

Response to Administrative Review

THE MASTER'S PREPARATORY LEADERSHIP ACADEMY
"We Specialize in Educating and Empowering Present and Future Leaders"

MEMORANDUM

November 23, 2004

TO: JAN CHRISTENSEN
ASSISTANT SUPERINTENDENT, INSTRUCTION

FROM: THE MASTER'S PREPARATORY LEADERSHIP
ACADEMY CHARTER SCHOOL ACADEMIC
POLICY COMMITTEE

SUBJECT: RESPONSES TO THE ADMINISTRATIVE REVIEW OF
OUR CHARTER SCHOOL PROPOSAL

In every life span there are crossroads. Somewhere between young childhood, a new road must be chosen. Some can choose; other drive on aimlessly. Youngsters do not mature on their own; they need help to achieve their potential. They need direction; they face adulthood with mixed feelings. Much of the world they know seems to be in disarray. There is nothing you would not do to provide a safe journey for your own son, daughter, niece, nephew, cousin, etc. But these days, as never before, no youngster's future is assured. The roadway is crowded with speeding impediments, unforeseen alterations and conditions.

The fortunate ones make their way to the future with others whose paths they will continue to cross for the rest of their lives. But there are other children out there who will grow to adulthood without such early advantages. What is to become of these needy children who are trying to make the turn without help, without funds, often with no one in the adult world to provide a model or to give them help in finding the roadway to success? Our needy youth need adults who care. They need successful role models which they can identify. They need teachers and counselors who can show the way to opportunity. They need to experience the rewards of earning their income, using and developing their talents. They need a chance to explore career opportunities, to see how adults function as employers and employees, and they need to understand the relationship between the world of learning and the world of work.

I believe that most adults would agree that our youth are our greatest asset, our hope for the future, the one resource that must be fully developed if our nation is to prosper. The Master's Preparatory Leadership Academy hopes to be a quality charter school in the State of Alaska. We will provide the guideposts at the crossroads. We will make a conscious effort to help our students achieve their full potential. The Academy will educate, empower, and equip our students - present and future leaders. We will inspire, motivate and instill in them that if they can dream it, they can picture it. If they can picture it, they can see it. If they can see it, they can believe it. If they believe it, they will achieve it. We, the founders of The Master's Preparatory Leadership Academy, believe that each and every one of our students will be capable of elevating their chances for success by making a conscious effort to do so.

Our charter school proposal was submitted to your office on Friday, October 1, 2004. Our Administrative Review meeting was held on Thursday, October 28, 2004, between 2:30 p.m. - 4:30 p.m. in Room #320 of the Anchorage School District Administrative Building.

The Administrative Review was done by the following individuals representing key departments who reviewed different aspects of our proposals for a charter school: Connie Bensler, Charter School Liaison; Jan Christensen, Assistant Superintendent for Instruction; Janet Stokesbary, Chief Financial Officer; Marie Laule, Director, Budget; Mike Henry, Executive Director, High School Education; Jerry Sjolander, Executive Director, Special Education; George Vakalis, Assistant Superintendent, Support Services, Mike Klawitter, Director, Risk Management; Eric Tollefsen, Executive Director, Human Resources; and Jeff Wood, Chief Information Officer.

At this time we will respond to key issues identified by each department in the order of the comments and questions addressed in the Anchorage School District memorandum dated October 20, 2004, in reference to The Master's Preparatory Leadership Academy Charter School Proposal.

CHARTER SCHOOL LIAISON

The Master's Preparatory Leadership Academy Academic Advisory Committee will comply with the State of Alaska Charter School Policies and Procedures to include parents of students enrolled in our charter school. We believe that parents are the first teachers of their children. Parents are teachers, too.

Several times we mentioned highly skilled and qualified teachers. It was brought to our attention that highly skilled and qualified teachers tend to be more expensive than others are, our budget reflects an average of \$45,000.00 yearly for each teacher. Ms. Connie Bensler, Charter School Liaison indicated that this budget line item might have been too low. We had projected that the salary for our Master Teacher would be about \$55,000.00, and we would recruit and select teachers who were highly skilled and qualified who could be hired in various salary brackets not to exceed our projected total amount for that line

item. We realize that we will have to take into consideration their experience and education according to the Anchorage School District's Teacher's Salary Range. Some teachers will be paid lower; some the average salary; and some will be paid higher. Our total certificated salary positions will not exceed the \$450,000.00 allocation and total budget allocation for benefits.

The Master's Preparatory Leadership Academy will adopt and comply with the official administrative policies, procedures and regulations of the Anchorage School District. The Academy's academic requirements will meet or exceed Content and Performance Standards for Alaska students. The Academy will adopt the Anchorage School District's district-wide curriculum using innovative strategies, techniques and supplementary, curriculum textbooks, etc. On Monday, November 22, 2004, we met with the ASD Curriculum Director, Dr. Enid Hunter. Dr. Hunter was very instrumental in briefing our advisory members about the overall composition of the high school curriculum of the Anchorage School District. Dr. Hunter provided the essential information and material that will be needed to guarantee that the Academy's curriculum would comply and exceed the Anchorage School District's requirements.

Our staff members will be receiving specific instructional in the Wilson Language System, the Learning Strategies Curriculum, etc. the Academy Administrator, Academy Academic Student Placement Coordinator, Master Teacher and the Character First Coordinator will provide staff training. We will utilize direct instruction, videos, and hands on training, and mini work sessions, etc. Training will occur during the regular teacher in services. Our staff will also receive training in anger management, child abuse and domestic violence, safety briefings, alcohol and drug abuse, and all mandatory training that is required by the by the Anchorage School District. We will network and collaborate with the Anchorage School District to reassure that the Academy's Administrator and all staff members attend and receive all mandatory ASD training and required in-service classes.

As indicated in our application, after careful examination of each student's needs, educational history, review of cumulative records, and extensive academic performance and skills assessments, the Academy Student Placement Coordinator, staff of the Academy, along with the students and their parents will create an educational plan. The allotted minutes of our school's instructional day will be allotted for academic learning time. We believe that with the support and cooperation of our students, parents, staff, local school district, local schools and community members, our students will turn their lives around. We believe that students at our charter school will reach their maximum potential and obtain extraordinary academic achievements. The mission of this charter school is to support lifelong academic growth, emotional development, and professional readiness for all students. We believe that community-based learning promotes sound decision-making, encourages independent problem solving and provides our future workforce with prerequisite skills necessary for seeking, securing and maintaining post secondary employment. The personal education plan will be created within the first two weeks of the students' orientation.

The Master's Preparatory Leadership Academy is flexible enough to enlarge our special education. As indicated previously, the Academy Advisory Committee will hire 2 Certified English Teachers, 2 Certified Math Teachers, 2 Certified Reading Teachers, 2 Certified Special Education Teachers, 1 Health/Science, Physical Education Teacher, 1 History/Social Studies/Geography Teacher. Our 10 Certified Teachers will be highly qualified candidates. We will make a conscious effort to hire teachers with a second endorsement in other academic areas that will enhance the mission of the charter school and the academic needs of our students. Our staff will have a diversified educational portfolio. One of the 10 Certified Teachers will be the Master Teacher. Please refer to the memorandum submitted by Mr. Jerry Sjolander, Executive Director of Special Education. A representative from the Academy Advisory Committee met with Mr. Jerry Sjolander on Friday, November 5, 2004. He recommended that we network and collaborate with the ASD Special Education Department to establish charge back services in the areas of speech, occupational therapy, etc. Mr. Sjolander indicated that with this network and collaboration 2 Certified Special Education Teachers should be sufficient. The Academy Academic Advisory Committee will utilize the expertise and experience of the Anchorage School District Special Education Department. Mr. Sjolander indicated that our staff could also receive the necessary Special Education Training, as well. The Academy Academic Advisory Committee will schedule a meeting with the Anchorage School District Director of Special Education Department and/or with her designated staff member(s) to brainstorm and finalize these services and the necessary staff training.

The Master's Preparatory Leadership Academy has a lead on several potential facilities. The one pictured in our application would have been the idea facility. We are still negotiating for a facility. Several landlords have shown favorable interested in leasing to The Master's Preparatory Leadership Academy. Mrs. Mable Gibbons, Indian Education Coordinator and Mr. Louis Easter, retired Prison Superintendent are the major charter school contacts. Mrs. Gibbons and Mr. Easter are longtime Alaska with good standing in the community. They have been talking to several landlords about the possibility of housing a charter school in one of their facility. If this charter was approved and funds had been available, we believe that we would have already been in a facility. We have received favorable response from several potential landlords. This committee realized that any facility that we lease and occupy has to meet the Department of Education and Early Childhood Development, the Anchorage School District Administration, the Anchorage School District Purchasing Department, and the Municipality of Anchorage zoning requirements. Any facility that we leased has to be Zoned E and in compliance with all four entities.

The Master's Preparatory Leadership Academy will not have enough manpower and/or resources to provide vocational instruction; however, the Academy Student Placement Coordinator will establish a mentorship and internship programs. Seniors who are meeting all academic requirements will be considered for these programs. Seniors in good standing will be the only students eligible to register for these programs. The mentorship and internship programs will be used to satisfy students' high school

electives. The Multi-Cultural Coordinator will assist the Academy Student Placement Coordinator in successfully placing students enrolled in both programs.

The Academy Academic Advisory Committee has decided to contract out community members who have expertise and experience in art and music. It is germane that we contract out individuals who also have expertise and experience working with at-risk youth. Initially, we had contemplated on hiring retired art and music teachers. During the administrative review, we discovered that this would be very costly. It is our desire that the entire student body will participate in quarterly art and music presentations. Students will be exposed to various performing arts and musical activities. Research has proven that students who engage in art and music activities broaden their horizon, and it increases the students chances for being successful learners. It is the desire of this charter school to provide our students with an education that will empower them with the necessary skills, abilities, exposures needed to help them to make significant positive contributions to their communities. As stated in our charter school application, physical action or hands on experience may be necessary for learning, especially for our students but is not sufficient; therefore, the Academy will provide activities that will engage the mind as well as the hands in the context of our core academic context classes and extracurricular activities, as well.

The Master's Preparatory Leadership Academy Academic Advisory Committee have delegated five members to aggressively recruit students who are failing in school and/or students who have potential of failing in school and students who have already dropped out of school to attend our charter school. Mrs. Mable Gibbons, Indian Education Coordinator, Fairview Elementary, Mrs. Harriet Beale, President of the Alaska Native sisterhood, Ms. Pauline Hathaway, Former Southcentral Foundation Employee, Mrs. Barbara Bankston, Retired ASD School Teacher and Doris J. McDaniel, Certified Principal and Teacher in the State of Alaska. We are talking to students and parents and will presented this information when we do our presentation to the Anchorage School District Board. The Master's Preparatory Leadership Academy is projecting 200 maximum student capacity and 150 minimum student capacity. Our committee members are optimistic about successfully recruiting 200 students for our initial enrollment. We believe that we will have a waiting list beyond the 200 students.

ASSISTANT SUPERINTENDENT, INSTUCTION

The composition of the academy policy committee is a definite strength, both in its diversity and level of skills and talents (p.4). The Master's Preparatory Leadership Academy founding Academy Policy Committee is composed of a Career Coordinator Consultant, State of Alaska Certified Principal and Teacher, Character Councils of Alaska Coordinator, President, Alaska Native Sisterhood, Real Estate (Commercial Associate), ASD Retired School Teacher, Parent Advisor, Indian Education Coordinator and Retired Prison Superintendent. We feel that our committee members possess a wealth of knowledge, experience, expertise and resources to spearhead the formulation and the establishment of this charter school. The founding group has a diverse

complement of skills, including fundraising, non-profit management, teacher and administrative training, accounting, real estate, marketing, human resources and higher education knowledge, expertise, experience, network and collaboration.

The hours of operation for the school are an asset for those high students who have difficulty starting school at 7:30 a.m. (p.5). Students attending the Academy may take classes and/or participate in student activities at other schools once specific budgetary arrangements have been made according to the administrative charge-back procedures. The Master's Preparatory Leadership Academy hours of operation will be 11:00 a.m. - 5:00 p.m. The Academy Academic Advisory Committee had contemplated on operating between 12:00 p.m. - 6:00 p.m. However, the committee realized that many students would be working after school to fulfill some of their requirements for electives. The committee, also, took into consideration that there was a period of time when it gets darker earlier in our city. Consequently, the above hours were agreed upon. A copy of a proposed schedule can be found in Attachment A. During the Administrative Review, a representative from the Anchorage School recommended that we contact Bartlett High School and/or West High School to obtain a copy of their block scheduling. It was believed that this block scheduling would enhance the scheduling of our charter school. Ms. Pauline Hathaway has been designated to obtain a copy, so that we can implement this scheduling component into our educational setting.

We have established a recruitment team who has been designated to aggressively recruit our initial 200 students. Along with that strategy, we will establish a waiting list when we reach our 200 ceiling. This committee will present this information at the Anchorage School District School Board Presentation at our scheduled presentation. As previously indicated, several members of the Academy Advisory Committee have been meeting with various community organizations and belong to various community organizations that have addressed the concerns, needs and issues of alternative solutions for at risk students who were failing, or had the potential of failing or had completely dropped out of school. These concerns, needs and issued have been going on for several years in our city. The Alaska Native Sisterhood, Alaska Native Brotherhood, National Association for the Advancement of Colored People, local community councils, etc. have addressed the problems of at risk youth failing and dropping out of school in various community settings.

The Master's Preparatory Leadership Academy will use the Anchorage School District curriculum, code of conduct for students, and the ASD calendar (p.13). This will enable an easier transition for students from other Anchorage School District schools. As stated earlier, The Master's Preparatory Leadership Academy will adopt and comply with the official administrative policies, procedures and regulations of the Anchorage School District. The Academy academic requirements will meet or exceed Content and Performance Standards for Alaska students. The Academy will adopt the Anchorage School District's wide curriculum using innovative strategies, techniques and supplementary, curriculum textbooks, etc. to enhance our curriculum.

The Master's Preparatory Leadership Academy will adopt the Anchorage School District code of conduct and dress code. We will set high standards for all students. The Academy will implement and integrate the Character First Curriculum to enhance students' personal growth and development. It is our belief that this component will reduce behavior problems, increase attendance, develop positive traits and be instrumental in developing responsible and productive citizens. The Academy will use the "no nonsense approach." Our motto is "We Specialize in Educating and Empowering Present and Future Leaders."

The Academy's parent-teacher conferences will be scheduled in accordance with the Anchorage School District. Due to beginning and ending of our school days, the Academy may have to make some minor time changes of parent-teacher conferences days. If so, we will keep the Anchorage School District, local schools, our students, parents and the community abreast of these changes.

As mentioned earlier, The Master's Preparatory Leadership Academy has a lead on several potential facilities. The one pictured in our application would have been the idea facility. We are still negotiating for a facility. Several landlords have shown favorable interest in leasing to The Master's Preparatory Leadership Academy. Mrs. Mable Gibbons, Indian Education Coordinator and Mr. Louis Easter, Retired Prison Superintendent are the major charter school contacts. Mrs. Gibbons and Mr. Easter are longtime Alaska residents with good standing in the community. They have been talking to several landlords about the possibility of housing a charter school in one of their facilities. If this charter was approved and funds were available, our charter school would already be in a facility. We have received favorable responses from several potential landlords. This committee realized that any facility that we occupy has to meet the Department of Education and Early Childhood Development, the Anchorage School District, Anchorage School District Purchasing Department and the Municipality of Anchorage zoning requirements. Any facility that we leased has to be Zoned E and in compliance with all four entities.

The character education component of the schedule is the strength of this proposal. The Academy will implement and integrate the Character First Curriculum to enhance students' personal growth and development. It is our belief that this component will reduce behavior problems, increase attendance, develop positive character traits and be instrumental in developing responsible and productive citizens. The Academy will use the "no nonsense approach." Our motto is "We Specialize in Educating and Empowering Present and Future Leaders."

Ms. Jan Christensen, Assistant Superintendent for Instruction, indicated that she felt that the salary indicated for teachers at \$45,000.00 might be unrealistically low, especially if one of the ten teachers is to be a "master teacher" as indicated in the proposal. It had been brought to our attention in the Charter School Liaison's administrative review that highly skilled and qualified teachers tend to be more expensive than others. We had projected that the salary for our Master Teacher would be about \$55,000.00, and we

would recruit and select teachers who were highly skilled and qualified who could be hired in various salary brackets not to exceed our projected total amount for that line item. We will seek out the most skillful and qualified teachers with various salary ranges. We realize that we will have to take into consideration our potential teachers' experience and education according to the Anchorage School District's Teachers' Salary Range. Some teachers will be paid lower; some will be paid higher. Our total certificated salary positions will not exceed the \$450,000.00 allocation and total budget allocation for benefits.

The Master's Preparatory Leadership Academy Academic Advisory Committee has delegated five members to aggressively recruit students who are failing in school, students who have potential of failing in school and/or students who have dropped out of school to attend our charter school. Mrs. Mable Gibbons, Indian Education Coordinator at Fairview Elementary, Mrs. Harriet Bealeal, President of the Alaska Native Sisterhood, Ms. Pauline Hathaway, Former Southcentral Foundation Employee, Mrs. Barbara Bankston, Retired ASD School Teacher and Ms. Doris J. McDaniel, Certified Principal and Teacher in the State of Alaska. We are talking to students and parents and will present this information when we do our presentation to the Anchorage School District School Board. The Master's Preparatory Leadership Academy is projecting 200 maximum student capacity and 150 minimum student capacity. Our committee members are optimistic about successfully recruiting 200 students for our initial enrollment. We believe that we will have a waiting list beyond the 200 potential students. The Master's Preparatory Leadership Academy Academic Advisory Committee will aggressively organize our recruiting strategy. We will collaborate with the Covenant House, McKinley Shelter and other homeless shelters, middle school and high school counselors, McLaughlin High School and social services organizations. We have two Native volunteer coordinators who agreed to collaborate, network, partnership and recruit in the Native population. We will utilize word-of-mouth, local newspapers, television and radio advertisements. We will obtain names, addresses and telephone numbers from applicants who are serious about attending our charter school. The Academic Advisory Committee feel that we will be able to recruit 200 students, and there will definitely be a waiting list.

HIGH SCHOOL EDUCATION

The administrative review summation submitted by Mr. Mike Henry, Executive Director, High School Education stated that there is always a need for quality alternatives for high school students at risk of dropping out of high school and for those who have previously dropped out. He indicated that the concept of "self paced" instruction has proven effective with students who have been unsuccessful in the traditional high school. We believe that if we set high expectations for all our learners, our students will reach their maximum potential and obtain extraordinary academic achievements.

The Master's Preparatory Leadership Academy will expect all students to earn a high school diploma and be prepared for post-secondary employment with job readiness skills for an immediate entry into the workforce or continue training at a college, university,

entered into the military or pursue owning a business upon graduating from high school. Specific achievement goals for all students shall include:

The students at the Academy will demonstrate a proficiency in reading and writing. Students will demonstrate a mastery of designated outcome goals in the areas of History, Math, Science and Vocational Applications. Students will demonstrate a mastery of specific job-readiness skills designated by the school community (e.g. Verbal and Written Communication Skills, Personal Action Plans, Conflict Resolution, Diversity Sensitivity, and Personal Leadership Qualities). Students will demonstrate leadership capacity by planning and implementing significant service learning projects in their communities. Students will demonstrate a proficiency in technology skills designated by the school community to be important for both lifelong learning and preparation for a technologically-based workforce and personal use. Students will complete coursework and related activities needed for graduation requirements as specified by the following either the Academic, Occupational or Career Preparation Course of Study. The Master's Preparatory Leadership Academy's educational program will address the academic, social and vocational needs of at-risk high school students. Students will meet graduation requirements following the Alaska Department of Education and Early Childhood and the Anchorage School District. We will comply with the No Child Left Behind requirements mandated by the federal government.

The Master's Preparatory Leadership Academy's curriculum will meet and/or exceed the Anchorage School District's standards. In order to achieve our mission, we will utilize individualized approaches to teaching and learning to ensure prompt remediation and/or acceleration depending on each student's needs. Our curriculum will be centered on character building and self discipline, excellence in reading, writing, mathematics, technology use, critical thinking, decision making and problem solving. Our curriculum will be centered and focused on acquisition of an in-depth knowledge with a strong, solid foundation in health, science, global geography, history, policy making (city, state, federal), literature and language, personal development and our society.

The Academy will be held accountable for meeting measurable student achievement results and the school's method will be performance based in accordance with the Anchorage School District's standards. The Master's Preparatory Leadership Academy recognizes that as being a charter school in Alaska it will be required to demonstrate measurable student achievement results while meeting the requirements of a performance based accountability system. While charter schools are public schools of choice they operate with freedom from many of the rules and regulations that apply to traditional public schools, the charter establishing our Academy is actually a performance contract detailing the school's mission, programs, goals, students served, method of assessments, and ways to measure success. The Master's Preparatory Leadership Academy will be held accountable for both academic results and fiscal practices to several groups. Our charter school will be held accountable by the Anchorage School District, the State of Alaska Department of Education and Early Childhood Development that distributes grants to the charter school, the parents who elect to send their students to the Academy,

the students of the Academy and the public that funds the Academy directly and indirectly.

Student enrollment is based upon an application completed by deadline. Initially, applications and students will be accepted after the deadline (count period), if applicable. It is our hope to have a waiting list of applicants waiting and wanting to attend our school. Application forms must be submitted by the annual deadline determined by the Academic Advisory Committee in accordance with the Anchorage School District guidelines. Once the Academy receives final approval to operate as a charter school in the city of Anchorage, Alaska, we will notify the student and his/her parents of the deadlines for submission. Applications will be available and accepted following ASD approval of the charter. The potential students, parents and/or guardians will be advised where to pick up applications. The Master's Preparatory Leadership Academy Application and the Anchorage School District - Lottery Procedures 332.2 are located respectively as Attachment H and as Attachment I in the ASD charter school application. The application form will request the student's name and address, date of birth, grade level, and the name of the school the student most recently attended, names, addresses and telephone numbers of parents and/or legal guardians, names of siblings also applying and a signature verifying that the information is correct and that the parents/guardians desire for their child(ren) to attend the academy, if applicable. It was brought out in our administrative review that the lottery process may not be applicable to our charter school.

If students decide to return later to an Anchorage School District comprehensive or alternative high school, our grades, credits and student graduation status will transfer back easily. The Master's Preparatory Leadership Academy's curriculum will meet and/or exceed the Anchorage School district's standards. The ultimate expectations for achievement are tied to the Academy's mission. The Academy will emphasize alternative learning and assessment methods. This includes exploration of open questions and scenarios, research, product development assessment by student portfolio, performance checklist presentations, job shadowing, apprenticeships, internships, mentorships and employment experiences. At the Academy students will play a crucial role in assessing their own progress through ownership and taking responsibility for their own learning. They will reflect daily on academic progress and performance, real world application of skills and evaluation of self. Constructivist theory requires that the staff at the Academy make a conscious effort to turn their attention towards their learners. In our curriculum design and model for instruction the focus is on learning through problem solving, developing products and applying knowledge - all of which are achievement goals at the Academy. Ultimately, students will be expected to generalize their knowledge and skills in new learning environments such as the workplace, college, military, Peace Corps and Job Corps, etc.

The high school education review indicated that high school at-risk programs generally experience a higher level (percentage) of student turnovers and mobility than do comprehensive schools. The question that was asked is what plan is in place for the permanent or temporary replacement of students who drop from The Master's Preparatory

Leadership Academy? The Master's Preparatory Leadership will have an ongoing waiting list in place. As mentioned earlier, The Master's Preparatory Leadership Academy Academic Advisory Committee will aggressively organize our recruiting strategy. We will collaborate with the Covenant House, McKinley Shelter and other homeless shelters, McLaughlin High School, middle school and high school counselors, and social services organizations. We have two Native volunteer coordinators who have agreed to collaborate, network, partnership and recruit in the Native population. We will utilize word-of-mouth, local newspapers, television and radio advertisements. We will obtain names, addresses and telephone numbers from applicants who are seriously committed about attending the Academy. The Academic Advisory Committee feel that we will be able to successfully recruit 200 at-risk students who are failing in their present educational environment and/or have potential of failing and/or students who have already dropped out of school.

Mr. Mike Henry, Executive Director, High School Education indicated that our charter school teacher to student ratio of 1:20 is certainly better than that of many of the Anchorage School District comprehensive high schools, but he emphasized that it is unusually high for "self paced" instruction. He elaborated on whether this Academy would be using technology in all of its academic areas to help equalize this high ratio of students to teachers. It is our hope to use technology in all of the academic areas to help equalize this high ratio of students to teachers. The Academy Advisory Committee feels that the allotted minutes of our school's instructional day must be protected for academic learning time. We will establish and create very intensified reading, writing and math learning labs, also. The Academy will incorporate videos, headphones, tapes, manual application and computer technology to supplement our academic curriculum. Technology will supplement the basic academics and curriculum material that will meet the requirements for the students electives.

BUSINESS MANAGEMENT

The administrative review summation from the Business Management Department indicated that overall, the proposal for the Master's Preparatory Leadership Academy Charter School was very well thought out. However, it was brought out that there were information provided in the budgetary section of the proposal that required further clarification.

It was elaborated on the fact that the funding page of the charter school proposal totaling \$1,433,707.00 included 20 percent special needs factor. It was addressed that our proposed annual expenditure budget does not appear to address expenditures related to providing special need services such as special education and bilingual education. As indicated previously a representative from the Academy Advisory Committee met with Mr. Jerry Sjolander, Director of Special Programs on Friday, November 5, 2004 to address and discuss budget allocations to provide special need services such as special education and bilingual education. Mr. Sjolander recommended that we network and

collaborate with the ASD Special Education Department to establish charge back services in the areas of speech, occupational therapy, etc. He indicated that with this network and collaboration 2 Certified Teachers should be sufficient for this charter school. The Academy Advisory Committee will utilize the expertise and experience of the Anchorage School District Special Education Department. Mr. Sjolander indicated that our staff could also receive the necessary Special Education Training, as well. The Academy Advisory Committee will schedule a meeting with the Director of Special Education and/or her designated staff members to brainstorm and finalize an agreement between the Academy and the Anchorage School District Special Education Department to receive special education services and staff training. A representative from the Academy Advisory Committee will meet with the Anchorage School District Multi-Cultural/Bilingual Department to brainstorm and finalize an agreement with the Academy to provide multi-cultural and bilingual services to the appropriate students. Due to a conflict in time, a previous meeting was cancelled and needs to be rescheduled with Mrs. Maxine Hill, Director of the Anchorage School District Multi-Cultural/Bilingual Department. The Academy has contemplated on utilizing the services of the new Spanish Academy that has just been established in the city of Anchorage; it is our hope that some of our students will learn Spanish as a second language. We are still in the discussion stage, however, a representative from the Academy Academic Advisory Committee contacted the founder of the Spanish Academy and discussed a potential partnership. We feel that this would be a good partnership and would be a good way to enhance the academic curriculum of The Master's Preparatory Leadership Academy. The Hispanic student population is one of the fastest growing population in the Anchorage School District.

During our administrative review, the Business Management Department stated that on page 15, under location and description of the facility, is the reference to a real estate transaction intended to mean a lease or purchase of a facility? This summation elaborated on the fact the Academy needed to take into consideration the Home Rule Charter, for the Municipality of Anchorage, Alaska, Section 13.08 (b) Administration of the budget. It was indicated that a lease purchase agreement with respect to acquisition of a capital improvement valued in excess of \$1,000,000.00 is not valid until approved by the majority of the qualified voters voting on the question needs to occur. The ASD Business Management representative felt that additional discussion and clarification should be taken before further action is taken. Assistant Superintendent Jan Christensen and Ms. Connie Bensler, Anchorage School District Charter School Liaison and several other ASD key staff members advised The Master's Preparatory Leadership Academy Academic Advisory Committee that leasing a facility for the charter school would be the most appropriate real estate transaction. We were advised that the Anchorage School District normally approved charter schools for a five-year period of time. The Academy Academic Advisory Committee had considered leasing with option to purchase. We had budget \$216,000.00 for 1 commercial facility (12,000 square feet x \$1.50 per square x 12 months). As mentioned earlier, we have been given favorable consideration by several landlords. However, in order to successfully negotiate a lease for a facility, funding is essential and you have to have something in writing or available funds for a landlord to

contemplate on finalizing an agreement. It has been brought to our attention that it is germane that the Academy Academic Advisory Committee seek guidance from the Anchorage School District Administration and the Anchorage School District Purchasing Department prior to negotiating the final contract. If this will be a lease purchase, we are required to give much lead time so that all parties involved would have more than enough time to analyze, evaluate, provide input, recommendations, suggestions, feedbacks, etc. We, the members of the Academy Academic Policy Committee, embrace wholeheartedly the expertise and experience of the Anchorage School District Administration and the Anchorage School District Purchasing Department.

The following comments pertaining to the expenditure portion of the Proposed Annual Budget provided in our charter school's proposal were provided by the Anchorage School District Business Management. The Academy Academic Advisory Committee addressed and rectified the following:

In the total column for 270 TRS for classroom teachers, the amount should be \$9,450.00 not \$94,500.00. This was an administrative typographical error that has been rectified. Under Senior High Principal, retirement should be calculated on the 155 Added Days as well as 130 Salary, Ms. Marie Laule, Director, Anchorage School District Budget and our potential Administrator rectified these line items using the most recent funding allocation and appropriate salary negotiate under the current approved principals contract.

The Anchorage School District Business Management Department indicated that our calculations for contracting out the art instructor, music instructor, technology instructor, and nurse was calculating using 32 weeks equates to approximately eight months. The discussion was centered around whether these services be offered less than the regular number of weeks in a school. The Master's Preparatory Leadership Academy have decided to offer quarterly performing art and music miniature workshops and presentations. We will contract out community members who possess the expertise and experience in the art and music fields to expose our students to the art and music field and to enhance our educational setting. This change will be reflected in our budget upon our presentation to the Anchorage School District Board Members. The first two weeks of the school year will be allotted for students and parent orientation, testing and evaluation, creating personal action plans and enrolling students in appropriate classes, etc. Initially, we had contemplating on hiring retired music and art teachers to teach their specialties; however, once we met with the Anchorage School District Human Resource Department, it was discovered that we needed additional funding to accomplish our goals. As a result, we decided to offer quarterly performing art and music miniature workshops and presentations. The appropriate budget line items will reflect any necessary changes. The ASD Budget Department is working with the committee to finalize our budget allocation for our technology instructor, nurse position, and all other support and contract positions to reassure that we comply the ASD hiring practices.

Under the food allocation, the Academy calculate \$.50 per day rather than \$5.00 per day for food allocation. We believe that proper diet and nutrition foods are essential for

physical, mental and spiritual well beings for students attending our charter school. Therefore, we have decided to serve nutritious snacks that consist of fruits, vegetables, trail mixes, grain products, milk, etc. Students will be required to bring their own lunches. We will provide several microwaves and juices in a designated student lounge. As time progresses, we will provide vending machines with nutritious snacks, juices, etc. The Academy will budget \$100.00 per day x 190 days = \$19,000.00 for food items per school year. We will purchase in bulk quantities from local wholesalers such as Costco's and Sam's Warehouse, etc. Our students have more than enough time to have breakfast prior to coming to the Academy. In the near future, we might be able to provide lunch and snacks, but we are a start-up charter school and we need to make sure that we create and establish a quality learning environment. We need additional time to implement a quality food program. We will schedule meetings with the Anchorage School District Nutrition Department to receive advise and expertise to implement a food program.

The Anchorage School District Business Management Department commented pertaining to the expenditure portion of the Grants and One-time Expenses provided in the charter school's proposal. They request further information on how the amount of \$30,000 for the planning grant and \$172,500.00 for implementation grant were derived. The founder and visionary of the charter school advised the committee that the \$30,000 planning grant was an one time grant that any charter school approved in the State of Alaska would be eligible to receive. The \$172,500.00 implementation grant is for a two year period for a total of \$345,000.00. This is an implementation grant that any charter school that is approved by the State of Alaska Department of Education and Early Development and its local school district would be eligible to receive. The Master's Preparatory Leadership Academy would be a new charter school in the State of Alaska, therefore, if approved we would be eligible to receive both the planning and the implementation grant.

The Anchorage School District Business Management Department stated that under curriculum in the expense portion, the formula for calculating the \$60,000.00 total amount appears to be calculated based on \$300.00 per student for 200 students rather than the \$3,000.00 per student for 200 students that was reflected in the budget line for this area. The Master's Preparatory Leadership Academy Advisory Committee indicated that this was a typographical error. The amount of \$300.00 per student x 200 students = \$60,000 was the appropriate numbers for the total amount for the curriculum allocation for our budget. This line item has been rectified in our charter school's budget. Under the school library in the expense portion, the formula for calculating \$30,000.00 for establishing a school library appears to be calculated based on \$150.00 rather than \$1,500.00. The amount of \$150.00 per student x 200 students = \$30,000.00 This line item has been rectified to reflect this line in our charter school's budget. The ASD Business Management Department indicated that the Voice Mail is an on-going expenditure and should be charged to the general operating budget, not to a grant as an one-time expenditure. A representative from the Academy Academic Advisory Committee met with representative from the ASD Technology Information Department to obtain professional advice and suggestions pertaining to technological, phone/utilities and other communication needs. The discussion, concerns, and recommendations will be

addressed later on in this administrative review. The members of the Academy Academic Advisory Committee and the representative from the Anchorage School District Administration agreed. Under staff computers in the expense portion, the calculation of the \$12,000.00 needs to be reviewed. It was indicated that \$12,000.00 is equal to \$800.00 x 15 each, not \$700.00. The members of the Academy Academic Advisory Committee agreed. During the discussion, Mr. Jeff Wood, Chief Information Officer indicated that our budget allocation for this line item was too low. It was agreed that our committee would schedule a meeting with the Anchorage School District Technology Department to seek professional advice, help and expertise from this department. A representative from the Academy Academic Advisory Committee met with Mr. Jeff Wood and two other Anchorage School District Technology Staff to address the needs and concerns of the Academy applicable to implement a quality, professional technology component. This meeting was held on Thursday, November 4, 2004. As stated earlier, a summation of the results of this meeting will be discussed later on in this narrative. The Master's Preparatory Leadership Academy will utilize the expertise, experiences and the services of the Anchorage School District Technology Department. We feel that this approach would be very beneficial to the Academy.

BUDGET

The Anchorage School District Budget Department stated that the proposer of The Master's Preparatory Leadership Academy (TMPLA) must be commended on a well thought out proposal and a very aggressive revenue and expenditure budget presentation. It has been rewarding to work with the proposers and see the enthusiasm toward starting this charter school. There were a few budgetary questions. The following areas were identified for discussion:

The revenue generated from the Alaska Public Funding program for the General Fund based on a projection of 200 FTE students is \$4,433,707.00. The \$4,433,707.00 incorporates the \$4,576.00 basic student allocation, \$16.00 for Quality Grants and the current 4.38 percent indirect cost rate. This rate is subject to change; therefore, the revenue/expenditure ceiling could be adjusted once the District receives the approved rate for FY 2006. This proposal was based on this revenue funding for the General Fund. The total state/local funding (full implementation) projected FY 0506 @ \$4,869.00 and 4.87% total funding allocation increased to the total of \$1,517,371.00 since our administrative review. Funding per student increased \$7,587.00 with the student population of 200 students. You will find an Attachment entitled Anchorage School District Charter School Funding - The Master's Preparatory Leadership Academy as the first attachment to this document.

On page 16 of the proposal under Number of Students Served it states, "The Leadership Academy proposes to initially serve a minimum of 150 students with a maximum of 200 students." Does "initially" mean for FY 2005-2006? Using the current formula, the reduced enrollment of 50 students would generate \$258,528 less revenues. Will the charter school be able to operate with revenues generated with only 150 students?

Yes, initially means for FY 2005-2006; however, as mentioned previously, The Master's Preparatory Leadership Academy Academic Advisory Committee have delegated five members to aggressively recruit students who are failing in school or have potential of failing in school and/or students who have dropped out of school to attend our charter school. Mrs. Mable Gibbons, Indian Education Coordinator at Fairview Elementary, Mrs. Harriet Beleal, President of the Alaska Native Sisterhood, Ms. Pauline Hathaway, Former Southcentral Foundation Employee, Mrs. Barbara Bankston, Retired ASD School Teacher and Doris J. McDaniel, Certified Principal and Teacher in the State of Alaska. We are talking to students who would be idea for our program and to the students' parents and/or guardians. We will present this information to the Anchorage School District School Board at our charter school presentation. The Master's Preparatory Leadership Academy is projecting a maximum student capacity of 200 students. The Master's Preparatory Leadership is projecting a minimum capacity of 150 students. Our committee members are optimistic about successfully recruiting 200 students for our initial enrollment. We believe that we will have a waiting list beyond the 200 students. Will the charter school be able to operate with revenues generated with only 150 students? The Master's Preparatory Leadership would be able to operate with revenues generated with only 150 students; however, their definitely would have to be a budget adjustment, reduction in staff positions and some cutbacks in certain areas.

On page 14 under Funding Allocation and Annual Program Budget, fourth paragraph it states, "...budgetary allowance per student allocation will be supplement with Technology Grant funds." The Anchorage School District Budget Department requested additional information on this funding and the budgetary impact. The representatives from the Advisory Committee informed the administrative review team that the one-time planning grant for \$30,000.00 and the implementation grant for \$172,500.00 for a two year period are referred to as Technology Grants.

The Anchorage School District Budget Department review stated that again on page 14 under the same heading and paragraph as above, it states, "The Master's Preparatory Leadership will obtain a gaming permit from the State of Alaska to professionally qualify to incorporate a fundraising component." More information is requested on this revenue generating activity. ASD Budget Department indicated that there are several rigid requirements under the charitable gaming statutes and regulations and a discussion on when and how this will work for the Academy would be beneficial.

It was brought out in our administrative review discussion that several schools in the Anchorage School District have obtained gaming permits to generate additional revenues. The Assistant Superintendent Jan Christensen and several staff members elaborated and discussed that several schools have obtained gaming permits. Doris J. McDaniel, the potential administrator, indicated that the Academy Academic Advisory Committee will establish a five year business and financial strategically plan to guarantee the success of this charter school. She indicated that the Advisory Committee had contemplating on seeking a donation of a new car and a donation of Spindell House to raffle off. The

Master's Preparatory Leadership Academy Academic Advisory Committee will raffle off 1,000 tickets @ \$100.00 per ticket which will generate \$100,000.00 for the car raffle and 1,000 tickets @ \$100.00 per ticket for the house raffle. This will be a total of \$200,000.00 additional revenue that would supplement the charter school's budget and provide surplus funds for the Academy.

Nathaniel Bratcher will be hired as a consultant. He will provide the charter school with services in the area of public relations, marketing, fundraising strategies, searching for grants, and writing grants. Bratcher will be the school/community liaison person. A copy of his resume has been included in our charter school proposal application to the Anchorage School District. The Academy Academic Advisory Committee will aggressively seek other technology grants and resources applicable to charter schools. It is germane that we always taken into consideration that not only are we running an educational facility, but this is a business. It is germane that we partnership, collaborate, network and aggressively seek additional revenues and resources to guarantee our success. It is crucial that the Academy Academic Advisory Committee strategically plan way ahead in advance. It was brought to our attention that there are several rigid requirements under the charitable gaming statutes and regulations and a discussion on when and how this will work for the Academy. Several members of the Academy Academic Advisory Committee belong to other local organizations that have secured gaming permits. They have the knowledge base, experience, and expertise on how to apply for a gaming permit, rules and regulations applicable to gaming requirements. It was also indicated in the administrative review that this charter school could utilize another school/and or organization permit to generate additional revenues prior to receiving their gaming permit.

Expenditures

The ASD Budget Department stated that The Master's Preparatory Leadership Academy's expenditure budget presentation has been done very well. However, there were a few questions and suggestions in the following areas:

Additional funds should be allocated for the function of "Master Teacher." Also, if any hired teacher has a Master's Degree or obtain one during employment, a \$500.00 per teacher bonus plus appropriate payroll taxes will need to be budgeted. The Academy Academic Advisory Committee has adjusted the Master Teacher's Salary to \$55,000.00, and we are working with the Anchorage School District Budget Department to finalize making the appropriate adjustments to reflect their recommendations in this area. The ASD Budget Department has been very instrument in assisting our committee members in the various stages of completing our budget.

On page 15 under Location and Description of the Facility information is provided about TMPLA seeking a 10,000 - 30,000 square foot building. On page 2 of 2 on Attachment J, in the budget presentation there is a line item for Lease of Building with option to Purchase" Also in the budget presentation, there are other line items for utilities and

phones lines, so it appears that this not a full service lease. Without knowing the final contract arrangements a budget line item for a custodian should be included. Or will this be a "Lease Building with option to Purchase" and the following applies.

Per the Home Rule Charter, for the Municipality of Anchorage, Alaska, Section 13.08(b) Administration of the budget; the following appears to apply. "A lease purchase agreement with respect to acquisition of a capital improvement valued in excess of \$1,000,000.00 is not valid until approved by the majority of the qualified voters voting on the question." A discussion should be held with the ASD Administration and the Purchasing Department for guidance before negotiating the final contract, as much lead time is required if this will be a lease purchase.

During the administrative review, it was brought to the attention of the Academy Academic Advisory Committee that leasing a facility would be the most appropriate thing to do. Assistant Superintendent Jan Christensen and the Anchorage School District Charter School Liaison, Ms. Connie Bensler, advised everyone present that the Anchorage School District School Board normally approved charter school initially only for a five year period. They advised the committee and recommended that the most appropriate real estate action would be to lease a facility instead entering into a lease with option to purchase agreement. It was discussed that it was essential for the Academy Academic Advisory Committee to work in collaboration and harmony with the Anchorage School District Administration and the Anchorage School District Purchasing Department and to make a conscious effort to keep all stakeholders abreast and to seek professional advice and expertise from the Anchorage School District Administration and the Anchorage School District Purchasing Department. The Master's Preparatory Leadership Academy Academic Advisory Committee agreed to comply with this request. As recommended by the ASD Budget Department, there was a lengthy discussion between the Anchorage School District Administration, Anchorage School District Purchasing Department and The Master's Preparatory Leadership Academy Academic Advisory Committee about negotiating a final contract for this charter school facility. The Academy Academic Advisory Committee have been talking with several local landlords in reference to leasing a facility for the Academy. As mentioned earlier, we have received favorable consideration. A final budget will be coordinated with the ASD Budget Department to determine if a janitorial position should be included in the Academy budget.

The ASD Budget Department under the Expenditures comments stated that it appears that quite a few positions may be contracted out. It was felt that some discussion should occur with the Director of the ASD Contract Administration to ensure that this does not conflict with current ASD practices of hiring on a contract if a position of the same nature is included in current ASD employee negotiated contracts. We will utilize the expertise of the ASD Budget Department to finalize our budget and reassure that we are in compliance with the Anchorage School District hiring practices. The committee realized that the charter school budget is the backbone of this organization and a very crucial component to the success of the organization.

The Business Management Department indicated that it appears that our budget reflect a few positions that would be contracted out. Mr. Eric Tollefsen, Executive Director, Human Resources and several Anchorage School District key staff members suggested that our Academic Advisory Committee meet with the Executive Director of Human Resources, Mr. Eric Tollefsen, and/or his designated representatives to discuss, address, analyze and determine which contract position in our budget would be appropriate to contract out and which positions if contracted out would conflict with the current Anchorage School District practices of hiring. On Tuesday, November 9, 2004, a representative from The Master's Preparatory Leadership Academy met with the Director of Human Resources, Mr. Eric Tollefsen, and his designated representatives representing the various bargaining units: certificated, classified, and student nutrition, etc. It was a very informative and successful meeting. The Human Resource Department advised our representative concerning which positions could be contracted and on which positions should not be contracted out. Our representative requested copies of certain job descriptions so that the committee could revisit their staffing needs and make the necessary and appropriate adjustments. The job descriptions have been provided to our Academy Academic Advisory Committee. We will present this information in our briefing to the Anchorage School District School Board along with our final budget.

It is anticipated that the two positions for Special Education Teachers will cover all the special services requirement. For example, speech language, or should funding be considered for ASD Contracted Services (charge-backs) for other special services requirements outside the responsibility of the nurse?

As stated earlier it was indicated that the funding page of the charter school proposal totaling \$1,433,707.00 included 20 percent special needs factor. This total of \$1,433,707.00 has recently increased to \$1,517,317.00. It was addressed that our proposed annual expenditure budget does not appear to address expenditures related to providing special needs services as special education and bilingual education. As indicated previously, a representative from the Academy Academic Advisory Committee met with Mr. Jerry Sjolander on Friday, November 5, 2004, to address and discuss budget allocations to provide special needs services, such as special education and bilingual education. Mr. Jerry Sjolander recommended that we network and collaborate with the Anchorage School District Special Education Department to establish charge back services in the areas of speech, occupational therapy, etc. He indicated that with this networking and collaboration 2 Certificate Special Education Teachers should be sufficient to handle the special needs of the student at our charter school. The Academy Academic Advisory Committee will schedule a meeting with the Director of Special Education and/or her designated staff member(s) to brainstorm and finalize an agreement between The Master's Preparatory Leadership Academy and the Anchorage School District Special Education Department to receive special education services and training. A representative from the Academy Academic Advisory Committee will meet with the Anchorage School District Multi-Cultural/Bilingual Department to brainstorm and finalize plans and agreement to make recommendations about the most appropriate ways

and means to provide multi-cultural and bilingual services to the students at our charter school. We feel that our student population will be a diversified population, and it is germane that we included this component as to enhance our curriculum.

The Anchorage School District Budget Department review indicated that funds for repair parts and equipment repair should be budget. The Master's Preparatory Leadership Academy representative met with Mr. Jeff Wood, the Anchorage School District Chief Information Officer and other ASD technology support staff to address the technology, equipment, server, etc. needs of the charter school. Both parties have come to a mutual agreement that the charter school will utilize the experience, expertise and the system that are already in place to accommodate the school's technological needs. They will provided us with the services that we need, equipment that is needed and have given us a breakdown of the projecting cost. A copy of this information will be the second attachment to this document. This information will be included and reflected in our final budget and made available during our presentation to the Anchorage School District School Board.

The Anchorage School District Budget Department review indicated that the liability insurance amount appears to be low. This items should be reviewed with the Director of Risk Management. Since our administrative review on Thursday, October 28, 2004, Mr. Mike Klawitter, Director has given the Academy Academic Advisory Committee a detailed memorandum elaborating on the requirements and cost of liability insurance for a charter school. A copy of this memorandum will be attached to this document. The allocation for liability insurance will be adjusted and reflected on the appropriate line item of our budget. It was stated that our initial projection for this expenditure was too low.

The Anchorage School District Budget Department review stated that it appears that funds for the supplies and equipment will be expensed against grant funding for FY 2005-2006. For future years, will the General Fund be able to support these expenditures? The Master's Preparatory Leadership Academy Academic Advisory Committee will take everything into consideration and will annually budget funds for the necessary supplies and equipment as needed. Therefore, each year there will be funds available and allocate for supplies and equipment in The Master's Preparatory Leadership Academy's General Fund.

Other

The Anchorage School District Budget Department emphasized that if there would be adjustments that needed to be made for salary or benefits due to rate adjustments, or other expenditures that should be included as those mentioned above, there was \$69,699.00 unallocated in the General Fund in this proposal to do so.

A representative from The Master's Preparatory Leadership Academy Academic Advisory Committee met with Ms. Marie Laule, Director of ASD Budget Department on

Friday, November 12, 2004. The purpose of this meeting was to revisit the proposed budget of The Master's Preparatory Leadership Academy. Ms. Laule analyze the budget, addressed the increase of funding for charters school, providing professional financial recommendations and expertise to assist the Academy Academic Advisory Committee on what steps were necessary to finalize the completion of their budget. The Academy Academic Advisory Committee is working diligently with the ASD Budget to finalize our budget.

RISK MANAGEMENT

The Anchorage School District Risk Management Department Administrative Review indicated that it was important for The Master's Preparatory Leadership Academy Academic Advisory Committee to identify a facility as earlier as possible. ASD Risk Management specified that Fire Marshall approval is mandatory, and that the facility would have to be inspected for potential asbestos. Mr. Mike Klawitter, Director of the Anchorage School District Risk Management elaborated on the fact that Risk Management and Emergency Preparedness and Security should also have the opportunity to view the facility prior to entering a lease contract. The charter school insurance requirements are attached and should be budgeted. It was noted emphasized that most charter schools use a brokerage firm to market their coverage. A member of the Academy Academic Advisory Committee picked up a package from Willis of Alaska. Several charter schools in Anchorage have utilized this business for their insurance requirements. Willis of Alaska is very creditable and come highly recommended.

Human Resources

With the alternative programs that ASD currently has, how much of a need is there for a program such as this one?

There is a great need for this charter school. There is always a need for quality alternatives for high school students at risk of dropping out of high school and for those who have previously dropped out. The Academy will be instrumental in placing each and every graduate in one of the following areas: post-secondary education and/or post secondary employment, entrepreneurship or mentorship program, vocational training military, Job Corps and/or Peace Corps placement, etc. Students who have struggled in eight grade, students in high school who are experiencing educational setbacks and obstacles, students who are not being successful in other alternative educational settings, etc will be ideal students for this charter school. We will network, collaborate with the ASD, local home schools, alternative schools, etc. There are students enrolled in several of the Anchorage School District alternative programs that are at risk of failing, dropping out or being release because of various reasons (behaviors, academic, attendance, etc.).

The Anchorage School District Human Resources administrative review findings wanted to know if any other schools have obtained a gaming permit to raise funds and does this support the philosophy and the mission for the school.

Again on page 14 under the same heading and paragraph as above, it states "The Master's Preparatory Leadership Academy will obtain a gaming permit from the State of Alaska to professionally qualify to incorporate a fundraising component." More information is requested on this revenue generating activity. There are several rigid requirements under the charitable gaming statutes and regulations and a discussion on when and how this will work for the Academy would be beneficial. It was brought out in our discussion that several schools in the Anchorage School District have obtained gaming permit to generate additional revenues. The Assistant Superintendent Jan Christensen and several ASD staff members elaborated and discussed that several schools have obtained gaming permits. Doris J. McDaniel, the potential administrator, indicated that the Academy Academic Advisory Committee will establish a five year business and financial strategical plan to guarantee the success of this charter school. She indicated that the Advisory Committee had contemplating on seeking a donation of a new car and a donation of a Spindell Home. The Master's Preparatory Leadership Academy will raffle off 1,000 tickets @ \$100.00 per ticket which will generate \$100,000.00 for the car raffle and 1,000 tickets @ \$100.00 per ticket which will generate \$100,000.00 for the home raffle. This will be a total of \$200,000.00 additional revenue that would supplement our charter school's budget and provide surplus funds. Nathaniel Bratcher will be hired on as a Consultant. He will provide the charter school with services in the area of public relations, marketing, fundraising strategies, searching for grants, writing grants and Bratcher will be the school/community liaison person. A copy of his resume has been included in our charter school application to the Anchorage School District. The Academy Academic Advisory Committee will aggressively seek other technology grants and resources applicable to charter schools. It is germane that we always take into consideration that not only are we running an educational facility, but this is a business. It is germane that we partnership, collaborate, network and aggressively seek additional revenues and resources to guarantee our success. It is crucial that the Academy Academic Advisory Committee strategically plan way ahead in advance. It was brought to our attention that there are several rigid requirements under the charitable gaming statutes and regulations and a discussion on when and how this will work for the Academy. Several members of the Academy Academic Advisory Committee belong to other local organizations that have secured gaming permits. They have the knowledge base, experience, and expertise on how to apply for a gaming permit, rules and regulations applicable to gaming requirements. It was also indicated in the administrative review that this charter school could utilize another school, business and/or organization permit to generate additional revenues prior to receiving their gaming permit.

The Anchorage School District Human Resources Department next administrative review question was does this (obtaining a gaming permit) support the philosophy and the mission of the school? On page 14 of the charter school's application paragraph 3 states the Academy will be eligible to seek federal categorical and state funding for eligible low-income and/or special needs students. The Academy will pursue any federal and state start-up grants, allocated for charter schools. The Academy possess the right to seek

and accept grants, gifts and donations in accordance to the guidelines specified in the State of Alaska charter school rules and regulations. Yes, the ultimate expectations for financial stability are tied the mission and philosophy of the Academy. It is essentially that we focus on being financial secure in order to provide a quality education to all our students.

The Anchorage School District Human Resources Department stated our charter school application had included the ASD calendar in the proposal. The question asked was does that mean that they will follow the ASD calendar? Even if it changes.

On page 12 in paragraphs 4 and 5, it reads as follows: The Master's Preparatory Leadership Academy will follow the proposed ASD school calendars. We have taken into consideration that this would be advantageous to families with children attending different schools. The older siblings are sometimes required to watch younger siblings during scheduled in-services, holidays, etc. We will make a conscious effort to follow the ASD calendar.

The Academy's parent-teacher conferences will be scheduled in accordance with the Anchorage School District. Due to beginning and ending our school days, the Academy may have to make some minor time changes of parent-teacher conferences days. If so, we will keep the Anchorage School District, local schools, our students, parents, and the community abreast of these changes. Yes, we will follow the ASD calendar even if it changes making the necessary adjustment for parent-teacher conference due to the beginning and ending of our school days.

INSTRUCTIONAL TECHNOLOGY

The Anchorage School District Instructional Technology indicated that one of our stated goals was "Students will demonstrate a proficiency in technology skills designed by the school community to be important for lifelong learning and preparation for a technologically-based workforce and personal use." ASD Instructional Technology elaborated that our recommendation for attaining this goal was "The Academy will introduce students to vocational and technological resources to enhance their learning and pre-professional skills." Based on the above statements, they assumed that our charter school would want access to internet, but we did not budget for a provider in our charter school budget. On Thursday, November 4, 2004, a representative from the Academy Academic Advisory Committee met with Mr. Jeff Wood and his colleagues. Our representative indicated that The Master's Preparatory Leadership Academy Academic Advisory Committee would utilize the expertise, expertise and resources of the ASD Information Technology. We feel that utilizing the ASD Information Technology expertise, expertise, resources, networking and collaboration would be advantageous. It would enhance our curriculum, allow the charter school to provide quality services to our students and staff. We would have immediate access to communicate with our local school district, and this will enhance the chances of our charter school to be successful. We feel that the Anchorage School District technology has the expertise, experience,

resources, networking and collaboration that will enhance the mission of The Master's Preparatory Leadership Academy. Our charter school would also be linked up to the Anchorage School District's website. This would enable us to keep a good harmonious working relationship with the Anchorage School District. There was a mutual agreement that Mr. Wood and his colleagues would provide our committee with the technical expertise, resources, itemized funding requirements, etc.

It was mentioned that in attachment J page 2 item phone lines (includes computers). ASD Instructional Technology did not understand the cost of 9,000.00 (600.00 x 15 months x 15 lines). After a detailed discussion, it was determined that the committee had budgeted \$600.00 x 15 months for 15 telephone extensions. We meant to budget \$600.00 x 12 months for 15 telephone extensions. Mr. Jeff Wood, Chief Information Officer and his colleagues offered to assess our needs and to report back to us their recommendations concerning prices, services needed and offered their technical support. The representative on behalf of the Academy Academic Advisory Committee agreed to accept their offer.

ASD Instructional Technology Department indicated that our charter school proposal identified 20 student computers on the one-time expenses page. There questions to our committee was what is your equipment refresh cycle and how is it funded? Will these systems be managed by servers? Our representative indicated that our committee needed to revisit our budget utilizing the expertise from the ASD Budget Department. Again, Mr. Jeff Wood, Chief Information Officer and his colleagues offered to assess our needs and to report back to us their recommendations concerning prices, services needed and offered their technical support. The representative on behalf of the Academy Academic Advisory Committee agreed to accept their offer. It was indicated that these systems be managed by servers. The ASD Instruction Technology has provided us with a itemized list applicable to all our technological needs.

ASD Instructional Technology Department stated that on the same page, 15 staff computers are identified. There question were are these the same computers that are referenced on page 2 of Attachment J? What is your equipment refresh cycle and how is it funded for these system? During our discussion, they advised that the 20 computers were for the students computer lab and the 15 computers were allocated for staff use. Our representative indicated that we need their expertise and expertise concerning our equipment refresh cycle and their recommendation for funding this service. Mr. Wood and staff indicated that they would provide us with the necessary information, resources, budget cost, etc. to address this need.

The ASD Instructional Technology indicated that our committee did not budget for any network infrastructure equipment or cost identified. How will these computers systems connect to one another and share information? Again, our representative of the Academy Academic Advisory Committee indicated that we needed the expertise, experience, resources, networking and collaboration of the ASD Instructional Technology. We felt that was essential. ASD Instructional Technology staff agreed to provide us with the necessary information, resources, budget cost, etc. to address this need.

ASD Instructional Technology Department asked if the charter school workstation and network support would be site based or would we require ASD support. Again our representative of the Academy Academic Advisory Committee on behalf of the committee indicated that we definitely would require ASD support as discussed previously. The next question for discussion was will we need access to the ASD network to perform various administrative functions? Our representative on behalf of the committee advised the ASD Instructional Technology representatives that we definitely needed access to the ASD network to perform various administrative functions.

ASD Instructional Technology Department advised the committee that the Anchorage School District requires that all computer hardware be purchased from either Dell or Apple, unless it becomes the property of the student/parents. There question to our committee was which vendor are you selecting for the hardware? ASD Instructional Technology Department was advised that The Master's Preparatory Leadership Academy would use Dell.

Under the ASD Instructional Technology Department Administrative Review there next concerns was that there were no software licensing costs identified for products such as Office and Email or for any student use applications identified in our charter school application budget. They were advised that we needed their expertise, experience, resources, networking and collaboration to satisfy this requirements. ASD Instructional Technology staff agreed to provide us with the necessary information, resources, budget cost, etc. to accommodate our technological needs in this area.

In summation The Master's Preparatory Leadership Academy has agreed to establish a harmonious relationship with the ASD Instructional Technology Department to guarantee our chances of success in providing quality technological services to our students, staff and to network with our local school district and community.

SPECIAL EDUCATION

Anchorage School District memorandum dated October 25, 2004, submitted by Mr. Jerry Sjolander stated:

I have reviewed the proposal for The Master's Preparatory Leadership Academy and agree that a learning environment that addresses the "individual needs of the students with different learning styles" will provide an option for some special education students of the district. The Academy's proposal has included a comprehensive statement regarding its commitment to serving exceptional children. The goal that ensures that all staff is trained in Special Education issues and ways to implement accommodations for students is commendable. The plan to provide in-classroom support, resource support, direct instruction, extended practice opportunities is critical to the design of services compliant with the Individuals with Disabilities Education Act (IDEA).

Charter schools are not exempt from compliance with federal or state statute and regulation regarding provision of services to special education students. Special education students with a wide range of diverse learning and behavior needs may be selected by lottery into optional and charter schools. A school must be prepared to address the needs of any student it accepts. The proposal appears to address the needs of students eligible for services as learning disabled; however, there are thirteen other categories of eligibility defined by IDEA. The school must be prepared to address the unique behavioral issues of students as well as their academic needs. All schools of the district must follow the guidelines of the Special Education Handbook produced by the Alaska Department of Education and Early Development. It is recommended that the committee review the handbook which can be found at www.eed.state.ak.us/tls/sped/ on the department's website.

Approximately fourteen percent of the district's students qualify for special education services. With an enrollment of 150 to 200 students, it would be expected that the school would select at least 21 to 28 students with active Individual Education Plans. Given the school's target population, an even more significant proportion of special education students may apply. The proposed staffing of 2 certified special education teachers is appropriate for the initiate estimate; however, additional staffing may be required based on individual needs of students. A student cannot be denied acceptance to a school or services due to a lack of resources at the school.

Mr. Jerry Sjolander, Executive Director of the ASD Special Education, indicated that a significant piece missing from the proposal is how the school plans to address related services for special education students. He indicated that students may require speech, occupational or physical therapy, adaptive physical education, or other related services as defined in the student's IEP. In addition, psychological services are required to conduct assessments for new referrals and triennial evaluations required by IDEA. There is no reference in the plan or budget regarding these services.

A representative from the Academy Academic Advisory Committee met with Sjolander on Friday, November 5, 2004. As mentioned earlier in this document, our charter school will network and work in collaboration with the Anchorage School District Special Education Department to address and seek professional advice, expertise and suggestions to reassure that this charter school meets all the requirements pertaining to the special needs of all their students.

Cc: Carol Comeau
Connie Bensler
George Vakalis
Enid Hunter
Mike Henry
Jerry Sjolander
Janet Stokesbary

Marie Laule
Mike Klawitter
Eric Tollefsen
Jeff Wood



**ANCHORAGE SCHOOL DISTRICT
CHARTER SCHOOL FUNDING - THE MASTER'S PREPARATORY LEADERSHIP ACADEMY**

	<u>Projected FY 0506 @ 4.87%</u>	<u>Projected FY 0506 @ \$4,869 & 4.87%</u>
Student ADM	200.00	200.00
School Size Factor [1]	272.10	272.10
Adjusted ADM	<u>272.10</u>	<u>272.10</u>
Times: Special Needs Factor	1.2	1.2
Total Adjusted ADM	<u>326.52</u>	<u>326.52</u>
Times: Student Allocation	\$ 4,576	\$ 4,869
Full Implementation	1,494,156	1,589,826
Plus: Quality Grants - \$16/Adj. ADM	5,224	5,224
Less: Indirect Cost	4.87% <u>(73,020)</u>	4.87% <u>(77,679)</u>
FY 0506 Funding - State/Local:	<u>1,426,360</u>	<u>1,517,371</u>
Student Activity:		
Total State/Local Funding (Full Implementation):	<u>\$ 1,426,360</u>	<u>\$ 1,517,371</u>
Funding per Student:	\$ 7,132	\$ 7,587

[1] Applied to largest school in district if <150 ADM



ANCHORAGE SCHOOL DISTRICT
ANCHORAGE, ALASKA

MEMORANDUM

October 7, 2003

TO: Charter Schools
FROM: Mike Klawitter, Director of Risk Management
SUBJECT: Charter School Insurance

As indicated in the Anchorage School District's Policy Language for Charter Schools, Section 21, Risk Management, and the minimum limits of insurance recommended by Risk Management for charter schools of 100 or less students is as follows:

- General Liability \$1,000,000 per occurrence
\$1,000,000 annual aggregate
- Auto Liability for Non-owned & Hired Autos \$1,000,000 per accident,
single limit
- School Leaders Errors & Omissions \$1,000,000 per occurrence
Including Employment Practices \$1,000,000 annual aggregate
Liability

For charter schools of more than 100 students, an additional \$1,000,000 umbrella policy is recommended.

Charter schools that purchase, rent, lease or borrow buildings, space and equipment are responsible for any property loss and must be adequately insured to cover property losses.

Workers' Compensation claims administration and excess insurance will be provided by the Anchorage School District and processed through the Risk Management Department. The cost of claims and insurance for workers' compensation coverage would be charged back to the charter school budget through the use of the experience rate. A charter school will report on-the-job injuries to Risk Management utilizing the Alaska Department of Labor, Report of Occupational Injury or Illness report from within 24 hours of an accident as is required of all departments and schools in the District.

14. Retirement: All employees of the Charter School shall be members of the Teacher's Retirement System or the Public Employee's Retirement System and be subject to the requirements of those systems.
15. Contract Term: This contract shall be effective upon complete execution and shall be reviewed annually. The contract has been approved for a period of _____ fiscal years and will terminate on _____ (date). (No contract may be approved for a term in excess of five years or for a term which extends beyond July 1, 2005). Charter School may apply for a contract extension or reapply for a new contract during the last year of the existing contract period.

Although this contract is for the operation of Charter School for a period of _____ years, any financial commitment on the part of the School District contained in this contract is subject to annual appropriation by the School Board and the parties agree that School District has no obligation to fund the financial obligations under this contract other than for the current year of the contract term. The parties also agree that the School District has no obligation to provide the services described within this contract other than for the current year of the contract term.

16. Termination: This contract may be terminated by School Board for Charter School's failure to meet educational achievement goals or fiscal management standards, for a default in any material provision of this agreement or for other good cause. The School Board shall provide at least 30 days written notice to Charter School of its intent to terminate this contract and the reasons therefor. If Charter School fails to remedy the cause for termination within the time provided in this notice, then this contract shall automatically terminate at the end of the stated time. Any unused funds remaining shall immediately be returned to the School District upon such termination. Charter School may terminate the contract on an annual basis. In such event, Charter School shall notify the District by February 1 of a given school year of its intent to cease operations the following year.
17. Risk Management: Charter School agrees to adequately protect against liability and risk through an active risk management program. This program shall include purchase of insurance coverages, as directed by the Anchorage School District risk manager in the following amounts: _____. Charter School agrees that it will coordinate all risk management activities through the District's risk management office. Charter School shall not compromise, settle, negotiate, or otherwise affect any disposition of potential claims asserted against it without the School District's prior written approval.

Charter School agrees to operate in such a manner as to minimize the risk of injury or harm to students, employees, and others. Charter School shall comply with all Board policies and regulations, and comply with all applicable federal and state laws, concerning student welfare, safety and health, including, without limitation, Board policies and laws addressing the reporting of child abuse, accident prevention and disaster response, and any state regulations governing the operation of the school facilities.

18. Contract Compliance: Charter School agrees to oversee its operations to ensure that the terms of this contract are met. Charter School agrees to meet regularly with parents, teachers/staff, and students (where appropriate) to review, evaluate, and improve operations of the Charter School. Charter School agrees to meet with the Academic Policy Committee at least quarterly to monitor progress in achieving the Committee's policies and goals.
19. Indemnification: To the extent not covered by insurance, Charter School agrees to indemnify and hold the School District, its Board, agents and employees harmless from all liability, claims, and demands on account of injury, loss or damage, including, without limitation, claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage or any other losses of any kind whatsoever which arise out of or are in any manner connected with Charter School's operations.

In addition to the mutual covenants and agreements set forth above, School District and Charter School agree to be bound by those agreements, promises, and covenants set forth in the final approved Charter School Application, a copy of which is attached, except as those terms are amended by this contract, and the bylaws and policies of the Anchorage School District, and federal, state and local statutes and regulations.

Dated _____

School Board President
Anchorage School District

Dated _____

Charter School Authorized Agent

Anchorage School District

(Revised 1/25/99)

Shopping list for Master s Preparatory Leadership Academy

Below is a list of items for technology requirements. The prices are estimates and based on the best information at the time.

20 workstations for students and 15 workstations for staff. 512 Meg RAM, 80 Gig HD, Windows XP Pro and 17 LCD Flat panel displays, (\$1,150 each x 35=) **\$40,250**

1 Dell 2650 dual processor server with Windows 2003 server, 2 Gig RAM, 5 Drives with RAID 5, UPS and backup **\$7,000**

2 Network Laser printers, Lexmark Optra T630n (2 x \$850=) **\$1,700**

Software:

MS Office 2003 Pro with Software Assurance thru Feb 2006 from OETC, (\$92.30 x 35=) **\$3,230**

McAfee Virex anti-virus from OETC, (\$12.40 x 36=) **\$447**

Altiris Deployment Solution from Dell (\$17.19 x 35=) **\$602**

WRQ Reflections terminal emulation software from Dell (\$71 x 3=) **\$213**

Networking components:

Cisco 48 port 10/100 switch with Gig port for server connection **\$3,050**

Cisco router to connection to ASD WAN and Internet **\$2,200**

2 Mbps circuit for WAN connection **\$500** install (\$140 x 12=) **\$1,680**

Note: The facility housing the Academy will need to be properly cabled to support networking and telephone requirements. This estimate has not been included as it will be done by contractors retained by the facility or the Academy.