best practices data indicate that our proposed educational model will build a strong academic foundation with an ethical framework that diverts students from the school-to-prison pipeline.

New Generation Charter Academy is a data-driven school that will use data-driven instruction to focus its academic program in reading, math, and science. This is important in any school and a research-based best practice in achieving better academic outcomes. Teachers will receive professional development in data-driven instruction and differentiate instruction under the leadership of the school's instructional leader.

Teachers will begin the academic year with a pacing guide that lays out an annual schedule for teaching students' mastery of the N.C. Standard Course of

Study grade level standards. The initial benchmark test will assess where students are in the mastery of grade level standards at the beginning of the school year. Each marking period (every 9 weeks), students will be measured in their progress of these grade level standards. This data will be used to inform the instructional staff of needed special interventions such as special small group instruction, tutoring, or other academic interventions.

The school calendar provides in excess of 1025 hours of instruction for the academic school year. The typical school day runs from 7:00 a.m. to 3:35 p.m. The school emphasizes reading proficiency by includes a daily scheduled 90-minute Reading/ELA block. Students will also have daily 60-minute mathematics, science, and social studies blocks. The remaining time is spent in a variety of other courses such as coding, leadership, ethics, PE, and foreign language.

Curriculum and Instructional Design

2. Describe the basic learning environment (e.g., classroom-based, independent study), including class size and structure for each grade span (i.e. elementary, middle, high) the school would ultimately serve.

The school will serve grades K-8 in a classroom-based educational model. The target class size is a minimum of 18 students and maximum of 24 students per classroom. The maximum teacher-to-student ratio in 22 to 1. Each classroom will have a teacher with training in the classroom-management strategies of “Teach Like a Champion.” “Teach Like a Champion” includes about 40 strategies to manage student behavior and engage students in a rigorous academic program.

As brain-based learning proponents, the school shall also provide teachers with professional development in managing the classroom environment’s lighting, temperature, and acoustics to ensure the optimum learning environment. The Lead Administrator will periodically monitor the classroom ecology and consult with teachers to continually iterate, measure, and ultimately improve upon classroom dynamics. Each classroom will have access to computers for a portion of the school day. Each classroom will be equipped with an interactive whiteboard and document camera to offer students a dynamic, 21st century learning environment.

3. Identify how this curriculum aligns with the proposed charter school's mission, targeted student population, and North Carolina Accountability Model. Provide evidence that the chosen curriculum has been successful with the target

student population, how the plan will drive academic improvement for all students, and how it has been successful in closing achievement gaps.

The curriculum is aligned to the school's mission which is "To prepare students for the intellectual demands of our ever-changing world." The foundation of our curriculum is the North Carolina Standard Course of Study which is the basis of the North Carolina Accountability Model, thus establishing a direct alignment. Our presentation of the curriculum to the targeted student population aligns to the needs of the students in that we have selected instructional methods and strategies which have scientific veracity and demonstrated success with the targeted student population. Their effectiveness has been documented throughout the application and the research speaking to their effectiveness can be found in bibliography in Appendix O and are articulated below.

We define curriculum to mean the educational standards, instructional strategies, content materials, and assessment plan which governs the school's academic program. The primary operant feature of our chosen curriculum includes active-based learning strategies. Active-based learning strategies have been successful with achieving high academic growth with educationally disadvantage students at Torchlight Academy and have produced high academic performance composites with Success Academics Charter Schools in New York.

As a brain-based strategy, active-based learning is in the tradition of Maria Montessori's scientific pedagogy and John Dewey's philosophy of pragmatism. The practices have demonstrated success with multiple student groups including the students proposed to attend New Generation Charter Academy.

The school's chosen curriculum will drive academic improvement for all students by providing a step-by-step process for guiding instruction and obtaining feedback on progress through assessment. The systematic management of student academic progress will enable teachers and the instructional leader to experience success in closing achievement gaps by enabling the instructional staff (teachers and instruction leader) identify achievement gaps early and work systematically to ameliorate them through a systematic approach.

4. Describe the primary instructional strategies that the school will expect teachers to master and explain why these strategies will result in increased academic achievement for the targeted student population for each grade span (i.e. elementary, middle, high) the school would ultimately serve.

Teachers are expected to master active-based learning strategies. Active-based learning strategies embrace teachers' understanding of student learning styles, recognize the social side of learning, and create fun and exciting learning experiences that make learning experiences unforgettable. Active-based learning strategies represent state of the art brain-based learning experiences which fully engage students' cognitive processing skills and stimulate active student participation in the learning experience. Teachers will receive professional development in active-based learning strategies prior to the start of the school year and in scheduled professional development sessions throughout the year. Teacher mastery of grade level and subject appropriate active-based learning strategies will significantly enhance teachers' teaching skill-kits and give them confidence to proactively manage their classrooms and measure outcomes on a daily basis. Active-based learning strategies work because they are designed based upon how students actually learn as opposed to how students theoretically learn.

Active-Based Learning Strategies include "team building exercises," "on the spot assessment exercises," "immediate learning involvement exercises," "stimulating discussions," "prompting questions," "collaborative learning," "peer teaching," "self-assessments," "student planning strategies," and a host of other techniques to stimulate student learning by engaging students.

5. Explain how the proposed instructional plan and graduation requirements will ensure student readiness to transition from grade to grade and to the next grade span upon program completion.

New Generation Charter Academy instructional plan is designed to facilitate student mastery of grade level standards and content materials. The plan facilitates student readiness to transition from one grade to the next at the end of each school year. Student mastery of grade level standards and content materials will prepare students to transition to the next grade span with a foundation which prepares them for success in the next grade span. The school promotion standards require students to sufficiently master grade level standards and contents to enable success at the next grade level.

6. Describe in a brief narrative below on how the yearly academic calendar coincides with the tenets of the proposed mission and education plan.

New Generation Charter Academy's mission is "To prepare students for the intellectual demands of an ever-changing world," and the educational plan includes

active-based learning strategies. The calendar coincides with the mission statement and the education plan by providing in excess of the number of hours required by state law for instruction. The calendar includes ten (10) days of professional development during the summer and eight (8) days of professional development during the regular school year.

The calendar provides mandatory professional development time needed to ensure that teachers and staff are fully prepared to implement brain-based active-based learning strategies, Teach Like a Champion, and Culturally-Responsive Teaching. The calendar permits the necessary training and unfolding of the elements of the school culture which supports the mission and education plan.

7. Describe the structure of the school day and week. Include the number of instructional hours/minutes in a day for core subjects such as language arts, mathematics, science, and social studies. Note the length of the school day, including start and dismissal times. Explain why the school's daily and weekly schedule will be optimal for student learning.

The school's day is designed to be optimal for students and parents. Student arrive at 7:00 a.m. and the school day ends at 3:35 p.m. Students have breakfast and then morning meeting. Morning meeting is designed to set the tone for the school day and includes messaging regarding the school culture and school etiquette. Morning Meeting is followed by a 90-minute block for Reading/English Language Arts, and then a 60-minute block for Mathematics. Students then have Coding, Foreign Language, Ethics, or Leadership study. Recess is structured for K-2 and free play for grades 3 and above. In the afternoon, students have a 60 block for Science followed by a 60 minute block for Social Studies. The school days ends at 3:35 p.m. A total of 4.5 hours are dedicated to core subjects each day. (See: APPENDIX E- Daily and Weekly Schedules).

8. Describe a typical day for a teacher and a student in the school's first year of operation.

The typical day for a teacher starts at 6:45 a.m. Teachers are onsite and in the morning meetings by 7:20 a.m. each morning. Teachers get at least one (1) hour of planning time during the school day each day while students are in non-core classes. Teachers' lunch will be duty free or scheduled on and off days. For example, one set of teachers may have lunch duty for one week and then another set of teachers will have lunch duty the following week, and so forth. The teacher's day

primarily consists of instructional duties, planning, and carrying out classroom administration.

The school is designed for students to have a rigorous instructional day. Students arrive at 7:00 a.m. Morning meeting is mandatory for all students and staff. Students have two core subjects in the morning and two core subjects in the afternoon. Active-based learning strategies demand that students regularly interact with other students, teachers, and instructional staff. Student will have lots of hands on activities, small group activities, and opportunities for presentation. The school days ends at 3:35 p.m.

High School Graduation and Postsecondary Readiness (High Schools Only)

9. Describe how the proposed charter school will meet the Future-Ready Core requirements. Provide details on how the students will earn credit hours, how grade-point averages will be calculated, what information will be on transcripts, and what elective courses will be offered.

N/A. New Generation Charter Academy is a grade K-8 school.

10. Explain how the graduation requirements will ensure student readiness for college or other postsecondary opportunities (trade school, military service, or entering the workforce).

N/A. New Generation Charter Academy is a grade K-8 school.

11. Explain what systems and structures the school will implement for students at risk of dropping out and/or not meeting the proposed graduation requirements.

N/A. New Generation Charter Academy is a grade K-8 school.

Attach Appendix B: Curriculum Outline per Grade Span (for each grade span the school would ultimately serve). One sample curriculum outline (in graph form) in the Appendices for one core subject (specific to the school's purpose) for each grade span the school would ultimately serve.

Attach Appendix C: 9-12 Core Content Electives. Provide a visual disseminating what courses (both core content and electives) will be offered at the charter high school to ensure students meet the proposed charter school's graduation requirements. Please ensure the projected staff and budget aligns with the course offerings.

Attach Appendix D: Yearly Academic Calendar (minimum of 185 instructional days or 1,025 hours)

Attach Appendix E: Daily and Weekly Schedule Provide a sample daily and weekly schedule for each grade band (K-5, 6-8, and 9-12) the school ultimately plans to serve.

2.2 Special Populations and “At-Risk” Students

1. Explain how the school will identify and meet the learning needs of students who are performing below grade level and monitor their progress. Specify the programs, strategies, and supports you will provide for these students.

New Generation Charter Academy will use a Response-to-Intervention (RTI) model to manage teacher and staff response to data collected from initial benchmark tests and end of marking period benchmark tests. The school will collect data through its assessment program which will enable the school’s instructional leader and teachers to specifically identify students who are performing below grade level very early in the school year. The assessment data will identify student academic performance as compared to their grade level peers.

The RTI system is the management plan to address data-driven academic interventions to help students perform at or above grade level by the end of the academic school year. Intervention strategies are tiered and may include whole class instruction, small group instruction, individual instruction, tutoring, technology-assisted instruction, and other intervention methods designed to facilitate student academic progress.

2. Describe the extent to which one or more of the founding board members has experience working with special populations (students with disabilities, students with 504 Plans, ELs, students identified as gifted, and students at risk of dropping out). If no founding board members have experience working with special populations, describe the school’s pre-opening plan to prepare for special populations.

New Generation Charter Academy’s pre-opening plan to prepare for special populations is based upon the expectation that the school will attract special student populations in a similar ratio as exists in the traditional local school district. The school will hire a licensed exceptional children’s teacher with the qualifications to serve as the school’s exceptional children’s director. The exceptional children’s director, under the supervision of the Lead Administrator,

will ensure the school is prepared to provide a full range of services to exceptional children services and proper accommodations to Section 504 students whom may enroll in the school.

The board will adopt a policy and procedure for identifying exceptional children and 504 students during the student registration process prior to the start of school (after lottery). The school will hire a licensed EL teacher who is qualified to serve as the EL Program Coordinator. During the student registration process, all students will be required to complete the Home Language Survey. The Home Language Survey is the foundational tool which starts the process of identification of EL students in need of services.

The Instructional Leader will select a team of teachers to form the school's Professional Learning Community (PLC) that formulates strategies to identify and accommodate academically gifted students. The school's 21st Century instructional program is designed to accommodate gifted students by establishing a means for students to matriculate as slow as their cognitive abilities require but also as fast as their cognitive abilities enable them. The school over all academic program and school culture is designed to address the needs of educationally disadvantaged students.

3. Explain how the instructional plan and curriculum will meet the needs of English Learners (EL), including the following:
 - a. Methods for identifying EL students (and avoiding misidentification).
 - b. Specific instructional programs, practices, and strategies the school will employ to ensure academic success and equitable access to the core academic program for EL students.
 - c. Plans for monitoring and evaluating the progress and success of EL students, including exiting students from EL services.
 - d. Means for providing qualified staffing for EL students.

New Generation Charter Academy will be fully prepared to address the needs of EL students within the context of the school's instructional plan and curriculum. The school's objective is high student academic performance for each subgroup. The school will facilitate EL students' full access and participation in the instructional plan and curriculum by providing services which eliminate the language barrier that may inhibit access to the instructional plan and curriculum.

First, parents of students complete the Home Language Survey during the school registration process after the student has been accepted for enrollment at the close of the school lottery. Students whose first language is not English or for whom English is not spoken at home as identified on the Home Language Survey are

tested using the W-Apt and Wida Screener. The school will use the state scoring standards to determine if a student is eligible for EL services and at what level.

Students identified as in need of EL services shall be provided the level of services indicated. The school will provide push-in services for EL students in the regular classroom. The school will provide pull-out services for students whose EL Plan provides for it. Students will be tested each year using the ACCESS test to determine progress and adjust the level of services. The ACCESS test will be used as an exit assessment tool for students who have gained adequate levels of English language proficiency to independently function in the classroom. The school will seek teachers with dual certifications which include EL certification during the initial teacher hiring process.

4. Explain how the school will identify and meet the needs of gifted students, including the following:
 - a. Specific research-based instructional programs, practices, strategies, and opportunities the school will employ or provide to enhance their abilities.
 - b. Plans for monitoring and evaluating the progress and success of gifted students; and means for providing qualified staffing for gifted students.

New Generation Charter Academy will identify and meet the needs of gifted students by providing an instructional program which is designed to enable all students to matriculate as slow as their cognitive abilities require but also as fast as their cognitive abilities enable. Academically Gifted students are not isolated from their peers, but participate in the regular school program which is rigorous and designed to accommodate academically gifted students in the regular classroom during the regular academic program. Academically gifted students are included in our data-driven instructional program and the school will collect regular benchmark data on their academic performance. All our teachers will receive training in active-based learning strategies which will benefit gifted students by providing qualified staff to meet their academic needs.

2.3 Exceptional Children

The public charter school cannot deny admission to any child eligible for special education services as identified under the federal legislation *Individuals with Disabilities Education Improvement Act (IDEA)*, IDEA regulations, and Article 9 115C of the North Carolina General Statutes, North Carolina Policies *Governing Services for Children with Disabilities*. ***All public schools are responsible for hiring licensed and 'highly qualified' special education teachers pursuant to law. Public***

schools are required to provide a full continuum of services to meet the unique needs of ALL students with disabilities.

Identification and Records

1. Explain how you will identify students who are enrolled within the charter school that have previously been found to be eligible for special education services or are protected under Section 504 of the Rehabilitation Act.

After the initial enrollment application and lottery, parents of students who are accepted will be required to complete student registration within 10 days of formal written notice of acceptance. Student registration forms will include questions which seek to identify whether the student has been previously found to be eligible for special education services or are protected under Section 504 of the Rehabilitation Act. Subsequently, the school will send a student records request to the student's prior school which specifically includes a request for any exceptional children's or 504 records. Finally, the Exceptional Children's Director will review all previously mentioned records to determine the student's status. Prior to the first day of school, the Student Information Management staff will run list of students who are identified as Exceptional Children and 504 from the databases of POWERSCHOOLS and CECAS. On day one of the start of school, Exceptional Children and 504 Students will receive required services and accommodations.

2. Provide the process for identifying students who may be eligible for special education services as identified in the federal 'Child Find' mandate. Be sure to include how student evaluations and assessments will be completed. Include how the school will avoid misidentification of special education students.

The school will post 'Child Find' posters at strategic locations within the school, on the school's website, and discuss 'Child Find' at open house and parent orientation meetings. The school's staff, including all teachers and instructional staff, will receive professional development in 'Child Find.' Parents, teachers, instructional staff, and other professionals working with a student may refer the student for evaluation for eligibility for Exceptional Children's services or 504 status. The school will adopt a specific policy and procedure regarding referrals. Once a referral is made and the parent has provided consent, the eligibility determination process will be completed within 90 days as required by law.

The Exceptional Children's Director will obtain reports from all teachers who are teaching the student. The student will be immediately scheduled for testing by the school's educational psychologist. The Exceptional Children's Director will

obtain any written reports from outside professionals which can be provided by parents. The Exceptional Children's Director shall make every effort to ensure that a complete record is made and the eligibility determination meeting (Individual Education Plan-IEP) is timely held. Student evaluations and assessments will be completed by professionals. The school will maintain, on file at the school, a copy of the School Psychologist's professional license, the Certifications of all personnel involved at the school level involved in processing the referral, and the Exceptional Children's Director shall review the complete record along with another qualified staff or consultant to ensure there are no misidentifications of special education students.

3. Provide a plan detailing how the records of students with disabilities and 504 Accommodation plans will be properly managed, including the following:
 - a. Requesting Records from previous schools
 - b. Record Confidentiality (on site)
 - c. Record Compliance (on site)

The school will manage Exceptional Children's and 504 student records in accordance with federal and state law. All staff will receive professional development prior to the start of school to ensure that staff is familiar with the Federal Educational Right to Privacy Act (FERPA) and privacy laws regarding the handling of student records and information sharing issues.

The school will request records from the student's previous school during the final student registration process (after lottery) which includes a specific request for records which show Exceptional Children or 504 status. The records clerk will establish a separate, locked, records room for all Exceptional Children's and 504 Accommodations records. The records clerk shall immediately file Exceptional Children and 504 student records in secure locked filing cabinets. The room will have restricted access, including a specific sign-in and sign-out procedure. Record confidentiality shall be maintained by the restricted access to records and the professional training of those who have access to the records. The Exceptional Children's Director, or qualified designee, shall make a review of Exceptional Children's records each marking period to determine that each record is in compliance with federal and state requirements. For example, review shall include, but is not limited to: determination that all eligibility determinations were completed within the required 90 days. The review will examine whether all proper signatures were obtained from parents and IEP teams. The review will determine

whether all DEC forms were timely and properly completed. The school will adopt a written internal compliance audit protocol.

Exceptional Children's Programming

4. Explain how you will meet the learning needs of students with mild, moderate, and severe disabilities in the least restrictive environment possible.

The properly constituted IEP Team is charged by law with making the determination of how each individual Exceptional Child's learning needs are met in the least restrictive environment possible. All staff which may be involved on an IEP team will have proper training and credentials. All staff will have received training in the concept and requirements for a Free and Appropriate Public Education (FAPE). Each IEP Team will take into consideration whether a student's disabilities are mild, moderate, or severe when creating, modifying, amending, or discontinuing an IEP. Special Education Students receive their status because an eligible disability has been shown to adversely impact student learning. The purpose of the IEP is to attempt to remediate the adverse impact of the disability on the student's ability to learn.

It shall be the policy of the school to use data-driven instruction will all students, including students with disabilities and 504 Accommodations. The School's Lead Administrator shall coordinate with the Exceptional Children's Director to regularly review student progress data (at least each marking period) to determine whether Exceptional Children, as a subgroup, are making adequate progress. The school will offer a full range of Exceptional Children's Services. Exceptional Children Teachers may push-in to regular classroom or students may be pulled-out of regular classrooms for special instructional services dependent upon the student's IEP. The school will also have a self-contained classroom available if needed. Student may be homebound if needed. The school and the IEP Team will be responsive to the individual needs of students and provide services to students in the least restrictive environment as determined by the IEP Team.

5. Describe the specific educational programs, strategies, and additional supports the school will provide to ensure a full continuum of services for students with disabilities. How will the school ensure students' access to the general education curriculum?

The school will provide regular classroom push-in services, regular classroom pull-out services, small group instruction, tutoring, self-contained classroom, and

homebound services as needed based upon the student's IEP. The school's general education curriculum will be the basis of the school's educational program for Exceptional Children as well as all other students. Regular education and special education student are testing using the State's end-of-grade testing unless a student's IEP has approved alternative testing. Students whose disabilities require alternative testing may be provided a modified version of the general education curriculum which is consistent with the approved alternative testing. On a continuum, Special Education Students with less severe needs participate in the general education curriculum in the regular classroom. These students may be pulled-out for speech therapy or occupational therapy as indicated in the IEP. Other students with greater needs may be pulled-out of the regular classroom for modified reading or math instruction in a small group setting based up the IEP. There may be students with severe needs which may be educated in a self-contained classroom. All teachers and instructional staff shall be required to provide students access to the general education curriculum and prepare students for success on the end-of-grade test. The only exception to full participation in the general education curriculum is where an IEP Team has determined that student is in need of a modified curriculum an alternative testing.

6. Describe the methods and support systems that will be in place to ensure students with disabilities receive a Free and Appropriate Public Education (FAPE).

FAPE is an acronym for the legal requirements under the Individuals with Disabilities Education Act (IDEA) to provide a Free and Appropriate Education. Special Education and 504 students will not be charged any student fees which regular education students are not charged. The school will pay the cost for all services provided in the IEP or 504 Plan. The school, through the IEP Team, will assure the student receives an education which is appropriate to their disabilities in the professional opinions of the IEP Team. The school, through the IEP Team, shall assure, to the extent possible, that Special Education and 504 students are educated in a public school setting. The exception is if a private school placement is deemed in the best interest of the student and properly approved. If a private school placement is necessary, the cost is born by the school. The methods and support systems used to assure FAPE include the school's general education program, its Exceptional Children's Program, the availability of related services providers, having qualified and properly credentialed staffing, proper staff training, appropriate policies and procedures, and proper program supervision. The education we provide to our Exceptional children and 504 students is designed to

prepare them for the future, including higher education, career, employment, and personal independence.

7. Describe how implementation of the Individualized Education Plan (IEP) will be monitored and reported to the student, parents and relevant staff.

The Exceptional Children's Director is responsible to oversee the implementation of the IEP. The Exceptional Children's Director will conduct a conference at least once each marking period to discuss student progress with parents and the students. The Exceptional Children Teacher, regular education teachers and other appropriate staff will participate in weekly data-review sessions where all students' progress is discussed including students with disabilities. The Exceptional Children's Teacher will maintain services schedules. There shall be services schedules for related services. The Exceptional Children's Director shall review IEP's and services schedules each month to assure that all Exceptional Students are receiving proper services according to their IEP. The Exceptional Children Director shall report on the progress of Exceptional Children at least once each month on an agreed upon schedule. Exceptional Children are a state established student subgroup within the school for testing and accountability purposes. The school will make every effort to assure that Exceptional Children and 504 students receive a high-quality education and are able to perform on end-of-grade test to the best of their abilities.

8. Describe the proposed plan for providing related services and to have qualified staffing adequate for the anticipated special needs population.

The board recognizes that hiring qualified staff and providing proper training and planning is critical to a successful exceptional children's program. The human resources committee will conduct a nationwide search through teachers-teachers.org, conduct interviews of qualified candidates, and select the best qualified staff based upon our overall program and proposed school culture. The Exceptional Children's Director shall solicit services proposals from qualified related services providers. The school will select the best qualified providers. The school will also maintain a standby list of providers to ensure the school can provide proper related services. Related services include but are not limited to the services of an educational psychologist, a speech pathologist, audiologist, occupational therapist, and optometrist.

2.4 Student Performance Standards

1. Describe the student performance standards for the school as a whole.

New Generation Charter Academy’s mission “to prepare students for the intellectual demands of an ever-changing world” are operational in the school’s student performance standards. We define “student performance standards” to include the governing board’s expectation of the level of student performance required to move progressively through our educational program. Our standards are comprised of several factors including (1) classroom performance, (2) benchmark test performance, (3) state end-of-grade test performance, and (4) general school compliance such as attendance, discipline, and so forth.

Classroom Performance

The school-wide classroom grading policy is required to be consistent across the school. The school will operate according to the following grading scale:

Grading Scale

<u>Letter Grade</u>	<u>Point System</u>
A	90+
B	80+
C	70+
D	60+
F	Below 60

Benchmark Test Performance

Benchmark test performance will be a component of the students’ performance grade. The governing board will adopt and plan a policy which ensures benchmark assessments are properly integrated into the marking period grades.

State and School Summative End-of-Grade Test

New Generation Charter Academy will assign a weight to the end-of-grade test to be counted towards final individual report cards. The school’s Lead Administrator shall, and his/her designee shall, examine classroom performance, benchmark performance, and the end-of-grade test to make a final decision on promotion to the next grade level.

2. Explain the use of any evaluation tool or assessment that the proposed charter school will use in addition to any state or federally mandated tests. Describe how this data will be used to drive instruction and improve the curriculum over time for the benefit of students.

The school's testing coordinator will conduct a beginning benchmark assessment and end of marking period benchmarks using test of the N.C. Standard Course of Study created in SchoolNet. In addition to SchoolNet Assessments, the school will use the State End-of-Grade Test and other state or federal mandated test.

Data collected from benchmark tests will be used to drive instruction. For example, teachers and the school's instructional leaders will establish a pacing guiding during the summer which schedules the teaching of the mastery of the standards. Students are tested at the beginning of the year to determine each students' status with respect to mastery of the standards. Data from the benchmarks will be used to target instruction and facilitate mastery of the standards. The teachers and instructional leaders will make a check list of the standards which will be marked off until the students demonstrate mastery through a subsequent benchmark. The teachers and instructional leaders will work to ensure that students master all grade level standards prior to the End-of-Grade test. Students that fall behind will be provided special interventions such as small group instruction and tutoring to ensure mastery. The school's Professional Learning Community, which consists of teachers and instructional staff, will share experiences and use the implementation information learned to improve pacing guides in the subsequent school year.

3. Explain the policies and standards for promoting students, including students with special needs, from one grade level to the next. Discuss how and when promotion criteria will be communicated to parents and students.

Promotion and retention criteria will be presented to parents at the beginning of the school year during open house and at monthly parent meetings. The policies and standards for promotion and retention will be contained in the Parent-Student Handbook which shall be distributed to all parents and students at the beginning of the school year. The Handbook will also be available on the school website.

In order to be promoted to the next grade level, students must achieve adequate progress sufficient to demonstrate that they are likely to be able to succeed in the next grade level. The governing board will establish a final policy, but the minimum criteria is a composite 70 percent on the school report card. The final report card grade will include classroom work, benchmark assessment results, and end-of-grade test results. The school's lead administrator or designee is responsible for making final decisions regarding promotion and retention. Any retentions will be required to be accompanied by a detailed explanation on what can be done to help remediate and move each student to the next grade. Students in

danger of failing will be identified in January of each year and provided an opportunity to modify or develop a personal education plan with corrective actions that will enable the student to be promoted if completed.

4. Provide the public charter school's exit standards for graduating **ALL** students. These standards should set forth what students in the **last grade served** will know and be able to do. Be sure to include plans for students at risk of dropping out.

The exit standards for all students transitioning for the school's terminal grade level is having achieved 70% mastery of all prior years' course work, 70% or greater report card grades, and 70% passing of the requirements for the terminal grade level. The school adopts the N.C. Standard Course of Study as a statement of what a student should know and be able to do at the end of the school's terminal grade in reading/ELA, math, and science. Students at-risk are subject to the same standards as all other students. The school will ensure that at-risk students have advance notice of their academic status by January of each year and are afforded a plan to take corrective actions. The school will enter a **STUDENT, PARENT, TEACHER, SCHOOL COMPACT** which outlines what supports the school and the teachers will provide to assure students are successful.

2.5 School Culture and Discipline

1. Describe the culture or ethos of the proposed school. Explain how it will promote a positive academic environment and reinforce student intellectual and social development.

New Generation Charter Academy's school culture will be built around the themes "Rigor, Responsibility, and Respect." The school will have weekly student meetings to discuss the issue of how to improve the school. We plan to create a family like school culture built around the Three "R's" [Rigor, Responsibility, and Respect]. Teachers will receive training in "Teach Like a Champion" (TLAC). TLAC contributes to the school culture by establishing a standard for teachers in conducting student engagement. The school's ethos is reflected in the school's mission statement which is "to prepare students for the intellectual demands of an ever-changing world." The school will promote each students' intellectual and social development by establishing a pattern of positive communications within the school and building a global consciousness which respects others. The school's emphasis

on foreign language study, coding, leadership, and ethics all contribute to a positive academic environment and reinforces student intellectual and social development.

2. Explain how you will create and implement this culture for students, teachers, administrators, and parents starting from the first day of school. Describe the plan for acculturating students who enter the school mid-year.

The teachers and staff, including bus drivers, cafeteria workers, and custodians are provided professional development prior to the arrival of students at the beginning of the school year that provides guidance on their roles and responsibilities regarding creating a school culture. The guidance includes school etiquette and how to interact with parents and students. All entering students and their parents are provided an orientation on the expectations of the school and parents and students sign the STUDENT, PARENT, TEACHER, SCHOOL COMPACT. The school's culture is created by the staff modeling behaviors and constantly teaching and embodying the school's etiquette. The staff begins promoting the school's culture on the first day of school and consistently model behaviors that are consistent with the school's proposed culture and ethos. Mid-year students and their parents will receive the orientation. The school will have standards for students greeting each other, greeting teachers and staff, and greeting parents and other adults. The school will have regular family type discussions. The school will establish observances which celebrate progress during the school year, including pep rallies, and other events which boost student and staff morale and transmit the school's culture and ethos.

3. Provide a brief narrative that delineates how student conduct will be governed at the proposed charter school and how this plan aligns with the overall mission and proposed Education Plan of the charter school. Be sure to include:

- a. Practices the school will use to promote effective discipline.
- b. A preliminary list and definitions of the offenses which may result in suspension or expulsion of students.
- c. An explanation of how the school will take into account the rights of students with disabilities in regard to these actions that may or must lead to suspension and expulsion.
- d. Policies and procedures disseminating due process rights, including grievance procedures, for when a student is suspended or expelled.

New Generation Charter Academy will publish its Student Code of Conduct at the beginning of each school year. The Code will be provided to both parents and students. The school will conduct a school-wide training on the Student Code of Conduct. Students and parents will have the ability to make recommendations in amending the Student Code of Conduct each year. The Student Code of Conduct is a social contract between students, parents, and the school. Our mission is “to prepare students for the intellectual demands of an ever-changing world.” In order to achieve our mission, it is necessary that the school set standards and maintain a standard of decorum and good conduct. The school’s education plan includes use of “Teach Like a Champion” (TLAC), active-based learning strategies, and culturally responsive teaching. The school’s entire program is designed to create a culture of personal discipline.

New Generation Charter Academy will recognize the 16 reportable offenses and their definitions required by N.C. Gen. Stat. § 115C-288, for North Carolina public schools. The Student Code of Conduct, at a minimum will distinguish (1) Minor Offense, (2) Major Offenses, and (3) Offenses Requiring Long-Term Suspension or Expulsion. The governing board will adopt and publish a Parent/Student Grievance Policy and Procedure which establishes due process rights and the procedures for filing and processing complaints or appeals of disciplinary actions. The Grievance process shall be included in the Parent/Student Handbook and provided to parents and students at the beginning of the school year and will be available on the school’s website. Presentation of the Student Code of Conduct and Grievance Procedure shall be included in the mandatory student and parent orientation. Parents and students will sign an acknowledgement of having been explained and receiving a copy of the Student Code of Conduct and the Parent/Student Grievance Policies and Procedures. Any student that is suspended long-term or expelled will be provided a copy of the Parent/Student Grievance Policy and Procedure which explains their appeal rights.

Certify

This subsection is entirely original and has not been copied, pasted, or otherwise reproduced from any other application. Yes No

Explanation (optional): Click or tap here to enter text.

Section 3 Governance and Capacity

3.1 School Governing Body

1. Private Non-profit Corporation (NCGS 115C-218.1)

The nonprofit corporation must be officially authorized by the NC Secretary of State upon application submission.

Name of Private Non-profit: New Generation Charter Academy

Mailing Address: P.O. Box 19191

Street Address: 105 Star St.

City/State/Zip: Raleigh, NC 27619

Phone (xxx-xxx-xxxx): (919) 538-8060

Fax: (xxx-xxx-xxxx): N/A

Name of Registered Agent and Address: Torchlight Academy Schools, LLC, P.O. Box 19191 Raleigh, NC 27619

Federal Tax ID: (Applying for)

2. Federal Tax-Exempt Status (NCGS 115C-218.15)

If the non-profit organization has yet to obtain 501(c)(3) status, the tax-exempt status must be obtained from the Internal Revenue Service within twenty-four (24) months of the date the Charter Application is given final approval.

The private non-profit listed as the responsible organization for the proposed charter school has 501(c)(3) status:

Yes. **Attach Appendix F Federal Documentation of Tax-Exempt Status**

No.

N/A. The applicant is a tax-exempt municipality.

3.2 Governance

The private nonprofit corporation or municipality is the legal entity that has responsibility for all aspects of the proposed charter school. Its members should reflect the ability to operate a charter school from both business and education perspectives.

1. Please complete the table provided depicting the initial members of the nonprofit organization.

Board Member Name	Board Title	County of Residence	Current Occupation	Past or Present Professional Licenses Held	Any disciplinary action taken against any of these professional licenses?
Nancy McDaniel	Chair	Nash	Technical Teacher	Teacher's	
Stephanie Frink	Member	Nash	Educator		

Dexter Waters	Treasurer	Lenoir	Director of Group Homes Operations		
Michael Williams	Member	Edgecombe	Apartment Owner/ Business Owner		
Syvilla Whitaker	Secretary	Edgecombe	Retired	Teacher's	

2. Describe the governance structure of the proposed charter school, including the governing board's functions, primary duties, roles and responsibilities as it relates to overseeing the charter school. Include how the board will recruit, hire, and supervise the lead administrator.

The board consists of five members with equal voting powers. If the board grows to an even number, the board chair has the power to break a tie. The board's primary responsibilities include creating policies and procedures that operate the school, overseeing financial viability, ensuring operational compliance with all NC DPI requirements, and to supervise the implementation and fidelity of the stated academic program in this application. The board is placing itself in the position to fundraise and connect with local businesses.

New Generation Charter Academy will conduct a nation-wide search for their Lead Administrator. The Lead Administrator will be technologically savvy, possess global consciousness, and have read our application and agreed with its tenets. We will post on online job sites and attempt to hire locally by posting in newspapers and hosting forums and encouraging community members to recommend lead administrators.

The board will oversee the Lead Administrator by requiring monthly reports, by gauging success according to the NC Accountability Model, and by having constant dialogue with leadership. The Lead Administrator will be held to the SMART goals listed in this application and be required to comply with other metrics deemed necessary as the charter school matures.

3. Describe the size, current and desired composition, powers, and duties of the governing board.

The current size of the board is five members with equal voting powers. If the board were to rise to an even number, the board chair would have the voting ability to break a tie.

The board is comprised of community members of Nash and Edgecombe counties. The board is comprised of three women and two men. The board's primary duties relate to oversight of the charter school. The board will meet at least 10 times per year, per government statute, and comply with open meetings laws. The board will review academic, financial, and operational metrics each month as laid out in the goals section of the application.

4. Describe the founding board's individual and collective qualifications for implementing the school design successfully, including capacity in such areas as school leadership, administration, and governance; curriculum, instruction, and assessment; performance management; and parent/community engagement.

The board possesses three educators, one of which won teacher of the year at her school. Between the three educators is over 50 years of educational experience that includes technical computer teaching, teacher professional development history, and counseling experience. The combination of these teachers and their experience among local schools have prepared the board to implement an educational plan that addresses the needs of local students.

One of our board members possesses facility experience, having managed and provided maintenance on an apartment complex he owns and working in the contracting industry for years before owning an apartment complex.

The last board member has experience running operations for multiple group homes in North Carolina, writing grants, consulting on state facilities, juvenile justice education, and operating a daycare. His acumen across such wide-ranging experiences helps round out our board on the operational and financial components of operating a charter school.

All of our board members have served as prominent community leaders throughout the area, with some serving as pastors for decades and others serving in multiple volunteer capacities. The board is firmly rooted within the community and many have lived in Edgecombe County, or surrounding it, their entire lives.

5. Explain how this governance structure and composition will help ensure that

- a. The school will be an educational and operational success;
- b. The board will evaluate the success of the school and school leader; and
- c. There will be active and effective representation of key stakeholders, including parents.

A. The board is comprised of both educators and experienced operations managers. The teachers are experienced and have local experience with the children of the community. Our board members that have run government programs, such as group homes, as well as private businesses that have a track record of success. The combination of their experiences culminates into a board that can have both passionate and objective discussions about school academics and operations. The long-standing relationships that the board has within the community will ensure enrollment and the ear of the community.

B. With the board composition including veteran educators versed in curriculum development and business owners who must regularly delegate and oversee operations, our combined experiences qualify our board to review educational metrics and outcomes.

C. The board already has one parent on the board, Stephanie. Stephanie is a passionate parent that represents the many parents who desire school choice in the area. Our board also has two pastors that have served as community leaders for decades. The board will establish a Parental Advisory Council which will have scheduled time to speak with the board of directors each month during its regular meeting.

6. Explain the procedure by which the founding board members have been recruited and selected. If a position is vacant, how and on what timeline will new members be recruited and added to the board?

The board formed under the direction of the board chair, Nancy McDaniel. Nancy recognized the importance in selecting a professionally diverse board, but also a board that is passionate and experienced in serving children. Nancy reached out to her network with these goals in mind and the final board was formed with those factors at the core.

The board will continuously receive resumes and speak to the board application process at regular meetings and forums with the public. The process and requirements for recruiting and filling vacant positions are outlined explicitly

in our attached By-Laws.

7. Describe the group's ties to and/or knowledge of the target community.

The board is comprised of multiple pastors who have been serving the community for 20+ years. More than three of the board members have been living and working in and around the targeted population for 20+ years. Our board has lived, served, worked, and dedicated themselves to Edgecombe and the surrounding community and are exemplary community leaders.

8. Outline the strategic board calendar detailing how often the board will meet according to the bylaws established.

The board will meet at least 10 times per year on distinct months. The exact recurring day and time is yet to be decided.

9. What kinds of orientation or training will new board members receive, and what kinds of ongoing professional development will existing board members receive? The plan for training and development should include a timetable, specific topics to be addressed, and requirements for participation.

The board of directors recognizes the need to maintain a high-quality board with members that have the necessary skills to carry-out the board's functions. The board has identified attractive skill-sets to seek out such as legal, accounting, nonprofit governance, teaching, educational administration, marketing and community relations, business, and construction and building maintenance. Board members also need to understand Robert's Rules of Order and how to participate as board members in a public charter school that is subject to North Carolina Open Meetings Laws and the North Carolina Public Records Act.

Board Member Orientation

The board will regularly recruit potential new board members and replacement board members to assure the board maintains the threshold number of board members identified in the By-Laws. The board will also prepare individuals for participation on any formed Advisory Boards or committees. All potential board members will be required to participate in a new board member orientation prior to being formally nominated and considered to serve on the board of directors. The new board member orientation consists of a two, two-hour training sessions.

First Session Topics:

- Robert's Rules of Order
- North Carolina Open Meetings Laws
- North Carolina Public Records Act
- The first session will include Roberts Rules of Order (modified), Board By-Laws, review of North Carolina Open Meetings Laws, and review of the North Carolina Public Records Act.

Second Session Topics:

- North Carolina Charter School Act
- Charter School Policies and Procedures of the North Carolina SBE
- N.C. Accountability Program
- Non-Profit Board of Director Ethics
 1. Including the Boards Conflicts of Interest Policy and Procedure and Board Policy and Procedure

Once the four hours of training and background check is completed, the potential board member will be eligible for nomination, interview, and vote to be accepted as a regular board member. Completion of the four hours of training is required and must be completed prior to participation on any of the boards as a member. The successfully elected board member will then be given a binder that includes: By-Laws, the Charter Agreement, Board Policies & Procedures, the charter school's established goals, and the most recent Lead Administrator Report.

Board Member Professional Development Program

After the "Board Member Orientation," each existing board member is required to participate in a minimum of ten (10) hours of professional development annually. Board members will make regular reports of their participation in professional development to the full board including an explanation and overview of the professional development experience. The board will conduct an annual retreat for professional development which includes a review of board North Carolina Open Meetings Laws and North Carolina Public Records Act compliance, Federal Education Right to Privacy Act requirements, Financial Compliance, and review of the Governance Compliance requirements. The annual retreat, at minimum, will include federal program compliance for Title I, Title II, Title III, Title IV, and IDEA. All board members are required to participate in the annual retreat training.

The board will send board representatives to the National Charter School Conference and State Charter School Conferences to participate in external board training and obtain new information which will support the objectives of a high-

quality charter school. The board will set professional development goals and participate in an annual self-evaluation. Board Members and Officers will be required to participate in specialized training related to correct board meeting minutes, review and use of data, formal board reports, policy development, and internal compliance programs. The management company will set aside funds to ensure the funds are in place for board development each year.

10. Describe the board's ethical standards and procedures for identifying and addressing conflicts of interest. Identify any existing relationships that could pose actual or perceived conflicts if the application is approved; discuss specific steps that the board will take to avoid any actual conflicts and to mitigate perceived conflicts.

The board has submitted a conflict of interest policy for the board of directors. Any potential conflicts of interest are required to be reported formally to the board of directors. Board members may not vote on any matter in which they have a conflict of interest. The board has no known conflicts of interest. If the board becomes aware of a conflict of interest, immediate action will be taken to resolve the conflict in accordance with the drafted conflict of interest policy.

11. Explain the decision-making processes the board will use to develop school policies.

The board will enter discussion to develop school policies and make a final decision by a mutually agreed upon decision. If not possible, a vote will be taken with majority ruling. When items are not time sensitive, time will be taken to compile research, consult experts, and discuss options at the next board meeting.

12. Describe any advisory bodies, councils, or associations listed in the organization chart or to be formed, including the roles and duties of that body, and the reporting structure as it relates to the school's governing body and leadership.

The board does not currently have established advisory councils. The board will strive to create advisory bodies that are empowered to impact school policy and direction. All advisory bodies that are formed will report directly to the board of directors.

Internal councils may be formed such as Financial, Academic, and Operational. Board members shall chair each of these bodies.

The school will form a Parental Advisory Council before the beginning of the school year that will present and speak before the board of directors each month there is a board meeting. The Parental Advisory Council's by-laws will be reviewed and established by the board of directors.

13. Discuss the school's grievance process for parents and staff members.

Parents will be given the Student Handbook at the beginning of each year that spells out the information on due process rights and the process for filing a grievance. In addition, if a student is suspended or at risk for expulsion, the parents will be informed in writing of their due process rights. Parents of students that are suspended (in school or out of school) will be contacted by an Administrator. In most cases, conferences with parents will occur at the school, or home site if preferred by the parent.

Parents can provide a written request to the Lead Administrator to appeal any suspension or expulsion. If the parent is still unsatisfied after meeting with the Lead Administrator, they may provide a written request for a grievance hearing to the Board as per the guidelines outlined in the student handbook.

Any employee who feels that they have been treated unjustly or unfairly, for any reason, has recourse to have their issue heard, per these procedures:

1. Discuss the problem with the person or persons involved as soon as possible after the event has taken place.
2. If an agreement as to how the problem will be handled is not arrived at, the employee should file his/her grievance, in writing, with the Lead Administrator.
3. A conference will be held with the Lead Administrator, the aggrieved, and other involved parties.
4. If a resolution is not reached, the aggrieved party has the option to continue with the grievance process. Such intent must be submitted in writing to the Lead Administrator within 10 days following the aforementioned grievance conference. This request will be provided to the Board to seek a final resolution. After hearing the grievance, and with advice from legal counsel, the decision of the Board Grievance Committee is final.

*Note: In the event the issue is with the Lead Administrator, the aggrieved party may submit a written grievance to the board at the boards monthly meeting.

***Attach Appendix G Organizational Chart**

A well-defined organizational chart showing the relationship of the Board of Directors to the parents and staff of the proposed charter school. This chart should also include lines of authority to and from any outside entity that will play a role in managing or supporting the charter school (such as educational service providers, advisory bodies or parent/teacher councils).

***Attach Appendix H Charter School Board Member Information Form and Resume**

A **one-page** resume from each founding board member and responses to the questions found on the Charter School Board Member Form

***Attach Appendix I Charter School Board Member Background Certification Statement and Completed Background Check for Each Board Member**

***Attach Appendix J Proposed By-Laws of the Nonprofit Organization or Municipality**

The proposed by-laws, which must include a Conflict of Interest Policy for board members and a stated commitment to the NC Open Meetings Law.

***Attach Appendix K Articles of Incorporation or Municipal Charter**

If the applicant is a non-profit board of directors, attach a copy of the articles of incorporation from the NC Department of the Secretary of State.

If the applicant is a municipality, attach a copy of the municipal charter.

3.4 Staffing Plans, Hiring, and Management

Projected Staff

1. Complete the staffing chart below outlining your staffing projections. Adjust or add functions and titles as needed to reflect variations in school models. Be mindful that your predicted administration and staff match the projected enrollment noted in Section I, course offerings, and align with the proposed budget.

Position	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Principal/School Leader		1	1	1	1	1
Instructional Leader		1	1	1	1	1
Clerical		2	2	2	2	2

Core Content Teacher(s)		10	12	14	16	18
Specialty Teacher(s)		3	2	2	3	3
ELL Teacher(s)		.5	1	2	2	2
Teacher Assistant(s)		2	2	3	3	4
Substitute Teacher(s)		1	1	2	2	2

Staffing Plans, Hiring, and Management

2. Explain the board's strategy for recruiting and retaining high-performing teachers.

Recruitment

The board and management company will seek out teachers that have the aptitude to creatively differentiate instruction in an active-based learning environment. Teachers must embrace the idea of the mission that drives our school: “To prepare students for the intellectual challenges of an ever-changing world.”

To teach at our school, teachers must embrace Culturally-Relevant Pedagogy, Active-Based Learning, Teach Like a Champion strategies, and the importance of contextualizing learning in ethics.

The school will provide professional development and instructional infrastructure to help teachers realize their full potential as professional educators. We will offer teachers the opportunity to innovate and exercise their craft without traditional restrictions that can impede teacher and student success. The Board will:

- 1) Create detailed job descriptions for each position.
- 2) Post job openings on the school website, social media, recruitment sites, local newspapers and other resources and collaborative community programs, to include local colleges and universities.
- 3) Participate in job fairs
- 4) Have school board members and leaders share recruitment activities at national conferences and other networking opportunities.
- 5) Examine recommendations from Management company for review.

Retention

Our school will use research-based best practices in the retention of high-performing teachers. These include but are not limited to:

- 1) Creating a culture of high expectations for teachers and students
- 2) Evaluating teachers based on

performance and offering annual salary increases based on their evaluation 3) Providing teachers data-driven feedback through class growth 4) Providing rewarding professional development opportunities for all teachers 5) Engaging teachers in decision making for school 6) An intentional focus on teacher retention by including it in school goals.

Teachers will receive regular cost of living raises each year, with a goal being the cost of inflation.

3. If already identified, describe the principal/head of school candidate and explain why this individual is well-qualified to lead the proposed school in achieving its mission. Provide specific evidence that demonstrates the capacity to design, launch, and manage a high-performing charter school. If the proposed leader has never run a school, describe any leadership training programs that (s)he has completed or is currently participating in. If no candidate has been identified, provide the job description or qualifications, and discuss the timeline, criteria, and recruiting/selection process for hiring the school leader.

New Generation Charter Academy has not identified its Lead Administrator. The candidates will be required to have at a minimum, a Master Degree in Education or related subject and five years of management experience. The candidate will be required for complete training provided by our contracted management company. The candidate will be required to demonstrate understanding of the proposed charter school's Charter Application, its mission, vision, purpose, educational plan, and all other aspects of the proposed school. The school Leader Administrator will be responsible for the general operations of the school, including management of federal programs and all aspects of the operation. The Lead Administrator will work directly with the governing board and act as an executive secretary for the board. The Lead Administrator will meet with parents and community on a regular basis. The school will make a final hiring decision by April 30, 2020 and execute an employment contract with an effective date of July 1, 2020. Torchlight Academy Schools, LLC's ongoing educational leadership training includes administrative duties, federal program responsibilities, recordkeeping, the performance framework, all aspects of the educational plan, and other topics.

Attach in Appendix O the School Leader's Resume. If school leader has been identified, include the school leader's one-page resume in Appendix O.

4. Provide a description of the relationship that will exist between the charter school employees and the school's board of directors.

All employees, except teachers, will report directly to the management company. Teachers will be jointly hired by the management company and the board of directors. All teacher candidates that are hired must first be confirmed by the board of directors.

Explicit contract descriptions of personnel relationships can be found in the management contract.

5. Outline the board's procedures for hiring and dismissing school personnel, including conducting criminal background checks.

A job description outlining the duties and qualifications will be developed for each position authorized by the charter school board of directors. Positions will be properly advertised, utilizing online tools such as Indeed, Monster, and TeacherMatch. This job description will detail our education philosophy and the interview process will ensure staff member buy-in as a prerequisite for hiring.

The hiring procedures are as follows: The Board, Lead Administrator, and management company will discuss and agree to the board procedures for both hiring and firing. Submitted resumes are reviewed by the administrative staff, the management company, and the Board. The Lead Administrator will make final hiring recommendations to the Board in accordance with terms of the charter. Panel interviews will be conducted with attention to specific responses regarding teaching diverse and socioeconomically disadvantaged populations and the receptiveness to implementing our educational model. Candidates will be required to teach a sample lesson or provide video of instruction during the interview process. Complete reference checks will be done for each employee before hiring.

The criminal background check policy shall follow the criminal background check policy of the Local Education Agency. To dismiss school personnel: Every effort will be made to assist employees who are not performing adequately to improve their job performance. Dismissing a staff member can occur only after a progression of actions beginning with a warning, and in compliance with NC regulations. The school's first course of action would be to create a performance coaching plan with the goal always being to nurture, grow, and retain our employees for optimum

school continuity and culture.

6. Outline the school's proposed salary range and employment benefits for all levels of employment.

The salary range for the Lead Administrator is \$50-60K. The Instructional Leader is \$40-50K. Core Content Teachers are \$40-44K. All positions are negotiable within the budgeted amount. The budget lists average salaries. The school will pay up to \$400 per month for all full-time employees for health care cost and 4 percent employer match for retirement.

7. Provide the procedures for handling employee grievances and/or termination.

Any employee who feels that they have been treated unjustly or unfairly may have their issue heard, per these procedures:

- Discuss the problem with the person or persons involved as soon as possible after the event has taken place.
- If an agreement as to how the problem will be handled is not arrived at, the employee should file his/her grievance, in writing, with the Lead Administrator. A conference will be held with the Lead Administrator, the aggrieved and other parties.
- If a resolution is not reached, the aggrieved party has the option to continue with the grievance process. Such intent must be submitted in writing to Lead Administrator within 10 days following the aforementioned grievance conference.
- If no resolution can be reached, the employee must submit to the Lead Administrator a written request to the Grievance Committee of the Board in order to seek a final resolution. This request must be submitted within ten days of receipt of the Lead Administrator's decision. After hearing the grievance, and with advice from legal counsel, the decision of the Board Grievance Committee is final.

8. Identify any positions that will have dual responsibilities and the funding source for each position.

During the school's infancy years, the school will require that multiple positions serve dual purposes:

- Exceptional Children's Teacher: Will also serve as the EC Coordinator until more EC teachers are needed. (LEA/State)
- Instructional Leader: Test Coordinator. The Instructional Leader will serve as the testing coordinator during the first few years of school operation (LEA/State)

9. Describe the plans to have qualified staffing adequate for the anticipated special needs population and means for providing qualified staffing for EL and gifted students.

Teachers will be hired in the first year who are able and qualified to complete compliance paperwork in conjunction with the management company, per agreement. An EC Instructional Assistant will be added in year 3 to assist with instructional duties. The school will develop and maintain relationships with at least one Psychologist, Speech Pathologist and Occupational Therapist within the community. These services will be contracted on an as-needed basis per IEP. Many of our service providers will be able to bill Medicaid in addition to Medicaid reimbursement. The school has allocated funds within the budget to meet these needs.

10. Provide a narrative detailing the roles and responsibilities, qualifications, and appropriate licenses that each position must have to be hired by the school's board of directors and effectively perform the job function(s).

The Lead Administrator is responsible for the overall day-to-day operations of the school. The Leader Administrator will have at least a Master Degree and three years related experience. The Instructional Leader is responsible for the school instructional program including supervision of the teaching and instructional staff. The Instructional Leader will also act as the school Test Coordinator. The Instructional Leader will have at least a Master Degree. Teacher(s) will have a North Carolina Teaching License and at least a Bachelor Degree. Teacher will be responsible for classroom instruction.

3.5 Staff Evaluations and Professional Development

1. Identify the positions responsible for maintaining teacher licensure requirements and professional development.

New Generation Charter Academy's Lead Administrator, in conjunction with the contracted management company, will be primarily responsible for maintaining teacher licensure requirements and professional development. The school's general teacher licensure status and professional development will be made a regular part of monthly Lead Administrator's report to the governing board.

2. Provide a detailed plan noting how the school will mentor, retain and evaluate staff in a format that matches the school's mission and educational program. Plan should also describe how the school will meet the teacher certification and licensure requirements for teachers as prescribed by state and federal law. Be sure this overview matches with the projected staff and funding of the proposed budget section.

New Generation Charter Academy's mission statement is ***"To prepare students for the intellectual demands of an ever-changing world."*** The school's education plan provides use of active-based learning as the school's overarching instructional methodology. The school will also require teachers understand and utilize culturally responsive pedagogy. The school will use "Teach Like a Champion" (TLAC) as its major classroom management strategy. The school's mission and educational plan will be carried out by strategically hiring teachers and staff, providing them with appropriate professional support, and providing them timely evaluations and feedback which is designed to facilitate their professional growth and success in teaching our students.

Under North Carolina Charter School law, public charter schools are required to maintain a minimum of 50% of its teachers having a valid North Carolina Teaching License. Under ESSA, Title I, Part A, a public school is required to have 100% of its teachers in a highly qualified status. During summer professional development, each teacher will complete a Teacher Professional Development Plan in coordination with the school's Lead Administrator. The Teacher Professional Development Plan shall set forth a plan for each individual teacher to obtain or maintain professional licensure. The Lead Administrator shall review each teacher's progress in fulfilling the Teacher Professional Development Plan each month.

The Lead Administrator shall assign a mentor to all beginning teachers. The school

will adopt a Beginning Teacher Licensure Support Policy and Procedure which will be approved by the N.C. Department of Public Instruction. The school has budgeted about \$15,000.00 to support the school's professional development program. New Generation Charter Academy will provide appropriate support to individual teachers and staff to assure they have access to proper professional development opportunities, mentoring, and peer support. The school's goals include retaining teachers who serve the best interest of our students.

3. Describe the core components of professional development plan and how these components will support effective implementation of the educational program. Describe the extent to which professional development will be conducted internally or externally and will be individualized or uniform.

The core components of New Generation Charter Academy's professional development plan includes ten (10) days of mandatory in-house summer professional development, plus eight (8) day of professional development during the school year for a total of eighteen (18) days of professional development each year. The in-house professional development will be provided the contracted management company. The professional development's focus includes providing teachers training in active-based learning strategies, culturally responsive pedagogy, TLAC, our school culture, and all elements of our educational plan. Mel Silberman's book "Active Learning" will serve as a textbook for teacher training in Active-Based Learning. Another core component of professional development plan is the individual Teacher Professional Development Plan designed to ensure teachers obtain and/or maintain professional licensure and highly qualified status. The next core component of the school's professional development program emphasizes mentoring and peer support training. Finally, the school will provide limited resources for teachers to participate in outside professional development required to help teachers obtain or maintain teacher licensure and/or highly qualified status.

4. Provide a schedule and explanation of professional development that will take place prior to school opening. Explain what will be covered during this induction period and how teachers will be prepared to deliver any unique or particularly challenging aspects of the curriculum and instructional methods. New Generation Charter Academy will conduct ten (10) full days of professional development prior to the school opening for a total of 80 hours. The tentative schedule is as follows:

<u>Date(s)</u>	<u>Training Topics</u>
Aug. 10-21, 2020	Orientation, The School's Educational Plan, The School Culture, Teacher Professional Development Plan, School Etiquette, Staff/Parent Relations, Active-Based Learning Strategies, Culturally Responsive Pedagogy, Teach Like a Champion, Data-Drive Instruction, Testing & Assessment, Role of Volunteers in the school, FERPA, FAPE, Recordkeeping, Grades, Communications with Parents, Technology, CIPA, Health & Safe (including CPR, EpiPens, Diabetes Plans, Blood borne Pathogens, emergency evacuation, Code Blue, Inclement Weather, Fire Drills, and other topics TBA.

Staff will be trained on every aspect of the new school's operations. The governing board believes that mandatory professional development will enable the school to build an effective school culture that will result in high student achievement. All teachers will be required to become proficient in active-based learning, culturally responsive pedagogy, and TLAC. Additional professional will be provided during the school year.

5. Describe the expected number of days/hours for professional development throughout the school year, and explain how the school's calendar, daily schedule, and staffing structure accommodate this plan.

New Generation Charter Academy has built into its regular calendar eight (8) additional full days or 64 contact hours of professional development to be carried out during the school year. The eight (8) days are mandatory teacher work days. The school may provide professional development during weekly staff meetings if there are issues which require the additional support.

3.6 Marketing, Recruitment, and Enrollment

Reaching the full capacity for enrollment will be critical to obtain the necessary financial resources to keep your school viable and operating efficiently. In addition,

it is required by law that charter schools provide equal access to all students. Read the charter school state statute regarding admissions 115C-218.45 carefully.

Marketing Plan

1. Marketing to potential students and parents is vital to the survival of a charter school. Provide a plan indicating how the school will market to potential students and parents in order to reasonably reflect the racial/ethnic and demographic composition of the district in which the charter school will be located or of the special population the school seeks to serve: (G.S.115C-218.45(e)).

- Initial Application process (Nov - Dec 2019) - Communications to local media outlets (local newspapers and radio) regarding the start date of a new school. Flyers will be distributed throughout local businesses regarding the process of a child applying to the school and contact persons. The management company and the board will have a forum for parents and potential students to attend for information and questions regarding the school and the application process.
- Open Enrollment Period (Jan-March 2020) – Applications will be accepted for two months. Open enrollment will close at the end of February. Beginning in March, applications will be reviewed by the management company in accordance to NCGS 115-c.281.45 regulations, a lottery held, and then successful applications submitted to the board for approval. A board meeting will be scheduled at the end of the month to review the management company recommendations which will be open to the public.
- Preliminary Planning Period (Apr. - May 2020) Applications have been accepted and the management company begins outreach to the parents on requirements and information needed for their child to attend the first day of school. The board will assist the management as needed to in this process.
- Final Approval, Student Enrollment and Planning Period (June - July 2020) Upon receipt of all information with the recommendation of the management group for student enrollment for 2020-2021 school year, the board will review and accept or deny the recommendation. The board will

meet early enough that any corrections and/or additions can be made to ensure we have met our number of students to begin the school year. The board will work closely with management group and school administration in a consultant capacity with classroom sizes, teacher placement, and student pairing.

- First 20 Days of School (Aug. - mid Sept. 2020) - The board will have their first meeting during the school year to take a snapshot of the school from the management group's perspective on how parents and students view the school and ensure correct policy and procedures are being implemented by the management in accordance with board expectations and state statutes. This meeting will be open to the public.
- First Semester (Dec. 2020) - The board will review the data supplied by the management company on the progress of the school to date. Key indicators that the board will look at i.e., student attendance, adaptability of curriculum, parent's assessment of school and student attitude towards learning. The meeting will be open to the public.
- Open Enrollment / Enrollment Period for the 2021 - 2022 school year (Jan. - May 2021) The school will plan and add an additional grade level per our charter agreement. If the school loses students, this will give us the opportunity to recruit more students to replace those that did not return.
- Finalizing Plan and Expansion for Year Two (June to July 2021) - The board will review and approve the performance of the management group and our desire to continue to use their services based upon the data received about the students' performance, fiscal responsibility and regulatory compliance. The facility we picked is adequate to accommodate the expansion. We will work with school administration and the management group to add additional staff to accommodate the expansion and approve the process when completed.

2. Describe how parents and other members of the community will be informed about the school.

Various marketing methods will be utilized to reach all students. These methods include:

- Door-to-Door Marketing
- Mailers
- Radio Public Service Announcements
- Newspaper Press Releases
- Social Media Engagement
- Regular Public Forums/Events
- Association Engagements
- Day-care outreach

3. Describe your plan to recruit students during the planning year, including the strategies, activities, events, and responsible parties. Include a timeline and plan for student recruitment/engagement and enrollment, with benchmarks that will indicate and demonstrate suitable recruitment and enrollment practices over time.

- November 2019
 - o Host a public forum to announce school opening in 2020 (Board)
 - o Send radio clips in both English and Spanish to local radio stations to be aired as PSA's (Torchlight Schools (TLS))
 - o Begin full-website development (TLS)
 - o Advertise on Social Media (Board/TLS)
- December 2019:
 - o Participate in holiday activities of all religions to engage diverse communities (Board)
 - o Advertise upcoming open enrollment (Board/TLS)
 - o Finalize website (Board/TLS)
- January 2020:
 - o Open Enrollment Begins
- February 2020
 - o Open Enrollment Ends, Lottery event is held, and parents are contacted to confirm acceptance (Board/TLS)
 - o Parents are required to finalize enrollment by submitting required information
- March 2020:
 - o Open Enrollment is re-opened if target student number is not met

- A celebratory event is held at the campus site for accepted and enrolled students (Board)
- April 2020:
 - Public Forum is held for parents that are on waiting list and what that means for their chances of attending our school (Board/TLS)
- May 2020:
 - Back-to-School Information is sent to the address of enrolled students (TLS)
- June 2020:
 - Advertise Meet-the-Teacher Event in July (TLS)
 - Hold a Cook-out for enrolled students/parents (Board)
- July 2020:
 - Hold a Meet-the-Teacher Event for all upcoming students (Board)
 - Contact all parents/students that did not attend to confirm interest and attendance in August (TLS)
- August 2020:
 - Hold a week-long program leading up to school to ensure school interest and attendance come the start of school (Lead Admin/TLS)
 - Hold Student/Parent Orientation (Lead Admin)

Metrics:

- ROI on events and the number of applications submitted
 - Parent surveys from parents at our orientation event that asks where they first heard of the school, if they applied online or in-person, and an open-ended question making recommendations on best ways to engage their family
 - Website views/Facebook likes that occur after each event/marketing push.
- This will help us understand how successfully our marketing/community engagement tactics work to facilitate parental action to learn more. We hope to keep the cost of obtaining an application under \$5. With a marketing budget of \$5,000 in the first year, this would put us well under budget.

4. Describe how students will be given an equal opportunity to attend the school. Specifically, describe any plans for outreach to: families in poverty, academically low-achieving students, students with disabilities, English learners, and other students at-risk of academic failure. If your school has a specific area of focus, describe the plan to market that focus.

- Our marketing materials will be in both English and Spanish to engage ELL students and families.

- Free transportation and free and reduced lunch will be advertised so economically disadvantaged families are aware that our charter school serves all students.
- Most students are at-risk of academic failure in the area, and our board is determined to serve those students. We will host forums that are accessible to low-income families and host events that attract low-income families such as backpack giveaways.

5. What established community organizations would you target for marketing and recruitment?

- Multiple church congregations our board members lead
- Local Daycares
- Girls & Boys Club

-

3.7 Parent and Community Involvement

1. Describe how you will communicate with and engage parents and community members from the time that the school is approved through opening.

Upon approval of the Charter Application, the board will continue its parent and community engagement. All board of directors' meetings will be open to the public and include a public comment period. The board will establish a Parent-Community Support Committee to work directly with the school's Lead Administrator. The board and school administration will communicate with parents and the community by posting information on the school's website, sending emails, and by written correspondence. The school will establish open enrollment dates and a lottery date. The school will hold a series of public forums during the open enrollment period to explain the school's mission and purpose and to engage the support of parents and the community. The school will establish a roster of students that are successful applicants for the schools initial opening year. The school will also establish a wait list for unsuccessful applicants after the school's lottery.

The school will form a Parent-Community Support Committee that will be engaged to support the Leader Administrator and the Board by volunteer service in getting the school open including installation of the playground equipment, cleaning of the

facility and setting up the furniture. Parents and community volunteers will assist with conducting open house and parent/community volunteers will receive training to support volunteer service and to qualify to serve of the school's boards and committees. Parents will receive training to act as volunteer tutors, engage in fundraising, support their students and participate in the life of the school.

2. Describe how you will engage parents in the life of the public charter school. Explain the plan for building engaging partnerships between the family and school that strengthen support for student learning.

All parents will be invited to participate in monthly Parent-Community Support Committee meetings. The monthly meetings will include training opportunities on issues such as supporting our academic scholars, parenting, volunteer service, and many other topics of interest. The Parent-Community Support Committee may volunteer as bus monitors, greeters for morning and afternoon car rider lines, lunch and recess support, field trip chaperones, monthly Saturday clean-up of the school facilities and grounds, tutor assistance during academic enrichment activities after school or on Saturday enrichment events. The Parent-Community Support Committee will assist in the facilitation of the school's carpool.

Parent and community involvement in the school will be an important part of the school's program. The school's culture will require parents to support the school at home by enforcing and facilitating homework and study time to encourage students to do their best. The school will conduct regular events which involve family participation. The school will work to assure that students who may not have strong family support have other parent and community volunteers that will support their academic success.

3. If already identified, describe any programs you will offer to parents and/or the community and how they may benefit students and support the school mission and vision.

Parent Workshops- (Monthly, time and location TBD)

- Parent Volunteer Training Workshop
- Parents as Tutors Workshop

- Family Budgeting and Financial Workshop
- Family Support of Academic Success
- Personal Development Workshop
- Child Discipline
- Time Management Workshop
- Reading at Home
- Math at Home Science at Home
- Fundraising Workshop

3.8 Admissions Policy

1. Provide the school's proposed policies and the procedures for admitting students to the proposed charter school, including:
 - a. Tentative dates for the open enrollment application period, enrollment deadlines and procedures. *Please be advised schools cannot accept applications until after final approval from the SBE.
 - b. Clear policies and procedures detailing the open enrollment lottery plan, including policies regarding statutory permitted student enrollment preferences.
 - c. Clear policies and procedures for student waiting lists, withdrawals, re-enrollment, and transfers.
 - d. Explanation of the purpose of any pre-admission activities (if any) for students or parents.
 - e. Clear policies and procedures for student withdrawals and transfers.

New Generation Charter Academy's board of directors will adopt an admissions policy which details the school's admissions process. Open enrollment will be scheduled for a minimum of 30 days in January, in accordance with state statute. The lottery will take place mid-February. We will run public service announcements in local news and social media outlets to announce the period of open enrollment and lottery prior to the first day of open enrollment. On the first day of open enrollment, an admissions application will be available online and via printed copies. We will email a link to the admissions application to our developed email list that we have been gathering through the application process. We will mail admissions application forms to those on the list that do not use email. We will conduct a significant effort to get the word out about open enrollment. We will collect admissions applications for the 30 days of open enrollment. If the number of applications exceeds the number of seats available at any grade level, we will

conduct a lottery for that grade level on the scheduled lottery date. Admissions applications received after the close of open enrollment will go on a secondary wait list in the order received.

After the lottery is completed, those students that were not successful in obtaining admission through the lottery will be placed on a wait list. The wait list order will be based upon the drawing. The school will publish applicant's assigned lottery number (no names) on the school website showing the applicant lottery number of students accepted by grade level and the ordered wait list. Parents and students do not have to be present to win the lottery. Immediately following the lottery, the school will send an official notice of acceptance for students accepted. We will also send a notice to students that were not accepted with waitlist instructions. Accepted students and parents will have 10 business days to contact the school and accept admission. If admission is not formally accepted within 10 business days, the seat will be given to the next person on the waitlist. Admissions Acceptance Forms will be available on the date of the lottery.

Once a student has been formally accepted, parents will be required to submit student registration information. The initial Admissions Application will only include the students name, address, residency, grade level, date of birth, sibling information, and preferred contact information and method. The full registration packet will include records request authorizations and detailed information including health, immunizations, exceptional children and 504 statuses, and so forth.

The school will conduct a series of introductory events prior to the start of school. The school admission policy will also address withdrawals, re-enrollment, and transfers. Students that withdraw because of parent military service, employment, or education have an admission preference if they return during the two-year period. Students that withdraw outside of the policy preference will be required to go through the lottery process over again. Students that transfer under the withdraw preference may return when a seat is available as a preference. The school will also recognize limited preferences for board members, teacher, and staff.

Weighted Lottery

*Does your school plan to use a weighted lottery? Yes. Complete the following section. No.

The State Board of Education may approve an applicant's request to utilize a special weighted, or otherwise limited lottery in certain circumstances. If the charter applicant wishes to deviate in any

way from the open lottery normally utilized by charter schools, the following requirements must be met:

1. In no event may a lottery process illegally discriminate against a student on the basis of race, religion, ethnicity, gender, or disability.
2. A lottery process may not be based upon geographic boundaries, such as zip code or current public school attendance zones, unless the charter school is operated by a municipality OR the charter school was converted from a traditional public school. Municipal charter schools may give enrollment priority to domiciliaries of the municipality in which the school is located (G.S. 115C-218.45(f)(7)), and charter schools that were converted from traditional public schools shall give admission preference to students who reside within the former attendance area of the school (G.S. 115C-218.45(c)).
3. A lottery process that deviates from the standard lottery must be based upon the school's unique mission and must be based upon educationally, psychometrically and legally sound practices, protocol and research.

If the applicant is requesting to use a weighted, or otherwise limited, lottery, please provide the following:

1. A thorough explanation of how the specific mission of the school, as set forth in the application, requires the utilization of the weighted or limited lottery.

Click or tap here to enter text.

2. A thorough description of the processes and procedures the applicant intends to use to effectuate the lottery.

Click or tap here to enter text.

3. The underlying research, pedagogical, educational, psychometric and legal, that supports the request and the procedures the applicant is requesting.

Click or tap here to enter text.

Certify

This subsection is entirely original and has not been copied, pasted, or otherwise reproduced from any other application. Yes No

Explanation (optional): Click or tap here to enter text.

Section 4 Operations

4.1 Transportation Plan

1. Describe in detail the transportation plan that will ensure that no child is denied access to the school due to lack of transportation. Include budgetary assumptions and the impact of transportation on the overall budget. The details of

this plan should align with the mission, identified need for the charter school, targeted student population, and the budget proposal.

If you plan to provide transportation, include the following:

- a. Describe the plan for oversight of transportation options (e.g., whether the school will provide its own transportation, contract out for transportation, attempt to contract with a district, or a combination thereof) and who on the staff will provide this daily oversight.
- b. Describe how the school will transport students with special transportation needs and how that will impact your budget.
- c. Describe how the school will ensure compliance with state and federal laws and regulations related to transportation services.

New Generation Charter Academy's budget provides contracted transportation services. The transportation coordinator will manage the day-to-day operations of the school's transportation program. The school will contract qualified bus drivers and provide its own buses. The transportation coordinator will set bus routes, pickup times, and locations. The school will use an alert system which uses a text messaging feature to communicate bus information and updates to parents. The school will make any special arrangements for special transportation needs. The school will use its dedicated transportation funds or amend its budget as needed to assure that all students in need of special transportation arrangements are able to get to and from school. The transportation coordinator will ensure that all school buses or other vehicles used for school transportation are regularly and properly inspected in accordance with state, local, and federal laws. The transportation coordinator will confirm that buses are inspected at least monthly to ensure the buses are in good repair and safe for our students.

The transportation coordinator will collaborate the school's lead administrator to ensure that bus drivers receive training on the school's culture and the Student Code of Conduct and rules of discipline on the buses. The transportation coordinator and the lead administrator will provide parent orientations on the school's transportation program. The transportation coordinator will oversee the school's parent carpool program.

New Generation Charter Academy's transportation program is designed to provide accessibility of our school to all students. The school anticipates working closely with educationally disadvantaged students. The school's transportation is designed

so that children get to school in a bus atmosphere which is consistent with the schools proposed culture, mission, and vision.

4.2 School Lunch Plan

1. Describe in detail the school lunch plan that will ensure that no child is lacking a daily meal. The details of this plan should align with the targeted student population and school budget proposal.

If the school intends to participate in the National School Lunch Program, include the following components in the response:

- a. How the school will comply with applicable local, state, and federal guidelines and regulations;
- b. Any plans to meet the needs of low-income students; and
- c. Include how the school intends to collect free- and reduced-price lunch information from qualified families. If a school intends to participate in the Community Eligibility Provision, describe the methodology the school will use to determine eligibility.

New Generation Charter Academy’s governing board recognizes the importance between good nutrition and student academic performance. The school will provide students a high-quality breakfast and lunch for its students. The school will participate in the National School Lunch Program and provide high quality meals which are compliant with United States Department of Agriculture (USDA) standards. The school’s budget provides for a contracted child nutrition coordinator whom will be responsible to the day-to-day operations of program. The school will establish procurement policies and procedures, and set up meal plans, serving guidelines, and address all health and safety issues related to food preparation, storage, serving, and sanitation. The child nutrition coordinator will ensure the school’s operation meets all local, state, and federal requirements. The school will initially collect family income data from students’ parents to determine whether the student qualifies for free or reduced price lunch. If the school reaches the required 40 percent threshold, the school will participate in the Community Eligibility Provision (CEP) program and will use the Direct Certification process to determine eligibility.

4.3 Civil Liability and Insurance

The Nonprofit shall name the SBE as an Additional Named Insured to their liability coverage for operation of a charter school while obtaining and maintaining insurance at a minimum in the following amounts:

- a. Errors and Omissions: one million dollars (\$1,000,000) per occurrence;
- b. General Liability: one million dollars (\$1,000,000) per occurrence;
- c. Property Insurance: For owned building and contents, including boiler and machinery coverage, if owned;
- d. Crime Coverage: no less than two hundred fifty thousand dollars (\$250,000) to cover employee theft and dishonesty;
- e. Automobile Liability: one million dollars (\$1,000,000) per occurrence; and
- f. Workers' Compensation: as specified by Chapter 97 of NC General Statute, Workers' Compensation Law.

1. Complete the table below, indicating the amount of each type of coverage as outlined in a quote obtained from an insurance provider.

Area of Proposed Coverage	Proposed Amount of Coverage	Cost (Quote)
Comprehensive General Liability	\$1,000,000.00/occurrence	\$1,368.00
Officers and Directors/Errors and Omissions	\$1,000,000.00/occurrence	\$3,057.00
Property Insurance	(Contents \$150,000.00)	\$450.00
Automobile Liability	\$1,000,000.00/occurrence	\$181.00
Crime Coverage Minimum/Maximum Amount	\$250,000.00 \$250,000.00	\$332.00
Worker's Compensation	\$500,000	\$5,692.00
Other Coverage		\$2,469.00
Total Cost		\$13,549.00

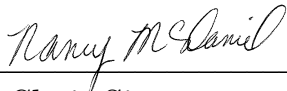
***Attach Appendix L: Insurance Quotes**

The applicant must provide a quote from an insurance provider as part of this application (as Appendix L) to demonstrate the levels of insurance coverage and projected cost.

4.4 Health and Safety Requirements

All public charter schools are required to follow the regulations regarding health and safety as stated in G.S. 115C 218.75.

We, the Board members at **[New Generation Charter Academy]** will develop a written safety plan and policies to be shared with staff, parents and students and be available upon inspection from the Department of Public Instruction and local Health Departments.



Board Chair Signature

7-28-2019

Date

Start-Up Plan

1. Provide a detailed start-up plan for the proposed school, specifying tasks, timelines, and responsible individuals (including compensation for those individuals, if applicable).

New Generation Charter Academy will submit this application, participate in the charter school interview, and will schedule governance strengthening exercises, and participate in the board training provided by the Office of Charter Schools for the planning year. Each month the board will review and adopt policies and procedures for the operations of the school. In October, the board will announce that open enrollment will begin on January 1 and remain open for a period of 30 days and be followed by a lottery. The board will promote open enrollment through free public service announcements, news coverage from the local media, and social media. The school will also hold several community forums to promote student enrollment. The contracted management company and selected volunteers will provide staff support for start-up activities. In March, the school will begin advertising staff positions at the school, including teachers, administrators, clerical support, and other positions. In April and May, a selected board committee in coordination with the management company assignee will complete application reviews, and enter staff employment agreements. There will be two weeks (10 full days) of professional development for all teachers and instructional staff help in July or August, prior to the arrival of students.

In April and May, an appointed board committee and the management company assignee will begin selecting furnishings, entering agreements for equipment and technology, and assemble everything the school will need to operate on day one. The team will work with the contractors and landlord to ensure the facility will be ready with an educational certificate of occupancy by July 1. The board chair and the management company assignee will work together to assure the school completes all its ready-to-open requirements by May 30 and be able to present the educational certificate to occupancy during the first week of July.

The school will begin processing student registrations after completion of open enrollment and lottery. The school will establish itself in the NC EDDIE system during the first week in July. The school will conduct open houses and parent orientation in August (at least two events). On the first day of school, a contingent of parent volunteers will be on standby.

2. Describe what the board anticipates will be the challenges of starting a new school and how it expects to address these challenges. Submit a Start-up (Year 0) Budget as Appendix O, if applicable.

New Generation Charter Academy anticipates the biggest challenges will be student recruitment during the open enrollment period, hiring staff, and managing finances. We expect to address these challenges by a sustained and diligent effort. Addressing these issues are part of the governing board's reasoning for engaging an experienced management company early in the process.

4.5 Facility

Note that the SBE may approve a charter school prior to the school's obtaining a facility; however, students may not attend school and no funds will be allocated until the school has obtained a valid Certificate of Occupancy for Educational use to the Office of Charter Schools.

1. **What is your plan to obtain a building? Identify specific steps the board will take to acquire a facility and obtain the Educational Certificate of Occupancy. Present a timeline with reasonable assumptions for facility selection, requisition, state fire marshal and health inspections, and occupation.**

New Generation Charter Academy has obtained a firm commitment for use of 37,670 SF former Pope Elementary School located at 226 Coleman Avenue Rocky

Mount, North Carolina. The facility will undergo minor upgrades such as paint and other repairs but will obtain an educational certificate of occupancy on or before July 1, 2020. The governing board has been working with the facility owner and anticipates that all required inspections, including fire, health and safety, and others will be completed before July 1, 2020.

2. Describe the school’s facility needs based on the educational program and projected enrollment, including: number of classrooms, square footage per classroom, classroom types, common areas, overall square footage, and amenities. Discuss both short-term and long-term facility plans. Demonstrate that the estimate included in your budget is reasonable.

The school will need 11 classrooms to meet our initial enrollment goals or two classrooms per grade level, plus one exceptional children’s classroom. Existing classrooms are approximately 800 SF each. We will need a teachers’ workroom, administrative offices, storage space, secure file rooms, and a multipurpose room. Our minimum SF of space needed is about 12,000 SF. In the first year, we will lease one wing of the facility and expand in the second year. The facility has adequate space to accommodate the school’s full expansion over the first five years of operation.

3. Describe school facility needs, including: science labs, art room, computer labs, library/media center, performance/dance room, gymnasium and athletic facilities, auditorium, main office and satellite offices, work room/copy room, supplies/storage, teacher work rooms, and other spaces.

As previously stated, the minimum SF needed is about 12,000 SF of space for classrooms, administrative offices, teachers’ workroom, storage and records rooms, and multipurpose room. The current facility has the capacity to expand to 37,670 SF.

4. What is the breakdown of cost per square foot for the proposed facility? Outline how this cost is comparable to the commercial and educational spaces for the proposed school location.

The cost for the facility is no more than \$12.00/SF. According to LoopNet data, the average SF range in the Rocky Mount area for similar use is between \$4.00/SF and \$25.00/SF. The governing board investigation of cost indicates the \$12.00/SF cost is a reasonable and fair price.

5. Facility Contingency Plan: Describe the method of finding a facility if the one the board has identified will not be ready by the time the public charter school will be opening. Include information regarding the immediate spatial needs of the school and identify any programs that will not be immediately offered because a permanent facility has yet to open.

The board has investigated several other facilities options and has a licensed real estate agent working with our team. The other facilities we have identified will enable the school to timely open and will not result in a need to eliminate, postpone, or curtail our academic program.

6. Describe the board’s capacity and experience in facilities acquisition and management, including managing build-out and/or renovations, as applicable.

New Generation Charter Academy governing board member Dexter A. Waters served as the Director of Operations for East 3 Region for residential group homes. He has served as Division of Health Services Facility Consultant. Michael A. Williams, Sr. has served as a maintenance supervisor and is a professional plumber. These two board members’ combined experiences with facilities acquisition and management will be vital to the school start-up and maintenance of facilities. In addition, the contracted management company has experience in acquiring facilities and serves as the board’s professional consultant. The governing board has and will supplement any area of knowledge and experience deficit with professional consultants. The board also has a licensed professional realtor working with the board to meet its facility needs.

Certify

This subsection is entirely original and has not been copied, pasted, or otherwise reproduced from any other application. Yes No

Explanation (optional): Click or tap here to enter text.

Section 5 Financial Plan

5.1 Charter School Budget

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

***Attach Appendix M: Revenue Assurances**

Assurances are needed to confirm the commitment of any additional sources of revenue.

***Attach Appendix N: Proposed Budget for Year 1 through Year 5**

Budget template can be located on the Office of Charter Schools Application website.

5.2 Budget Narrative

Please include additional information that explains the assumptions used in the 5-year budget.

1. How was the student enrollment number projected?

The student enrollment projected for the school's first year of operations is 220 students. Several factors were taken into consideration in making the projections for years one through five. First, we considered the potential need for the school and potential applicant pool within a 50-mile radius or approximately one-hour bus ride to the school location. Next, we considered the limitations on start-up resources and the feasibility of providing facilities and bus transportation.

2. Provide an explanation as to why you believe there is a demand for the school that will meet this enrollment projection.

Our research indicates that parents of educationally disadvantaged students have all but given up on having a school choice option which meets the needs of their students. Our data indicates that more than a sufficient number of parents will select New Generation Charter Academy as a school choice for their students. We

conducted a community survey with 164 participants who provided about 2,132 distinct responses. (See: Appendix A). About 80% of survey respondents have school age children, 92% indicated they support opening a new public charter school, and 94% indicated they would consider sending their students to the proposed new charter school.

3. Provide the break-even point of student enrollment.

New Generation Charter Academy break-even point for its first year of operations is 180 students.

4. Discuss the school's contingency plan to meet financial needs if anticipated revenues are not received or are lower than estimated.

New Generation Charter Academy's governing board will amend its budget or use a contingency budget if anticipated revenues are less than estimated. Contingency budgeting involves establishing priorities of what can be cut first and establishing an order to timely reduce expenditures to ensure the school operates within the available resources and does not run a deficit. The plan also considers cash flow issues such as timing of inflows and outflows of cash. The board will set priorities to first ensure the integrity of programs which could impact student outcomes. The school will not rely on revenues which are not committed and have a reasonable expectation of being received. The school's core program will operate from state and local funds. Federal funds are considered supplemental and will not supplant state and local funds.

5. Does the budget rely on sources of funds other than state, county, and federal (e.g., loans, donations, etc.)? If so, please provide the source and amount. Also, describe any committed contributions and in-kind donations of goods or services to be received by the charter school that will assist in evaluating the financial viability of the school. Clearly indicate between those grants or in-kind donations which have already been firmly committed and those the board is planning to pursue. Be sure that the appropriate assurances documentation is provided in the appendices.

New Generation Charter Academy budget does not rely upon sources of funds other than state, county, and federal funds. If any other funding commitments arise, the school will not rely upon said funds without a written commitment and without verifying the reliability of the sources.

6. Provide the student to teacher ratio that the budget is built on.

New Generation Charter Academy budget was built upon a student to teacher ratio of 22 to 1 for core classroom teachers. The core teacher to student ratio does not include specials courses or other instruction which may not involve the core teacher. The core teacher ratio does not include or account for the impact of planning time or others times the core teacher is not with his/her class. The school recognizes the

student to core teacher ratio as a valuable but limited metric in planning high quality educational programs.

7. Describe the board's individual and collective qualifications and capacity for implementing the financial plan successfully.

The New Generation Charter Academy governing board recognizes its limitations and capacity in the area of financial planning. Therefore, the governing board has worked to assure it engages individuals with background, training, and experience which can provide it reliable expertise. The governing board member Nancy McDaniel has a Bachelor's Degree in Administration and Accounting, and Master Degree in Administration. Board member Michael A. Williams, Sr. is a local Pastor with experience in financial planning for his church. Board member Dexter A. Waters has served as a Director of Operations which included budget related experience. The board also contract with a management company which brings financial planning experience to the board in its consultant capacity. Finally, the board has plans to obtain additional financial planning training and professional development.

8. Describe how one or more high needs students with disabilities might affect the budget and your plan to meet student needs that might be more than anticipated.

New Generation Charter Academy governing board recognizes that one or more high needs students with disabilities can have a substantial budget impact on a charter school. The governing board further recognizes students' rights to attend the charter school and the legal requirements to provide services. The governing board plans to be fully prepared to meet the needs of all students by recognizing when and how to apply for resources needed to meet the needs of its students, such as PRC 029 funds or PRC 118 for autistic student support. The school will also be prepared to seek reimbursements from Medicare, Medicaid, and Private Insurance for reimbursable services to high needs students. The governing board recognizes the need to plan ahead and to fully understand the operating environment and resources which may be available. New Generation Charter Academy will remain fully prepared to address the needs of all students which are accepted thru the lottery and to provide FAPE.

9. If there is a plan to outsource any or all financial management areas such as payroll, benefits, audits, fundraising, accounting, etc., provide a statement on how the vendors will be selected and how the board will oversee their activities to ensure fidelity and compliance.

New Generation Charter Academy has entered into a management contract with Torchlight Academy Schools, LLC which will provide financial management

services for the school including payroll, benefits administration, and accounting services. The board will separately contract a Local Government Commission approved Independent Certified Public Accountant to conduct the annual single audit. In all cases, the school will identify and investigate at least three vendors and will select the best candidate which can meet the needs of the school. The board will consider price, quality, and experience in the matrix use to select vendors. The governing board will adopt procurement policies and procedures.

10. Does the school intend to contract for services such as student accounting and financial services, exceptional children instructional support, custodial etc. Describe the criteria and procedures for the selection of contractors and large purchases.

New Generation Charter Academy will adopt and publish procurement policies and procedures which govern selection of vendors with appropriate threshold amounts for informal purchasing, obtaining three quotes, and a formal bid process.

11. Explain how the budget aligns with the school's mission, curricular offerings, transportation plans, and facility needs.

New Generation Charter Academy budget is designed to assure the school can meet its mission statement. The budget provides sufficient funding to meet the school's curricular offerings, its transportation plan, and provide for the school's facility needs. The budget is aligned to the stated elements by providing sufficient resources to assure that said items can be carried out.

12. What percentage of expenditures will be the school's goal for a general fund balance? Describe how the school will develop the fund balance.

New Generation Charter Academy governing board's general fund balance goals is 3 to 8 percent of revenue. The school anticipates that general fund balance goals will be tied to student enrollment and the marginal cost of the school's operations.

13. Provide a description of proposed financing structure. Include financing of facilities, other asset financing and leases.

New Generation Charter Academy governing board will enter a financing lease for its facilities, furnishing, and equipment (including student computers). The school will also maintain a line of credit to assure the school meets its cash flow needs. The contracted management company is committed to providing the school with \$50,000.00 in start-up capital.

14. Will the school have assets from other sources (e.g. building, furniture, chairs, computers, etc.)? If yes, please provide a list. Note which are secured and which are anticipated, and include evidence of commitment for any assets on which the school's core operation depends.

New Generation Charter Academy governing board has entered a management contract with Torchlight Academy Schools, LLC. The management company has

committed \$50,000.00 for start-up capital. The school will lease most of its furnishing, computers, etc.

5.3 Financial Compliance

1. **How will the school ensure adequate internal controls, including segregation of duties, safeguarding of assets, accurate and adequate recording keeping?**

New Generation Charter Academy governing board will adopt Internal Control Policies and Procedures which comply with Generally Accepted Accounting Practices (GAAP). The school will engage outside audit services, and the contracted management company will support the school's financial operations. Board members will make all final expenditure authorizations.

2. **Provide any known or possible related party transactions (relationship, description of transaction and estimated dollars involved).**

None

3. **Provide the name of the firm approved by the NC Local Government Commission (LGC) that will conduct the audit. Include the complete mailing address, telephone number and fax number. If a firm has yet to be identified, please list the firms the board has investigated.**

Darrell L Keller, CPA, 105 S. City Street, Kings Mountain, NC 28086, Phone (704) 739-0771, Fax (704) 739-6122

Certify

This subsection is entirely original and has not been copied, pasted, or otherwise reproduced from any other application. Yes No

Explanation (optional): Click or tap here to enter text.

Signature Page

The foregoing application is submitted on behalf of the Board of Directors of New Generation Charter Academy. The undersigned has read the application and hereby declares that the information contained in it is true and accurate to the best of his/her information and belief. The undersigned further represents that the applicant has read the Charter School Law and agrees to be governed by it, other applicable laws, and SBE regulations. Additionally, we understand the final approval of the charter is contingent upon successful completion of a mandatory planning year. Per SBE policy "Planning Year for New and Preliminary Charter Schools – CHTR 013, all new nonprofit boards receiving a charter must participate in a year-long planning program prior to the charter school's opening for students. The planning year provides an applicant time to prepare for the implementation of the school's curricular, financial, marketing, and facility plans. During this planning year, regular meetings are held with the Board of Directors and consultants from the Office of Charter Schools to provide information on the following topics: school opening plans, staff development, finance, governance, board training, marketing, policies and procedures, securing a school site, and hiring a school administrator. Final approval of the charter will be contingent upon successfully completing all of the planning program requirements.

Print/Type Name: Nancy McDaniel

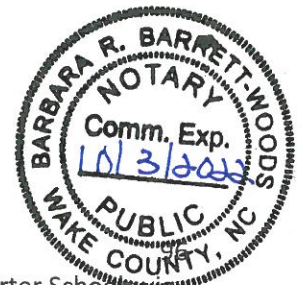
Board Position: Board Chair

Signature: Nancy McDaniel

Date: July 27, 2019

Sworn to and subscribed before me this 29 day of July, 2019.

Notary Public: Barbara R Barrett-Woods Official Seal:



My commission expires: 10/3/2022, 2022.

If you have questions regarding the application process, please contact the Office of Charter Schools via email at danielle.allen@dpi.nc.gov.