

# PRESTIGE ACADEMY CHARTER SCHOOL

## List of Attachments

- A. Description of Building Excellent Schools
- B. Current Board Member Resumes
- C. Board Recruitment Materials
- D. Prestige Academy By-laws
- E. Certificate of Incorporation
- F. Academic Achievement Committee Meeting Minutes
- G. Student Application Form and Re-enrollment Form
- H. Teach For America NWEA MAP Tracker
- I. Achievement Network Synthesis
- J. Prestige Academy Charter School Performance Agreement 2008-2012
- K. Prestige Academy Charter School Annual Performance Report
- L. Prestige Academy Charter School Performance Report 2012-2017
- M. Wednesday Tutoring Letter
- N. Wednesday Tutoring Skills Sheet
- O. Scope and Sequence and Sample Units of Instruction Documents
- P. Science Coalition Signed Memorandum of Understanding
- Q. DCAS Goal Setting Template
- R. Data Day Action Plan Template
- S. Prestige Academy Charter School Curriculum Manual
- T. Prestige Academy Charter School Calendar
- U. Prestige Academy Charter School Master Schedule

V. Special Education Flow Chart

W. Staff Positions

X. Position Descriptions

Y. Contract for Speech Therapist and School Psychologist

Z. Amortization Schedule

AA. Contracts

BB. Budgets

CC. Employee Manual

DD. Business License for Michelle Lambert

EE. Recruitment Activities Chart

FF. Insurance Certificate

GG. Prestige Academy Charter School Student and Family Handbook

Attachment A

Building Excellent Schools



Building Excellent Schools (BES) is an acknowledged leader in the national charter school movement. Since its founding in 1993, our organization has been committed to eliminating the academic achievement gap among students living in our nation's urban areas.

BES accomplishes its work through a variety of programs, the foremost of which is the Building Excellent Schools Fellowship — a yearlong, full-time, comprehensive training program in charter school creation. Fellows are prepared and trained to design, found, and lead highly structured, no excuses urban charter schools that meet the specific needs of underperforming children.

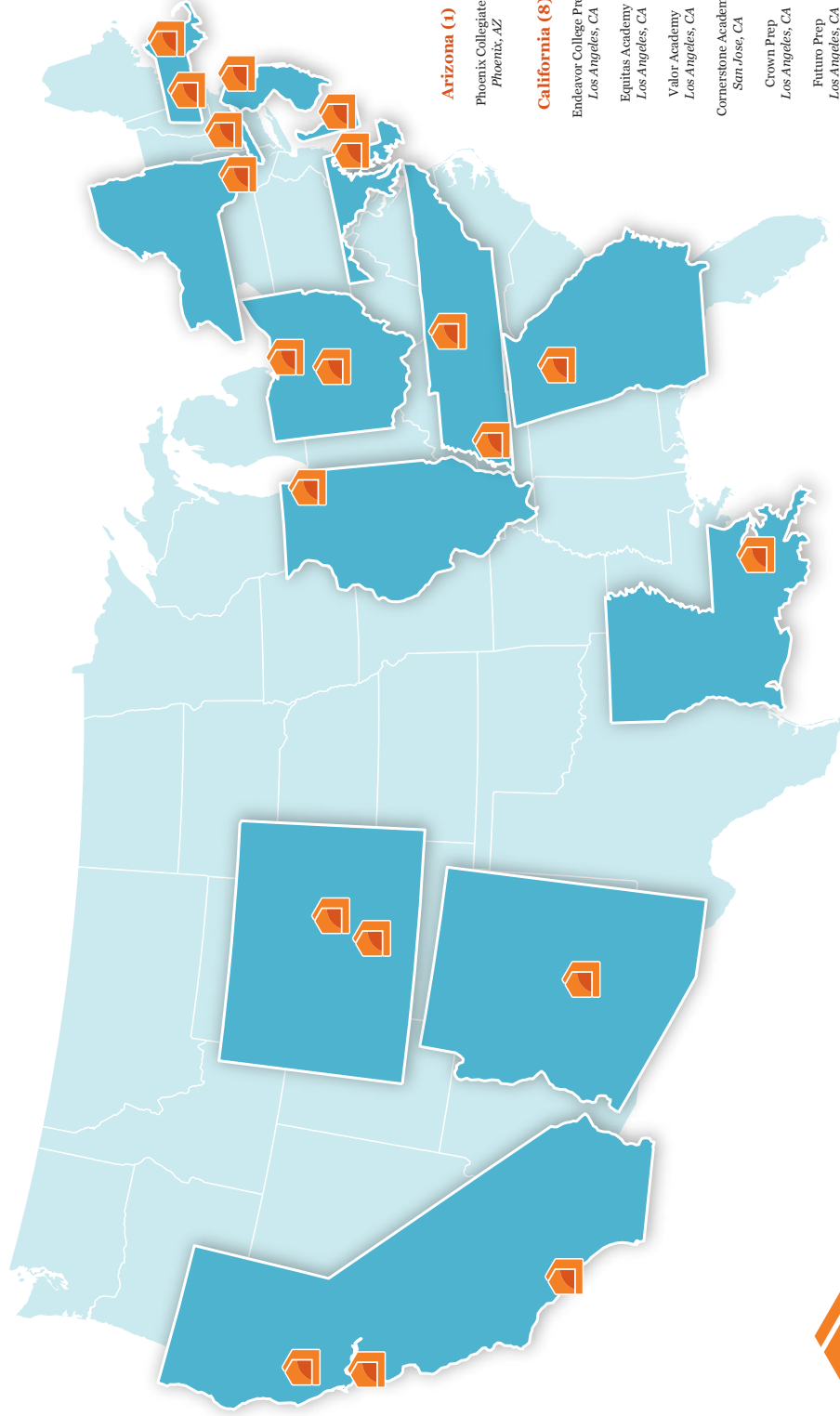
A key to the success of BES schools is our belief that academic performance drives every element of a school, including design, leadership, culture, decisions, and governance. This core tenet has proven itself in practice at the 48 BES Schools operating in 20 cities as of September 2011.

At capacity, BES Schools will serve more than 19,500 students. The Building Excellent Schools Fellowship prepares leaders to design, found and lead urban charter schools of uncompromising excellence.

# 20 CITIES, 48 SCHOOLS, 19,500 STUDENTS

2011-2012

Nationwide



- Colorado (4)**
  - West Denver Prep (x4)  
Denver, CO
  - Magom Academy  
Denver, CO
  - Atlas Prep  
Colorado Springs, CO
  - University Prep  
Denver, CO
- Delaware (1)**
  - Prestige Academy  
Wilmington, DE
- Georgia (1)**
  - Ivy Prep  
Atlanta, GA
- Illinois (1)**
  - Amandia Charter School  
Chicago, IL
- Arizona (1)**
  - Phoenix Collegiate  
Phoenix, AZ
- California (8)**
  - Endeavor College Prep  
Los Angeles, CA
  - Equitas Academy  
Los Angeles, CA
  - Valor Academy  
Los Angeles, CA
  - Cornerstone Academy  
San Jose, CA
  - Crown Prep  
Los Angeles, CA
  - Futuro Prep  
Los Angeles, CA
  - Capitol Collegiate  
Sacramento, CA
  - Mission Prep  
San Francisco, CA
- Ohio (2)**
  - Entrepreneurship Prep (x2)  
Cleveland, OH
  - Columbus Collegiate  
Columbus, OH
- Tennessee (5)**
  - Freedom Prep  
Memphis, TN
  - Memphis College Prep  
Memphis, TN
  - Veritas College Prep  
Memphis, TN
  - Liberty Collegiate  
Nashville, TN
  - Nashville Prep  
Nashville, TN
- Washington D.C. (3)**
  - Septima Clark  
Washington, DC
  - Achievement Prep  
Washington, DC
  - Excel Academy  
Washington, DC
- New York (7)**
  - Democracy Prep (x5)  
Harlem, NY
  - Leadership Prep  
Brooklyn, NY
  - South Bronx Classical  
Bronx, NY
  - PAVE Academy  
Brooklyn, NY
  - Coney Island Prep  
Brooklyn, NY
  - Summit Academy  
Brooklyn, NY
  - Invictus Prep  
Brooklyn, NY
- Massachusetts (3)**
  - Excel Academy  
Boston, MA
  - Boston Prep  
Boston, MA
  - Veritas Prep  
Springfield, MA
- New Jersey (1)**
  - Newark Legacy  
Newark, NJ



262 WASHINGTON STREET 7TH FLOOR • BOSTON MA 02108 • 617 227 4545  
[www.buildingexcellentschools.org](http://www.buildingexcellentschools.org) • [recruiting@buildingexcellentschools.org](mailto:recruiting@buildingexcellentschools.org)

Attachment AA

Contracts

# Service Unlimited, Inc.

19 SOUTHGATE BOULEVARD • NEW CASTLE, DE 19720  
(302) 326-2665 • FAX (302) 326-2676  
1 (800) 924-8235 KENT & SUSSEX

July 16, 2009

Mr. Jack Perry  
PRESTIGE ACADEMY, INC.  
1121 Thatcher Street  
Wilmington, DE 19802

*Please file*

RE: HVAC Preventative Maintenance Agreement

Hello Jack:

Thank you for choosing Service Unlimited, Inc. as your service provider for performing preventative maintenance on your HVAC mechanical systems.

You have now instituted one of the most comprehensive scheduled preventative maintenance programs available in the industry today.

Should you require service on your system(s), please do not hesitate to contact us at (302) 326-2665 for a prompt, courteous response to your service needs.

Our Customer Service Team is as follows:

Service Department/Dispatch Office

Mr. Jeff Stimmel  
Ms. Joelle Joyce  
Mr. Brian Martinenza, Sr.

Accounting

Ms. Nancy Connell  
Ms. Carol Barbone

I have enclosed a copy of our signed Service Agreement for your records.

Once again, thank you for the opportunity to service your business. We look forward to working with you for many years to come.

Sincerely,

*Susanne T. Sabatino*

Susanne T. Sabatino  
Business Development Manager



HEATING • VENTILATION • AIR CONDITIONING • CONTROL SYSTEMS SPECIALISTS  
COMMERCIAL • INDUSTRIAL • INSTITUTIONAL



# Service Unlimited, Inc.

## Planned Maintenance Programs SERVICE AGREEMENT

19 SOUTHGATE BOULEVARD • NEW CASTLE, DE 19720 • (302) 326-2665 • FAX (302) 326-2676

WEEK:

Customer PRESTIGE ACADEMY, INC.  
 Title MR. NICK RUGGERIO - Jack Perry  
 Address 1121 THATCHER STREET  
WILMINGTON, DE 19802  
 Phone (302) 559-5265  
 Fax \_\_\_\_\_

AND: **Service Unlimited, Inc.**

### SUBMITTAL DATE

7/7/09

### EFFECTIVE DATES

8/1/09

Through

7/31/10

SERVICE ADDRESS & INFORMATION:  
(If different from above)

Name SAME  
 Title \_\_\_\_\_  
 Address \_\_\_\_\_  
 Phone \_\_\_\_\_  
 Fax \_\_\_\_\_  
 Contact \_\_\_\_\_  
 Access \_\_\_\_\_

### EQUIPMENT / SYSTEMS COVERED

- AIR CONDITIONING     HEATING     VENTILATION     REFRIGERATION     PLUMBING  
 (13) TRANE ROOF TOP HVAC PACKAGED SYSTEMS    (5) EXHAUST FANS  
 (2) DUCT HEATERS    (1) TRANE TRACKER CONTROL SYSTEM

SYSTEM PASSWORDS & ALL PERTINENT INFORMATION RELATED TO TRANE TRACKER SYSTEM TO BE PROVIDED BY CUSTOMER  
 INCLUDES: BELTS, 40% PLEATED FILTERS & PM MATERIALS

### PREVENTATIVE MAINTENANCE PROGRAM

**LEVEL 1** \$ 4,709.00 PER YEAR

*Service Unlimited Preventative Maintenance provides regular, systematic inspections and analysis of system operation that virtually eliminates down time.*

Includes:

- Emergency Service 365 days a year on a priority basis
- Preferred labor and parts rates
- Scheduled system start-up, inspection and tune-up

**LEVEL 2**

*Service Unlimited Preventative Maintenance provides regular, systematic inspections and analysis of system operation that virtually eliminates down time.*

Includes:

- Scheduled system start-up, inspection and tune-up
- Unlimited emergency service
- Parts discounts
- Labor discounts

### QUARTERLY PM VISITS (4)

AGREEMENT PRICE:    1<sup>st</sup> Year \$ \_\_\_\_\_    2<sup>nd</sup> Year \$ \_\_\_\_\_    3<sup>rd</sup> Year \$ \_\_\_\_\_

METHOD OF PAYMENT:     Check    Check # \_\_\_\_\_    Date \_\_\_\_\_  
 Semi-Annual     Purchase Order    PO # \_\_\_\_\_    Date \_\_\_\_\_

SERVICE WORK AUTHORIZATION: I (WE) DO AUTHORIZE SERVICE UNLIMITED INCORPORATED TO PERFORM SERVICE WORK UNDER THIS AGREEMENT NOT TO EXCEED \$ \_\_\_\_\_ PER OCCURRENCE.

PO # \_\_\_\_\_    Date \_\_\_\_\_

### ACCEPTANCE:

CUSTOMER

SERVICE UNLIMITED, INC.

Name/Title: Jack Perry / Executive Director

Name/Title: SUSANNE T. SABATINO

Signature: \_\_\_\_\_

Signature: Susanne T. Sabatino

Date: 7/7/09

Date: 7/7/09



Service Unlimited, Inc.  
Terms and Conditions (0806)

- These Terms and Conditions shall apply to all orders for system(s) and/or scheduled preventative maintenance accepted by Service Unlimited, Inc. (SUI). The Service Agreement (Agreement) including these Terms and Conditions, all provisions of, and any and all Attachments hereto shall commence on the Effective Date and shall continue for the term of one (1) year when accepted in writing by the Customer and approved by an authorized representative of SUI and shall constitute the entire Agreement between SUI and the Customer and shall supersede all prior agreements.
- This Agreement shall automatically renew for a term of one (1) year at SUI's then current fees and charges and shall remain in force year to year thereafter unless either party notifies the other in writing at least thirty (30) days prior to the Agreement's expiration date. This Agreement is not assignable without prior written consent of SUI. SUI reserves the right to cancel this Agreement in the event; (1) the financial condition of the Customer is not satisfactory to SUI, (2) if Customer's account is in arrears, (3) or if Customer otherwise fails to fulfill its obligation under the Agreement.
- Customer agrees to provide free and clear access to the equipment covered under this Agreement during the time of service. SUI shall provide all services under this Agreement during SUI's normal working hours. Any additional equipment needed, i.e. lifts, cranes etc. are not considered part of this agreement and will be considered the Customer's responsibility unless otherwise stated in this Agreement.
- Customer agrees to pay any applicable taxes or governmental charges in addition to the amount set forth in this Agreement and any subsequent Agreements.
- SUI shall not be responsible for pre-existing conditions, including concealed piping and lines. This agreement presupposes that all equipment covered is in satisfactory working condition. Any equipment found in need of repairs upon initial inspection or initial season startup will be reported to the Customer immediately with an estimate outlining the cost of repairs. Should repairs not be authorized within thirty (30) days, the equipment will be eliminated from coverage and the Agreement price shall be adjusted accordingly.
- In the event that SUI is required to make repairs and/or replacements due to improper operation, negligence or misuse, or due to damage caused by electrolytic action, electrical power failure, low voltage, burnt out main or branch fuses, low water pressure or caused by any flood, lightning, fire, elements, rebellions, riots, strikes, labor disputes, civil commotion of any kind or for any cause beyond SUI's control, Customer agrees to reimburse SUI for the expenses incurred in making such repairs and/or replacements or emergency calls in accordance with SUI's then current rates. SUI shall not be liable for damage or loss resulting from freezing, corrosion, vibration, plumbing stoppage, failure of any utility service, low voltage condition, single phasing or other electrical/mechanical abnormalities.
- SUI's obligation under this proposal and any subsequent Agreement does not include the identification, abatement or removal of asbestos, mold, or any other toxic or hazardous substances, hazardous wastes or hazardous materials. In the event such toxic substances, wastes or materials are encountered, SUI's sole obligation will be to notify the Customer of their existence. SUI shall have the right thereafter to suspend its work until such substances, wastes or materials and resultant hazards are removed. The time for completion of the work shall be extended to the extent caused by the suspension and Agreement price equitably adjusted.
- Moisture that has entered into the building prior to and/or after installation and/or repair of the mechanical system(s) may result in mold growth. SUI disclaims any and all responsibility for damages to persons or property arising from or relating to the presence of mold in the building. By executing the Agreement to which this notice is affixed, the building Customer 1) releases SUI from any and all claims Customer and Customers (a) family members, (b) employees, (c) tenants or (d) any other building occupants may have as a result of such mold growth and 2) agrees to defend, indemnify and hold harmless from any and all penalties, actions, liabilities, costs, expenses and damages arising from or relating to the presence of mold in the Customer's building.
- In the event that billings under the terms of this Agreement exceed ten (10) days past due, SUI reserves the option to reduce the term of this Agreement by applying funds to the outstanding invoice(s) balance.
- Any balance past due (30) days or more shall accrue finance charges. Interest at the maximum legal rate, or 24% per annum, whichever is lower, may be charged on any overdue account with a minimum service charge of ten (\$10.00) dollars. For invoices past due customer agrees to pay any and all costs associated with collections of past due amount, including any and all attorney's fees.
- Service Unlimited, Inc. shall not be liable for any loss, delay, or injury that may be caused by circumstances beyond its control including, but not restricted to acts of God, fire, theft, explosions, vandalism, floods, or delays in transportation.
- Service Unlimited, Inc. shall not be liable for loss of business or consequential damages other than property damage or injury to persons caused as a direct result of negligence by Service Unlimited, Inc. in performance or failure of performance of its obligations under this agreement.
- For services not covered under this agreement and performed by SUI, Customer agrees to pay SUI upon presentation of itemized invoice(s) at SUI's current fee's and charges.
- Level 1 provides scheduled preventative maintenance (PM), inspections and analysis of system operation as outlined in SUI's Preventative Maintenance Checklist(s). Filter changes are included with each PM visit and all belts are changed annually. Priority emergency service is available 24-hours a day, 365 days per year at SUI's preferred labor rate as outlined in SUI's Schedule of Fee's and Charges.
- Level 2 provides scheduled preventative maintenance (PM), inspections and analysis of system operation as outlined in SUI's Preventative Maintenance Checklist(s). Filter changes are included with each PM visit and all belts are changed annually. Includes UNLIMITED EMERGENCY SERVICE CALLS during SUI's normal working hours. SUI will provide the necessary labor required to repair and/or replace defective parts for the equipment listed herein except where noted below. Parts will be billed at preferred rates. Priority emergency service is available 24-hours a day, 365 days per year at SUI's preferred labor rate as outlined in SUI's Schedule of Fee's and Charges.
- The following are considered outside of the Scope of this Agreement: Replacement or repair of boiler tubes, boiler sections, boiler refractory, chimney, breeching, boiler cleaning, compressors, chemical coil cleaning, water coils, steam coils, refrigeration piping, concealed air lines, fan housing, ductwork, grilles, registers, diffusers, electrical power and control wiring, water, steam, and condensate, water balancing, air balancing, water treatment; damage due to improper use or customer modifications, electrolytic action, electrical power failure, low voltage, burnt out main or branch fuses, reprogramming of thermostats; maintaining the appearance of cabinets, housings, bases, mountings or decorative trim; or other structural or nonmoving parts of the heating, ventilation, and air conditioning system. This Agreement does not cover modifications or enhancements to any software, or programmable devices unless otherwise stated herein.
- Warranty - SUI shall warrant all parts and material to the extent they are warranted by the supplier/manufacturer. SUI agrees to replace/repair any defective workmanship for a period of one (1) year from the date of installation.
- Customer agrees that during the term of the Agreement and thereafter, any correspondences, proposals or Maintenance Aids provided by SUI hereunder, including but not limited to forms, guides or software are the property of SUI and Customer agrees to keep confidential and prevent and protect the contents from an authorized disclosure by its agents, employees and customers. Customer agrees that it will not make or have made copies of any SUI document without prior written consent from SUI.
- Customer agrees that it will not hire any of SUI's employees who are engaged in Maintenance or other associated work, for a period of five (5) years after the expiration of any Agreements between SUI and the Customer.

# **Service Unlimited, Inc.**

19 SOUTHGATE BOULEVARD • NEW CASTLE, DE 19720

(302) 326-2665 • FAX (302) 326-2676

1 (800) 924-8235 KENT & SUSSEX

## **Contract Customers**

### **SCHEDULE OF FEES AND CHARGES**

Our fees will be based upon personnel directly engaged in the performance of services in accordance with the following (regular hours) schedule of rates for our regular employees:

#### **Contract Customers**

Mechanic/Technician	\$ 84.50
Apprentice/Helper	\$ 60.00

Regular working hours are defined as being between 8:00 A.M. and 4:30 P.M. Monday through Friday, excluding local holidays observed by Service Unlimited, Inc. Work at other than normal working hours will be performed at additional cost(s). Service Unlimited, Inc. does not charge a vehicle charge, mileage charge or trip charge for service calls during regular working hours.

For work required of Service Unlimited, Inc. beyond Regular working hours, the following Premium rates apply:

Weekday Overtime	1-1/2 times regular rates, 4:30 P.M. through 8:00 A.M.
Weekend Overtime	1-1/2 times regular rates, Friday 4:30 P.M. through Monday 8:00 A. M.
Holidays	1-1/2 times regular rates.

New Year's Day, Good Friday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Day or as otherwise may be recognized by Service Unlimited, Inc. Service calls performed outside of Regular working hours are subject to a two-hour minimum and may include travel time and mileage charges.

This Schedule of Fees and Charges is subject to change. Customers are advised to confirm these rates with Service Unlimited, Inc. prior to procurement of services.

Contract Customers will receive 15% off of SUI's list price for parts and materials not included in the signed contract.

# Service Unlimited, Inc.

*Spring PM for Packaged Rooftop Units - Heat Pumps - Split Systems*

**CUSTOMER:** \_\_\_\_\_ **UNIT MODEL #** \_\_\_\_\_ **SERIAL #** \_\_\_\_\_

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Change filters.</li> <li><input type="checkbox"/> Clean and check D/X coil condensation pan, drains and traps.</li> <li><input type="checkbox"/> Add pan treatment.</li> <li><input type="checkbox"/> Replace all belts (Cooling associated equipment).</li> <li><input type="checkbox"/> Check drive components for wear and alignment.</li> <li><input type="checkbox"/> Check blower wheels for condition and cleanliness.</li> <li><input type="checkbox"/> Inspect blower housing, deck, mountings – cracks, loose bolts, etc.</li> <li><input type="checkbox"/> Check fan bearings.</li> <li><input type="checkbox"/> Lube fan bearings.</li> <li><input type="checkbox"/> Check blower motors bearings.</li> <li><input type="checkbox"/> Lube blower motors bearings. Note: If greasable, remove bottom plugs.</li> <li><input type="checkbox"/> Inspect all coils for cleanliness and fin condition.</li> <li><input type="checkbox"/> Tighten all electrical connections.</li> <li><input type="checkbox"/> Inspect all wiring for chaffing, burning and deteriorated insulation.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Inspect all contactors and starters – contacts and free movement.</li> <li><input type="checkbox"/> Megaohm compressors and record readings.</li> <li><input type="checkbox"/> Oil test compressors and record readings.</li> <li><input type="checkbox"/> Inspect condenser fans, blade condition, clearance, etc.</li> <li><input type="checkbox"/> Lube condenser fan motors if applicable.</li> <li><input type="checkbox"/> Replace condenser fan belts if applicable.</li> <li><input type="checkbox"/> Lube condenser fan bearings if applicable.</li> <li><input type="checkbox"/> Inspect condenser fan drives if applicable.</li> <li><input type="checkbox"/> Inspect refrigerant system for possible leaks.</li> <li><input type="checkbox"/> Inspect refrigerant system for potential leak points, chaffing lines, cap tubes, etc.</li> <li><input type="checkbox"/> Inspect unit disconnect switch.</li> <li><input type="checkbox"/> Inspect “economizer” (if applicable) linkage, lube and all tight.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Check economizer operation.</li> <li><input type="checkbox"/> Check compressor crankcase heater(s).</li> <li><input type="checkbox"/> Inspect “economizer” (if applicable) linkage, lube and all tight.</li> <li><input type="checkbox"/> Check economizer operation.</li> <li><input type="checkbox"/> Check compressor crankcase heater(s).</li> <li><input type="checkbox"/> Check unloader function if applicable.</li> <li><input type="checkbox"/> Check hot gas bypass function if applicable.</li> <li><input type="checkbox"/> Check all controls for proper function and set point.</li> <li><input type="checkbox"/> Record return air temperature.</li> <li><input type="checkbox"/> Check overall condition of equipment.</li> <li><input type="checkbox"/> <b>Site Clean up</b> – Remove all debris, old filters, boxes, etc.</li> </ul> |
|--|--|--|

1. Record unit voltage – Rated \_\_\_\_\_ Actual \_\_\_\_\_
2. Record supply amperage – Rated \_\_\_\_\_ Actual \_\_\_\_\_
3. Record return fan amperage – Rated \_\_\_\_\_ Actual \_\_\_\_\_
4. Record compressor voltage \_\_\_\_\_
- Record compressor amperage \_\_\_\_\_
- Record operating suction press \_\_\_\_\_
- Record operating head press \_\_\_\_\_
- Record operating superheat \_\_\_\_\_
- Record operation oil level \_\_\_\_\_
- Record oil pressure \_\_\_\_\_

*\*Note any deficiencies or additional work needed on PM Work Order*

**COMPLETED BY:** \_\_\_\_\_ **DATE COMPLETED:** \_\_\_\_\_

Technician

# Service Unlimited, Inc.

## Fall Start-Heating Systems

Packaged Rooftop Units - Heat Pumps - Split Systems

CUSTOMER: \_\_\_\_\_ UNIT MODEL # \_\_\_\_\_ SERIAL # \_\_\_\_\_

- Replace belts (If Heating Only)
- Change filter
- Lube fan motor (If Heating Only)
- Check drive components – wear, alignment
- Check blower wheels – condition, cleanliness
- Check fan bearings.
- Lube fan bearings
- Tighten all electrical connections
- Inspect all electrical for chaffing, burning, deterioration
- Inspect “economizer” if applicable – linkage, lube, tighten
- Check manifold gas pressure & adjust \_\_\_\_\_
- Inspect, lube and clean draft fan assembly if applicable.
- Inspect and clean flue, hood and collector
- Inspect and clean main burners
- Inspect and clean heat exchanger
- Inspect and clean pilot assembly
- Visually inspect light-off and main flame, adjust air.
- Functionally check all operating and safety controls
- Site Clean up – Remove all debris, old filters, boxes, etc.

UNIT MODEL # \_\_\_\_\_ SERIAL # \_\_\_\_\_

- Replace belts (If Heating Only)
- Lube fan motor (If Heating Only)
- Check drive components – wear, alignment
- Check blower wheels – condition, cleanliness
- Check fan bearings.
- Lube fan bearings
- Tighten all electrical connections
- Inspect all electrical for chaffing, burning, deterioration
- Inspect “economizer” if applicable – linkage, lube, tighten
- Check manifold gas pressure & adjust \_\_\_\_\_
- Inspect, lube and clean draft fan assembly if applicable.
- Inspect and clean flue, hood and collector
- Inspect and clean main burners
- Inspect and clean heat exchanger
- Inspect and clean pilot assembly
- Visually inspect light-off and main flame, adjust air.
- Functionally check all operating and safety controls
- Site Clean up – Remove all debris, old filters, boxes, etc.

*\*Note any deficiencies or additional work needed on PM Work Order*

Completed By: \_\_\_\_\_ Date Completed: \_\_\_\_\_

Technician

# Service Unlimited, Inc.

## Fall Start-Heating Systems Gas Fired Unit Heaters – Hanging Heaters

CUSTOMER: \_\_\_\_\_ UNIT MODEL # \_\_\_\_\_ SERIAL # \_\_\_\_\_

- Check and Clean motors, fans, burners, heat exchangers, draft hood, flues, etc.
- Oil motors
- Check and Clean pilot assembly
- Check thermocouple condition
- Check and tighten all electrical connections
- Check all controls
- Check proper manifold gas pressure \_\_\_\_\_
- Inspect flame and adjust air
- Check fan controls and safety's for proper function
- Check complete unit operation
- Site Clean up – Remove all debris, old filters, boxes, etc.

UNIT MODEL # \_\_\_\_\_ SERIAL # \_\_\_\_\_

- Check and Clean motors, fans, burners, heat exchangers, draft hood, flues, etc.
- Oil motors
- Check and Clean pilot assembly
- Check thermocouple condition
- Check and tighten all electrical connections
- Check all controls
- Check proper manifold gas pressure \_\_\_\_\_
- Inspect flame and adjust air
- Check fan controls and safety's for proper function
- Check complete unit operation
- Site Clean up – Remove all debris, old filters, boxes, etc.

UNIT MODEL # \_\_\_\_\_ SERIAL # \_\_\_\_\_

- Check and Clean motors, fans, burners, heat exchangers, draft hood, flues, etc.
- Oil motors
- Check and Clean pilot assembly
- Check thermocouple condition
- Check and tighten all electrical connections
- Check all controls
- Check proper manifold gas pressure \_\_\_\_\_
- Inspect flame and adjust air
- Check fan controls and safety's for proper function
- Check complete unit operation
- Site Clean up – Remove all debris, old filters, boxes, etc.

UNIT MODEL # \_\_\_\_\_ SERIAL # \_\_\_\_\_

- Check and Clean motors, fans, burners, heat exchangers, draft hood, flues, etc.
- Oil motors
- Check and Clean pilot assembly
- Check thermocouple condition
- Check and tighten all electrical connections
- Check all controls
- Check proper manifold gas pressure \_\_\_\_\_
- Inspect flame and adjust air
- Check fan controls and safety's for proper function
- Check complete unit operation
- Site Clean up – Remove all debris, old filters, boxes, etc.

*\*Note any deficiencies or additional work needed on PM Work Order*

Completed By: \_\_\_\_\_ Date Completed: \_\_\_\_\_  
Technician

# Service Unlimited, Inc.

19 SOUTHGATE BOULEVARD • NEW CASTLE, DE 19720  
(302) 326-2665 • FAX (302) 326-2676  
1 (800) 924-8235 KENT & SUSSEX

## HVAC Preventative Maintenance & Service

Over the past 47 years, Service Unlimited, Inc. has grown to be your single-source service provider for all of your mechanical and electrical needs. Our expertise, personal service and commitment to 100% customer satisfaction have gained us an excellent reputation throughout the tri-state area.

One of Service Unlimited, Inc.'s core competencies is providing cost-effective, detailed preventative maintenance and service of your mechanical systems.

We start by evaluating your mechanical systems, operating and energy costs, downtime, specific problem areas and your budget requirements. From this information, we devise a cost-effective scheduled preventative maintenance program that delivers all of the tasks required to maintain your systems for peak operation with limited interruptions, while reducing your energy costs.

Why consider Service Unlimited, Inc.'s Planned Preventative Maintenance and Service programs:

- ◆ ALL OF OUR SERVICE VEHICLES ARE EQUIPPED WITH GPS TRACKING SYSTEMS THAT PROVIDE US WITH THEIR LOCATION FOR PROMPT RESPONSE TO YOUR SERVICE NEEDS
- ◆ WE GUARANTEE A 2-HOUR RESPONSE TO EMERGENCY SERVICE CALLS, 24-HOURS A DAY, 365 DAYS A YEAR
- ◆ OUR SERVICE PERSONNEL ARE FACTORY TRAINED, EPA CERTIFIED AND RADIO DISPATCHED
- ◆ WE DO NOT CHARGE A MILEAGE CHARGE, TRIP CHARGE, EVALUATION FEE OR REQUIRE A MINIMUM HOURLY SERVICE CHARGE
- ◆ WE PROVIDE ONE-STOP-SHOPPING FOR ALL YOUR MECHANICAL AND ELECTRICAL NEEDS
- ◆ OUR PROVEN MAINTENANCE PROGRAMS PROVIDE YOU WITH CLEANER AIR QUALITY, EXTENDED EQUIPMENT LIFE, COMFORTABLE WORKING ENVIRONMENT AND REDUCED ENERGY COST

At Service Unlimited, Inc., we pride ourselves with providing the best products and services available in the industry today. Our 24-hour, radio dispatched, factory trained and uniformed service technicians have been providing prompt, courteous service to our Contract Customers for 47 years.

We would welcome the opportunity to demonstrate for you, the many cost saving benefits that our planned preventative maintenance programs have to offer. Should you wish to learn more about these programs or wish to receive a no-obligation system evaluation and quotation to maintain your mechanical systems, please do not hesitate to contact us. *At Service Unlimited, Inc., our goal is to deliver on the exceptional commitment to quality and customer satisfaction gained from 47 years in the service industry. Please visit us at [www.suithinkgreen.com](http://www.suithinkgreen.com).*



HEATING • VENTILATION • AIR CONDITIONING • CONTROL SYSTEMS SPECIALISTS  
COMMERCIAL • INDUSTRIAL • INSTITUTIONAL

# **Service Unlimited, Inc.**

19 SOUTHGATE BOULEVARD • NEW CASTLE, DE 19720

(302) 326-2665 • FAX (302) 326-2676

1 (800) 924-8235 KENT & SUSSEX

## **SCHOOL REFERENCE LIST (partial list)**

Please find below, a partial list of schools for which Service Unlimited, Inc. provides preventative maintenance and service of the mechanical systems. Please feel free to contact these references to discuss the services we provide as well as response time to their calls for service.

### **Delaware State University**

Wilmington Campus – Michael Conaway

302-857-6270

### **Archmere Academy**

Contact: Mr. Jim Tosi – Director of Maintenance

302-798-6632

### **Independence School**

Ms. Jennifer Vrana

(302) 239-0330

### **Ursuline Academy**

Ms. Marie Ferrier – Administrator

302-658-7158

### **Sanford School**

Mr. John Emory – Director of Facilities Management

(302) 239-5263

### **Thomas Edison Charter School**

Mr. Tony DiCarlo

(302) 778-1101

### **Wilmington Christian School**

Mr. Dave Jenkins

(302) 239-2121

### **New Castle County Head Start, Inc.**

Ms. Lisa Schneider

(302) 452-1500

# Service Unlimited, Inc.

19 SOUTHGATE BOULEVARD • NEW CASTLE, DE 19720  
(302) 326-2665 • FAX (302) 326-2676  
1 (800) 924-8235 KENT & SUSSEX

## Corporate Overview

Service Unlimited, Inc. (SUI) is a full service mechanical/electrical contracting firm specializing in design/build, installation, testing, inspection, maintenance and service of advanced electrical, heating, air conditioning, ventilation and building management control systems.

We offer a wide range of experience and technology both in-house and also through our professional relationships with manufacturers and representatives of some of the industry's finest equipment and systems.

At SUI, we offer the financial stability you need from a supplier, plus the reliability of operating throughout the tri-state area for 46 years. Our factory trained, uniformed service technicians are radio dispatched, 24-hours a day to provide prompt, courteous service to our customers. In addition, we guarantee a 2-hour response to our contract customer's request for emergency service, 365 days a year.

Consulting – Our broad expertise and experience, coupled with our active rapport and participation with national and local organizations and industry leaders, qualifies us to provide consultation to develop, or assist in developing mechanical, electrical and building management control systems objectives, system functional descriptions and/or specifications to select appropriate systems and equipment, and to provide complete biddable systems and design packages

Furnish/Construction – SUI provides services ranging from the supply of materials and equipment, to support and consultation, such as representation through the bidding process, on-site construction management, and/or complete turn-key responsibility for mechanical, electrical and building management control systems projects. In addition we can provide complete construction management during pre-construction phases-consultation, scheduling, budgeting and construction planning services.

Maintenance and Service – At SUI we understand that your investment in mechanical, electrical and building management control systems is substantial, and as such requires first class attention. Our maintenance and service agreements are designed to provide you with the confidence that your mechanical systems are maintaining peak operation, with limited interruptions, while reducing your energy costs. We offer on-call emergency assistance and 24-hour service, periodic system maintenance and complete system operational responsibility. SUI's preventative maintenance and service agreements help eliminate separate and costly repair service orders as well as limit internal administrative expenses which add up to yearly savings, longer equipment life and quality service.

At Service Unlimited, Inc., our goal is to deliver on the exceptional commitment to quality and customer satisfaction gained from 47 years in service industry. To learn more about the many products, systems and services offered by Service Unlimited, Inc., please do not hesitate to contact our offices.

[www.serviceunlimitedinc.com](http://www.serviceunlimitedinc.com)



HEATING • VENTILATION • AIR CONDITIONING • CONTROL SYSTEMS SPECIALISTS  
COMMERCIAL • INDUSTRIAL • INSTITUTIONAL



# Service Unlimited, Inc.

19 SOUTHGATE BOULEVARD • NEW CASTLE, DE 19720  
(302) 326-2665 • FAX (302) 326-2676  
1 (800) 924-8235 KENT & SUSSEX

## COMPANY HISTORY

Service Unlimited, Inc. (SUI) was incorporated in 1962 through a partnership between Mr. Richard (Dick) Wolf and Mr. Eugene Gaumer. Although very different in their professional backgrounds, both men brought with them, a desire to succeed and the determination to build a service organization, second to none.

Mr. Wolf, an Electrical Engineer, brought his extensive knowledge of mechanical systems while Mr. Gaumer his financial and accounting expertise. Mr. Wolf served as lead technician, service manager and system designer while Mr. Gaumer handled the accounting and daily administrative office tasks. Their office consisted of a single room storefront located in a private residence at 1006 Washington Street, Wilmington, Delaware.

In spring 1962, Mr. Wolf and Mr. Gaumer purchased four green panel trucks at a surplus auction held by the Dupont Company. They had the new trucks lettered in bold yellow lettering and hired three service technicians.

SUI's big opportunity came during the spring of 1963 when the Wilmington Dry Goods Company wanted to replace a 350-ton, ammonia based air conditioning system with a new 425-ton, freon system. Wilmington Dry Goods Company required that the new system be installed after normal working hours and with no interruption to store operations. Through creative planning and organization, SUI completed the project ahead of time and with no interruption to the Wilmington Dry Goods Company's daily business.

In 1964, SUI purchased the Westinghouse Electric Building located at 2<sup>nd</sup> and Walnut Streets. The building was a 9000 sq. ft., 3-story brick structure with a full basement and heavy-duty freight elevator. SUI utilized the 1<sup>st</sup> floor for its sheet metal shop, 2<sup>nd</sup> floor for offices and storage and the 3<sup>rd</sup> floor for the Service Department. SUI now employed 15 people and increased its service fleet to 10 vehicles.

In 1970, Carl R. Wolf, son of Dick Wolf graduated from Valley Forge Military Academy and began working full time at SUI while attending college. Carl worked in the Service Department as a Service Coordinator and Service Technician Assistant. Carl had previously worked at SUI during the summer breaks from school as a sheet metal helper and service technician helper.

In 1973 Gene Gaumer passed away and Dick Wolf acquired full ownership of SUI.

In 1982, the State of Delaware purchased the Westinghouse Electric Building from SUI to make room for road modifications in that area. The land now houses a monument and park adjacent to the First USA Building and the bus terminal. Following the sale of the Westinghouse Electric Building, SUI purchased the Delaware Motor Sport Building located at 3400 Market Street and moves its operations. The new building totaled 15,000 sq. ft. with offices and large shop areas to house SUI's now 35 employees.

In 1986, SUI suffered a great loss with the passing of Dick Wolf. Following his fathers passing, Carl Wolf takes over full ownership of SUI. Carl re-evaluates the direction of the company and implements a plan to move the company in the direction to provide single source responsibility for the design, construction, testing and inspection, maintenance and service of advanced electrical, plumbing, heating, air conditioning, ventilation and building management control systems.

In 1997, SUI relocates to 19 Southgate Boulevard in Southgate Industrial Park. This 20,000 sq. ft. facility consists of shop space, warehouses and offices to house its now 55-60 fulltime employees.

In 1998, Carl Wolf and Bruce Blair join forces to form Electric Unlimited, Inc. ("EUI"). EUI employ's nine full time electricians, acquires a large electrical boom-truck and sets up their service fleet of green trucks with bold yellow lettering.

2009 - SUI celebrates its 47<sup>th</sup> year in business.



HEATING • VENTILATION • AIR CONDITIONING • CONTROL SYSTEMS SPECIALISTS  
COMMERCIAL • INDUSTRIAL • INSTITUTIONAL

**KREWSTOWN ELEVATOR COMPANY**

A DBA Subsidiary of JJW Elevator Inc.

**John J. Williams, Jr., MBA**

Elevator Maintenance, Repair, Modernization, Commerical and Residential New Construction, Consulting, Value Engineering, Free Estimates

**ELEVATOR PREVENTIVE MAINTENANCE AGREEMENT  
(FULL MAINTENANCE AT REGULAR HOURS WITH  
WITH OVERTIME DISCOUNT RATE)**

**Proposal #K100**

To: Mr. Jack L. Perry  
Founder, Executive Director  
Prestige Academy  
1121 Thatcher Street  
Wilmington, DE 19802  
Phone: 302.762.3240 Ext. 102  
Fax: 302.762.4782  
Cell: 302.276.5959  
E-Mail: [jack.perry@PA.K12.DE.US](mailto:jack.perry@PA.K12.DE.US)  
Web: [www.prestigeacademycs.org](http://www.prestigeacademycs.org)  
(Hereinafter called YOU)

**KREWSTOWN ELEVATOR COMPANY**  
(Hereinafter called Company)

Through our office located at:

234 Philadelphia Pike  
Wilmington, DE 19809

**Krewstown Elevator Company agrees to service the elevator equipment described herein on the following terms and conditions.**

**In your building located at:**

1121 Thatcher Street  
Wilmington, DE 19802

33 Shadywood Road Levittown, PA 19056 Areas Covered: PA, DE, NJ, MD, NY Fully Insured and Bonded

Cell: 215-964-7120 Work: 302-483-1131 Facsimile: 302-483-1129 E-Mail: [jjwmae@aol.com](mailto:jjwmae@aol.com) Member of NAESA INTERNATIONAL

## EQUIPMENT DESCRIPTION:

<u>Type</u>	<u>Quantity</u>	<u>Manufacturer</u>	<u>Elev ID</u>	<u>Landings/Opening</u>
Hydraulic Simplex In-Ground	(1)	Schindler 300A Prestige Academy Building	K100	2/2

### I. WHAT IS INCLUDED

The Company will use its employees, trained for this work and supervised by the Company's technical management personnel to do the following:

Perform a scheduled program of examinations, lubrications, adjustments and cleaning.

When conditions warrant, in the judgement of the Company, replace or repair the following: (unless excluded)

Hydraulic Fluid

Guide Shoe Gibs or Rollers

Limit Landing, Leveling, and Slow Down Anti-Creep Devices Switches

Contacts, Relays, Resistors and Transistors

Hatch Door Interlocks and Gate

Packing & Seals for Hydraulic

Furnish and apply lubricants as compounded to the Company's specifications.

Lubricate guide rails except for roller guide installations.

Re-lamp all elevator signals, but only during regularly scheduled visits.

Analyze periodically the equipment when deemed appropriate by the Company and make all repairs, replacements and adjustments required to maintain the equipment in the same condition, as it existed at the inception of this agreement. The Company will review the analysis with the Purchaser upon request.

Periodically clean elevator hatchway equipment, including rails, door hangers, car tops, hatchway switches and buffers.

Make replacements, adjustments and repairs to the equipment required by reason of ordinary wear and tear, except as excluded in Part II below.

Upon written request from Purchaser, recommend additional equipment or modifications of existing equipment to discourage vandalism to, or misuse of, any part of the equipment.

### II. WHAT IS NOT INCLUDED

#### Repair and/or replacement of the following items:

Guides & Pistons

Cover Plates for Signal Fixtures

Door Protective Devices replacement

Casings and Buried Piping

Music Systems, Heating Systems, and/or Air Conditioning Systems

Sills and/or conduits

Hoist way Gates, Doors, Frames and Sills Door Hardware and Hinges

Hoist way Enclosures

Smoke and Heat Sensors

Emergency Car Lights, Alarm Bells,

Main Line Power Switches, Fuses

Batteries, and all battery powered

Breakers and Feeders to Elevator

Equipment

Control Equipment

Hydraulic Valves, both Manual and Pistons Automatic

Power Unit, Muffler

Buffers

Annual Inspection (See price below)

Operating Buttons and Switches (At Cost to the Owner due to proprietary equipment)

Solid State Panels, Boards and Control Operating Equipment

Devices (At Cost to the Owner due to proprietary equipment; pay for labor only)

Car Enclosures (including Panels,

Tank heaters

Doors, Gates, Ventilation Equipment

Communication Systems (telephones)

Ceilings, Diffusers, Light Tubes and Bulbs, Card Readers, Key Switches/Key

Handrails, Mirrors, Carpets and applied

Pads, Floor Coverings

Security Systems

Roofing and Pipe Fitting located above ground

Call backs and/or damages caused by fluctuations beyond 10% plus or minus the rated voltages, electrical power surges, spikes, brown outs, or lightning storms.

Safety Tests other than as outlined in Part I hereof (Independent Inspectors).

Additional features, attachments or replacements with parts of different design when recommended or directed by government authorities or insurance carriers.

Replacements, repairs or adjustments caused by vandalism, water, accidents, storms, fire department, misuse, obsolescence and/or proprietary equipment/tools.

Load Weighing and Dispatching,

Controls, Selector, Dispatch, Signal and Hydraulic Fluid Reservoirs

Relay Panels

## PURCHASER'S RESPONSIBILITIES

The prices and services as outlined herein are based upon the Purchaser furnishing to the Company legible, current-wiring diagrams for the equipment to be serviced.

The Purchaser is to provide the Company with free and full access to the equipment for the performance of its services.

Safe working conditions in and around the equipment is essential to the performance of this agreement and must be maintained by the Purchaser.

In the event of any change in ownership, management or tenancy of the premises, the effect of which is to relieve the Purchaser of responsibility for the maintenance of the equipment covered by this agreement, the Purchaser shall advise the Company not less than thirty (30) days prior to such change of the name and the address of the person to be responsible in order to permit the Company to negotiate a new agreement under the same terms and conditions with such person. Purchaser shall continue to be liable for payments under the agreement for a period of sixty (60) days from the change or until the new agreement is effective which ever is sooner.

Purchaser shall not permit others to make alterations, additions, adjustments, repairs or replacements to the equipment being serviced hereunder.

To report immediately any condition which may indicate the need for correction, service or maintenance before the next regular examination.

To remove the elevator from service and to preclude public access thereto in the event of malfunction, and to immediately notify the company thereof.

Purchaser agrees to keep the elevator machine room and elevator pit free of rubbish.

If purchaser requests any work included in this agreement to be performed other than within the hours listed below, the company will bill the Purchaser an additional amount equal only to the differential between the Company's normal straight time billing rates and overtime billing rate in effect at the time of service.

## HOURS OF SERVICE

All work will be performed during the regular working hours of regular working days of the elevator trade, unless otherwise specified below, 8 a.m. - 5 p.m.

Monday - Friday. Overtime service will be discounted at 50% of regular time rate. Rates are as follows:

Single Man Hour: \$125.00

Double Man Hour: \$195.00

The Company will provide emergency minor adjustment callback service:

During regular working hours of the regular working days only

## PRORATIONS

Items listed on the schedule below (Schedule of Parts to be Pro-Rated) if illustrate some or considerable wear and will have to be replaced in the near future. To provide you with the maximum service from these items, the company is accepting them in their present condition with the understanding that you agree to pay, in addition to the base amount of this proposal, an extra at the time the items listed are first replaced. The charge for this replacement will be determined by prorating the total cost of replacing the individual items. You will agree to pay for that portion of the list of the items used prior to the date of this contract, and the Company agrees to pay for that portion used since the date of this contract.

## SCHEDULE OF PARTS TO BE PRO-RATED

**Main and Secondary Control Operating Circuit Boards (At Cost plus labor to install; Proprietary Item).**

**Push Buttons; Hall Stations and Car Operating Panel, (All have Proprietary Circuit Boards; Will supply at cost plus labor to install).**

**Door Operator Board (At Cost plus labor to install; Proprietary Item).**

## LIMITS OF LIABILITY

1. The Company assumes no liability for:

Injuries or damages to persons or property except injuries or damages caused by the Company's acts or omissions.

Death, injury or other damage to or caused by unauthorized persons in, on, or about the elevator, including the elevator's roof, cables, shaft and the equipment for its operation.

Death, injury or other damages caused by design defects in the Purchaser's equipment not the correction of any such design defects.

Any loss, damage, or delay caused by acts of vandalism, strikes, lockouts, fire explosion, theft, floods, riot, civil commotion, war, malicious mischief, acts of God, or by any cause beyond the Company's reasonable control, and, in no event shall the Company be liable for consequential damages.

## EFFECTIVE DATE

This agreement shall be for a term of one (1) years commencing at 12:01 midnight on 8/17/09 and ending at 12:00 midnight on 9/17/10. This agreement will be renewed automatically for additional terms of four (4) or more years unless terminated by written notice by either party, mailed and post marked at least sixty (60) days prior to the end of the term or any renewal thereof.

---

---

---

**CONTRACT PRICE and ANNUAL INSPECTION NO LOAD TEST:**

**Price for this service shall be: \$ 125.00 Per Month or One hundred Twenty Five and 00/100 dollars**

Per month, payable monthly, in advance, plus any local, state or federal taxes assessed in connection with this contract.

**Annual Inspection/No Load Test Cost: \$985.00 (Once a year with Qualified Elevator Inspector)**

This price as established herein is based upon the existing use and occupancy of Purchaser's facility. Future changes in these factors may alter significantly the Company's ability to provide the specified services at the contract price. In the event of such change, the Company will notify the Purchaser in writing of a recommended modification of this agreement. If the parties cannot agree to such modification, either party may terminate this agreement ninety (90) days from the mailing of the written notice.

Commencing on the first anniversary date of this agreement, and on each subsequent anniversary date, the contract price shall be increased 3.5%.

Payments in arrears for thirty (30) days or more shall be considered

Delinquent and shall be increased by a finance charge of 2% per month.

Payments not received within sixty (60) days shall constitute a breach of

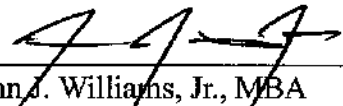
Contract and the Company may, in the event of such breach, terminate this agreement by giving thirty (30) days written notice. The balance in full of this contract is then due.

**ACCEPTANCE**

This proposal, when signed and accepted by the Purchaser and approved by an authorized representative of the Company, shall constitute the agreement between the parties, and all prior representations or agreements, whether written or verbal, are superseded.

If the Purchaser's acceptance or subsequent renewal of this agreement is in the form of a purchase order or similar document, the provisions of this agreement shall govern in the event of conflict or omission.

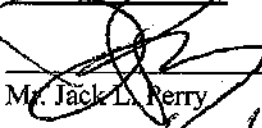
**KREWSTOWN ELEVATOR COMPANY**

  
\_\_\_\_\_

Mr. John J. Williams, Jr., MBA

Date 8/17/09

**Prestige Academy**

  
\_\_\_\_\_

Mr. Jack L. Perry

Date 8/17/09

# ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
7/23/2009

PRODUCER (302) 328-1888 FAX: (302) 328-1431  
S. T. Good Insurance, Inc.  
67 Christiana Road  
  
New Castle DE 19720  
  
INSURED  
JJW Elevator Inc. DBA Krewstown Elevator Co.  
33 Shadywood Road  
  
Levittown PA 19056

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: Northfield Insurance Co.	
INSURER B: Hartford Insurance Co.	
INSURER C: Midwest Employers Cas. Co	
INSURER D:	
INSURER E:	

## COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR ADD'L LTR	INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
A		GENERAL LIABILITY	CP553869	4/14/2009	4/14/2010	EACH OCCURRENCE \$ 1,000,000	
		<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> \$500 deductible per Claim GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJ-JECT <input type="checkbox"/> LOC				DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ EXCLUDED PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000	
B		AUTOMOBILE LIABILITY	44UECIE2220	4/14/2009	4/14/2010	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000	
		<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS				BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$	
		GARAGE LIABILITY				<input type="checkbox"/> ANY AUTO	AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC AGG \$
		EXCESS/UMBRELLA LIABILITY				<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE  DEDUCTIBLE RETENTION \$ 0	EACH OCCURRENCE \$ AGGREGATE \$ \$ \$
C		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	WC-07-01-000372-00	6/30/2009	6/30/2010	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
		ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below  OTHER				E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000	

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENTS/SPECIAL PROVISIONS

## CERTIFICATE HOLDER

(302) 762-4782  
Prestige Academy  
Attn: Mr. Jack L. Perry  
1121 Thatcher St.  
Wilmington, DE 19802

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE  
Adam Pietlock/BALICK



# Pest Elimination Agreement

Visit us at our web site: [www.westernpest.com](http://www.westernpest.com)

1. This agreement authorizes Western Pest Service to provide Pest Elimination service at premise:

BILLING INFORMATION		SERVICE INFORMATION	
DATE 7-16-09	NAME Prestige Academy	PREMISE ADDRESS Same	CITY STATE ZIP
WESTERN REP Sonny Pacana	STREET 1121 Thatcher Street	SERVICE AREA DESCRIPTION	
FOR SERVICE CALL Mary Maguire	CITY STATE ZIP Wilmington De 19802	SERVICE CONTACT	
CUSTOMER'S E-MAIL ADDRESS 302-478-2566	BILLING CONTACT Vivian Perry	PHONE (302) 575-1190	PHONE (302) 762-3240

2. Pests covered under this Agreement: Cockroaches, mice and rats. *202-762-3240*  
**Service Exclusions. A. Services Requiring a Separate Agreement:** The Customer understands that this Agreement does not cover Carpenter Ants, Fire Ants, Bed Bugs, or Mosquitoes. Service for these pests requires a separate Agreement or Addendum. The requirement of a separate Agreement or addendum can not be waived by the Customer or any employee or agent of Western.  
**B. Additional Exclusions:** This Agreement does not cover Brown Recluse Spiders or mold or any mold-like conditions. This exclusion can not be waived by the Customer or any employee or agent of Western.

Additional pests covered: Pavement Ants, Bees & Wasps up to 15 feet high.

### 3. Intensive Treatment:

Western's goal is to eliminate all pests listed above from the facility by the end of the INTENSIVE treatment period. If the customer is not satisfied with the results, we will continue treatment to eliminate them at no additional charge. Service fees related to the performance of the INTENSIVE work will not become payable until the customer is satisfied with the results of the work.

INTENSIVE FEES N/A  
plus tax if applicable

### 4. Monthly Service:

Western's monthly service program provides for inspection and treatment scheduled ONCE per MONTH for the pests listed above. It is understood that other pests are not covered by this agreement. This proposal includes free emergency service during normal working hours. If a pest sighting is reported to Western, we will respond by the end of the following day. If requests for additional service require response at times other than Western's normal business hours; there will be an additional fee. Because Western provides this emergency service, no credit will be given on the monthly charge if regular service is not performed due to a national or legal holiday.

Western's normal working hours are from 8 a.m. to 5 p.m. Monday through Friday.

MONTHLY SERVICE FEES \$40.00  
plus tax if applicable

5. Results of services rendered are strictly relative to and dependent upon cooperation given by the customer as to sanitary conditions, maintenance, accessibility of the building or premises, and/or prompt reporting of pest sightings by the customer. The customer agrees to cooperate with Western in whatever reasonable manner is necessary to facilitate treatment and elimination. If the customer does not cooperate, service may continue, but results cannot be assured and the customer will be charged for additional service, if required.

6. The Customer expressly releases Western from liability for any claim for personal injury (including stings or bites from fire ants, spiders or any other pests) or property damage (to include the structure or contents) caused by any pests.

7. Optional Clause \_\_\_\_\_

8. Western reserves the right to refuse performing intensive services if preparations have not been made prior to Western's arrival. A charge of N/A will be made should this occur.

9. This agreement is binding on both parties for ONE year(s). During this time, Western agrees to provide service as described above at no increase in charges. The customer agrees to maintain service for the entire year and pay all invoices within 10 days. This Agreement will continue after one year on a month to month basis. The customer agrees to pay all invoices as stipulated in this agreement, and to assume collection fees, attorney fees and court costs which may be necessary to collect fees due to Western.

10. A discount of 4% will be granted if payment is made in full for the year in advance. Check here \_\_\_\_\_ if payment is to be made in full.

11. Western reserves the right to alter or amend this Agreement if it is not accepted within 30 days.

ACCEPTED BY: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

WESTERN REPRESENTATIVE: Sonny Pacana 302-824-2863 DATE: 7-16-09

**TORNADO II JANITORIAL SERVICE**

336 Hackberry Dr  
NEW CASTLE, DE 19720

PHONE (302) 264-0123 FAX (302) 365-5574

# Cleaning Proposal

FOR: Prestige Academy  
 LOCATION: 1121 Thatcher St.  
Wilmington, DE 19805  
 CONTACT: Mr. Jack Perry PHONE: 302-762-3240

SERVICES REQUIRED			FREQUENCY				SERVICES REQUIRED			FREQUENCY			
AREA / ITEM	WORK DESCRIPTION		DAILY	WEEKLY	MONTHLY	OTHER	AREA / ITEM	WORK DESCRIPTION		DAILY	WEEKLY	MONTHLY	OTHER
TOILETS • SINKS • URINALS	CLEAN • SANITIZE • POLISH		✓			ENTRANCE GLASS DOORS	CLEAN		✓				
TRASH CONTAINERS	EMPTY • LINE • CLEAN • SANITIZE		✓			INTERIOR GLASS	CLEAN		✓				
DISPENSERS: SOAP, TOWEL, TISSUE, NAPKIN	FILL • CLEAN • SANITIZE		✓			LEDGES • WINDOW SILLS	DUST						
GLASS • MIRRORS • CHROME HARDWARE	CLEAN • POLISH		✓			DOORS • FRAMES • WALLS	SPOT CLEAN		✓				
FLOORS	SWEEP • DAMP MOP • SANITIZE		✓			BASEBOARDS	DUST						
PARTITIONS • DOORS	DUST • DAMP MOP • SPOT CLEAN		✓										
WALLS BY SINKS / URINALS	DAMP WIPE		✓										
FLOOR DRAINS	SEAL • CLEAN												
						<b>MISCELLANEOUS</b>							
						WASTE CANS	EMPTY		✓				
						ASH TRAYS • URNS	EMPTY • DAMP WIPE						
<b>FLOORS</b>						VENDING MACHINES	DAMP WIPE						
RESILIENT	SWEEP					LIGHTS	REPLACE • DUST		✓				
RESILIENT	DAMP MOP					CHAIRS • CLOCKS • PICTURES	DUST • DAMP WIPE						
RESILIENT	WAX					VENTS • LOUVERS • FANS • BLINDS	CLEAN • VACUUM				✓		
RESILIENT	BUFF				✓	UPHOLSTERED FURNITURE • DRAPES	VACUUM • SHAMPOO						
CEMENT • TERRAZZO • TILE • OTHER	SWEEP • DAMP MOP		✓			GLASS WINDOWS / DOORS	CLEAN		✓				
RUGS • CARPETS	VACUUM • SHAMPOO		✓			MATS	VACUUM • PICK UP (TURN)		✓				
						DRINKING FOUNTAINS	CLEAN • POLISH • SANITIZE		✓				
<b>EXTERIOR</b>						KICKPLATES • THRESHOLDS	CLEAN • POLISH		✓				
ENTRANCE	SWEEP		✓			LIGHT SWITCHES • HANDLES • PUSH PLATES	CLEAN • POLISH		✓				
PAPER • DEBRIS	PICK UP		✓			DESKS • TABLES • PHONES	DUST • DAMP WIPE • SANITIZE		✓				
SIDEWALKS	SWEEP		✓			JANITOR'S STORAGE AREAS	CLEAN • ORGANIZE • RESTOCK		✓				
PARKING LOTS	SWEEP		✓										

**SPECIAL INSTRUCTIONS / NOTES**  
 Set up chairs / lunch tables for breakfast / lunch / community meetings  
 Special Events cleanup, minor equipment assembly  
 Recyclables

### Terms and Conditions

1. Cleaning supplies to perform this service will be supplied by:

Prestige Academy. Tornado will order.

4. Date services begin 6/23/11

5. This offer or agreement expires on 6/30/13pm

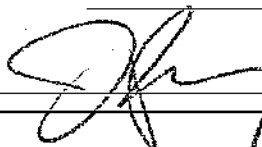
2. In the event that this Agreement proves unsatisfactory, it may be terminated by a 30 day written notice by either party.

Quoted by \_\_\_\_\_

3. Total costs of services will be \$ 2216.40 bi-weekly per month. Date \_\_\_\_\_

### Acceptance of Proposal

Authorized Signature



Date

7/6/11





June 3, 2011

System Design & Installation, Inspections, Monitoring, Emergency Services

16 Hadco Road  
Wilmington, DE 19804  
Phone: (302) 993-0600 ext 263  
Fax: (302) 993-0639

**"Renewal Letter"**  
**Prestige Academy**

*RTWCO16054*

Mr. Jack L Perry, Executive Director  
Prestige Academy  
1121 Thatcher Street  
Wilmington, DE 19802

Re: Renewal of the following fire suppression inspections at:  
*Prestige* ~~Marion F~~ **Academy on 1121 Thatcher Street in Wilmington Delaware**

- Semi-annual inspection of fire alarm system
- Annual inspection of extinguishers
- Annual inspection of wet system, standpipe, backflow, and fire pump

**Contract Term: August 1, 2011 through July 31, 2012**

Dear Jack,

This correspondence is to provide you with advanced notice that the inspection contract for your fire suppression systems will expire on July 31, 2011. We would also like to take this opportunity to thank you for your business and we hope that you have benefited from knowing that employees and expert technicians at Radius Technologies are dedicated to "Keeping you and your business inside our ring of protection." The safeguarding of your business, employees and assets is our mission.

Your annual contract cost will remain the same price as last year of \$1,995.00.

We would like to make your contract renewal process as easy as possible. You may either:


- Sign the bottom of this letter and return to us in the enclosed self-addressed, stamped envelop, or
- Send us an email expressing your desire to renew your contract in accordance with this correspondence (please email to: [lmiller@radiustechnologies.com](mailto:lmiller@radiustechnologies.com)), or
- Fax Lindsay Miller at 302-993-0639.

We'd also like to remind you that as a VIP customer of Radius Technologies you are protected by our 24-hour emergency response, a two-hour response guarantee (four-hour response during off-hours and weekends/holidays), a full suite of alarm monitoring services at competitive prices, and we can provide complete turnkey solutions for fire and security alarm installations, retro-fits and deficiency repairs. Radius Technologies is also part of the S&R Group of companies headquartered in Wilmington Delaware and providing mechanical contracting services and design/build fire suppression systems throughout a six state region. Visit us at [radiustechnologies.com](http://radiustechnologies.com) or [sobieskiinc.com](http://sobieskiinc.com) for more information about our growing family of companies and services.

Best regards,

Lindsay Miller, Office Manager

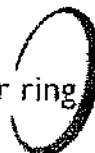
Renewal accepted:

  
Signature and title

Date:

*6/6/11*

Keeping you and your business inside our ring of protection.



**Michelle J. Lambert, CPA LLC**  
Consultant and Certified Public Accountant

---

24A Trolley Square-170  
Wilmington, DE 19806  
Phone: 302-540-2251  
Fax 302-397-2510

[michelle@michellejlambertcpa.net](mailto:michelle@michellejlambertcpa.net)

June 23, 2011

Board of Directors  
Jack Perry, Executive Director  
Prestige Academy  
1121 Thatcher St  
Wilmington, DE 19802

Dear Mr. Perry,

Michelle J. Lambert, CPA LLC is pleased to provide Prestige Academy (hereinafter "client", "you" or "your") with the professional services described below. This letter is to confirm our understanding of the terms and objectives of my engagement and the nature and limitations of the services I will provide.

Michelle J Lambert CPA, LLC (hereinafter "I", "service provider" or "my") will work closely with you and your staff to provide the administration and board of directors with informative internal financial statements which will enable these groups to make effective financial decisions for Prestige Academy and accounting support. In addition, I will make internal control recommendations to help ensure adequate safeguarding of your assets.

### **Scope of Engagement**

#### **A. FSF Facilitation:**

- Serve in the Internal Accounting Role in First State Financials (FSF) and in the Reconciler Role for the P Card. These roles include processing Accounts Payable, Requisitions, Accounts Receivables, and Reconciling the P Card Transactions.
- Monitor assignment of appropriation and finance codes.
- Conduct FSF reconciliations-weekly and monthly
- Assist with local billing to school districts for student enrollment purposes

#### **B. Board and DOE Reporting**

- Prepare monthly board report-hard copy and web report
- Assist management in developing/preparing a six month cash flow

- Assist management with the development of accounting/financial policies and procedures.
- Attend board meetings as needed to discuss budget layout
- Assist management in developing/preparing a 5 year financial projection for DOE for charter modifications.
- Compile annual financial report and final financial reports for federal projects
- Compile GAAP reports for internal management, board and external auditors use.
- Recommendations on maximizing existing funds to create effective budgets.
- **Federal Grant Tracker:** Based on school eligibility, utilize a proprietary tool to efficiently track school operating expenses to appropriate federal programs. This method will assure regulatory compliance and increased flexibility in the use of non-restricted state and local money.

A compilation is limited to presenting in the form of financial statements information that is a representation of management. We will not audit or review the financial statements and, accordingly, will not express an opinion or any form of assurance on them. Your financial statements are intended solely for the information and use of management and the board of directors and are not intended and should not be used by any other party.

Should you require financial statements for third party use, we would please to discuss with you the requested level service. Such engagement would be considered separate and not deemed a part of the services in this engagement.

**C. PHRST and HR Records Facilitation (with assistance from Prestige Academy Office Assistant)**

- Set up personnel files for school employees prior to school year
- Submit payroll sheets and registers to Prestige Academy for verification/approval
- Update benefit enrollment, employment or personal status changes as needed
- Submit online corrections to PHRST for benefits/payroll-time and labor
- Collect time sheets from Prestige Academy and submit payroll for reported time for regular pay/sick/vacation/unpaid leave/short term disability/professional development.
- Disseminate PHRST and State Office of Management alerts to Prestige Academy
- Coordinate and organize open enrollment of benefits with school employees

We will not perform management functions or make management decisions on your behalf. However, we may provide advice and recommendations to assist your management in performing its functions and making decisions.

You may request that we perform additional services not contemplated by this engagement letter. If this occurs, we will communicate with you regarding the scope and estimated cost of these additional services. Engagements for additional services may necessitate that we amend this letter or issue a separate engagement letter to reflect the obligations of both parties. In the absence of any other written communications from us documenting additional services, our services will be limited to and governed by the terms of this engagement letter.

### **Client Responsibilities**

You authorize us to accept instructions from your representative for this engagement.

As a condition to us performing the services described above, you agree to:

- Make all management decisions and perform all management functions, including determining account codings and approving all proposed journal entries
- Designate an individual who possesses suitable skill, knowledge, and/or experience to oversee the services
- Evaluate the adequacy and results of the services performed
- Establish and maintain internal controls over the procedures and monitor ongoing activities. Although, we will assist management in developing accounting policy, procedures and internal controls, the responsibility to implement and monitor such policies resides with your management.

You agree that your management and employees are responsible for the proper recording of transactions in the records, for the safekeeping of assets, and the accuracy of the financial statements. We have no responsibility to identify or communicate deficiencies or material weaknesses in your internal control as part of this engagement.

### **My Firm Responsibilities**

We will perform the services in accordance with the Statement on Standards for Consulting Services and applicable professional standards promulgated by the American Institute of Certified Public Accountants.

This engagement letter is limited to the professional services outlined above. Michelle J. Lambert, CPA LLC, in its sole professional judgment and with reasonable discretion, reserves the right to refuse to take any action that could be construed as making management decisions or performing management functions.

The above professional services will be performed based on data and information you provide to us. We will not verify or audit this information. We will not audit or review your financial statements. Therefore, my engagement cannot be relied upon to disclose errors, fraud, or theft.

### **Timing of Engagement**

We will begin the above engagement on July 1, 2011, and will conclude on June 30, 2012 or upon termination of the engagement if earlier.

### **Fees and Billings**

Our fees for the services outlined above will be billed monthly at the standard fixed flat billing rate of \$3,529.63 per month (\$42,355.56 per annum). An additional fee of \$1,000 will be charged annually for the preparation of Prestige Academy's Form 990. Invoices are due upon presentation and will be presented at the beginning of each month in advance of services being provided that month. Our fee is based upon the complexity of the work to be performed and our professional time to complete the work. Additionally, this fee is dependent on the timely delivery, availability, quality, and completeness of the information provided to us.

If payment is not received by the due date and within 5 business days after written notice has been provided to Prestige Academy that payment was not received on the due date, we reserve the right to suspend or terminate my work. If our work is suspended or terminated as a result of Prestige Academy's non-payment, you agree that we will not be responsible for your failure to meet government and other deadlines, for any penalties or interest that might be assessed against you resulting from the failure to meet such deadlines, and for any other damages (including consequential damages) incurred as a result of the suspension or termination of our work.

### **Termination and Other Terms**

We reserve the right to withdraw from this engagement without completing the work if you fail to comply with the terms of this engagement letter and upon 30 days written notice and lapse of any cure period. If any portion of this agreement is deemed invalid or unenforceable, the finding shall not invalidate the remainder of the terms set forth in this engagement letter.

This Agreement may be terminated by either party with a 60 day written notice to terminate with or without cause at any time.

Termination will not affect the rights or obligations of the parties accruing prior to or on termination or which by their nature are intended to survive termination. Where termination of this Agreement is due to any failure by either the Client or the Service Provider to perform its obligations under this Agreement, affects completion of the Accounting and Financial Services, the parties shall mutually agree on a resolution as to any reimbursement or adjustment of Service Fee, based on payments received or the value of the work performed up to the date of termination. Any such recompense due to early termination shall be limited to the specified Service Fee so affected. Michelle J. Lambert, CPA LLC agrees to indemnify Prestige Academy from and against damages to the extent caused by Michelle J. Lambert, CPA LLC's negligent acts, error or omissions.

In the event of any failure to agree the provisions of the following dispute procedure shall apply.

**DISPUTE RESOLUTION:** Without preventing either party from seeking immediate injunctive relief in the case of any breach or threatened breach of this agreement, any dispute arising in relation to this Agreement will be dealt with in accordance with the following procedure.

*Negotiation:* The parties shall make genuine efforts to resolve the dispute by negotiation between them (ensuring the dispute is internally escalated to the appropriate levels of management as required).

*Arbitration:* If mediation fails, the parties shall refer the dispute to arbitration in accordance with the following:

- a. The arbitration shall be conducted in accordance with the then-current Commercial Arbitration Rules of the American Arbitration Association (such organization, the "AAA" and such rules, the "AAA Rules");
- b. The arbitrators shall be three (3) neutral persons selected by agreement of the parties or, failing such agreement in the thirty (30) day period after the initial list of available arbitrators has been provided to both parties by the AAA, in accordance with the AAA Rules. Unless otherwise agreed in writing by the parties, two arbitrators shall be a Certified Public Accountant with public accounting experience that is not serving either party and that has experience with long term project contracts and one arbitrator shall be an experienced business attorney with experience in non-profit and public accounting transactions and contracts. If the amount in dispute is less than two hundred fifty thousand dollars (\$250,000), the arbitration shall be conducted by one arbitrator who shall be an experienced business attorney with experience in public accounting for non-profit organizations transactions and contracts.
- c. The arbitration proceedings shall take place in Wilmington, Delaware.

We appreciate the opportunity to be of service to Prestige Academy. Please date and sign the enclosed copy of this engagement letter and return it to me to acknowledge your agreement with these terms. It is our policy to initiate service after we receive a signed copy of this engagement letter from you.

Very truly yours,



Michelle J Lambert CPA  
Managing Principal  
Michelle J Lambert CPA LLC

APPROVED:

\_\_\_\_\_  
Prestige Academy

# TRANSPORTATION CONTRACT

This Agreement made and entered into this 1 day of July, in the school year 2010 - 2011 by and between ADVANCED STUDENT TRANSPORTATION, INC, a Delaware corporation with an address of 1400 First State Boulevard, Wilmington, DE 19805 (hereinafter called the "Contractor"), party of the first part, and PRESTIGE ACADEMY (hereinafter called the "School"), party of the second part.

WHEREAS, the Contractor is the owner/operator of the school buses described on the Addendum hereto, which are constructed and equipped in accordance with the regulations adopted by the Board of Education of the State of Delaware governing the design and operation of all school buses; and

WHEREAS, the School desires to employ the use of said buses and services of the Contractor for the purpose regular am and pm, home to school, school to home route transportation and the Contractor has agreed to provide the use of said buses and its services under the terms and conditions set forth in paragraph 4.

NOW, THEREFORE, it is mutually agreed as follows:

1. Buses. The Contractor shall, during the continuance of this Agreement and at the Contractor's own cost provide and use the buses described herein. The description shall include the make, year, vehicle identification number (VIN), and the model and capacity of the body. Each vehicle assigned to this contract shall be licensed in accordance with the current weight schedule that has been approved by the Board of Education of the State of Delaware for school bus transportation.
2. Bus Substitution. In the event the bus(es) listed and approved herein shall become unfit through any cause whatsoever, the Contractor shall notify the School thereof and shall secure its consent to the permanent substitution(s) of suitable bus(es); the Contractor will

provide permanent substitute bus(es) that meet with the State Board of Education of the State of Delaware's vehicle guidelines, however, in the event that any such permanent substitution(s) not meet with the Department of Education's guidelines the contract for that vehicle may be terminated immediately by the school unless contractor takes immediate action to replace said Substitute(es) with vehicles that do meet with the Department of Education's guidelines. The provisions relating to substitution of bus(es) shall not apply to an emergency arising out of a breakdown or accident provided that any school bus is repaired within a reasonable length of time. In all situations, whether in the interim of establishing a permanent substitution of buses, or in the case of breakdown or accident, contractor will make arrangement to provide appropriate replacement vehicles immediately for the transport of school students.

3. Transportation of Pupils.

- A. In cases of emergency, when it may be necessary for the buses to be operated on a schedule other than the regular daily schedule, the School shall advise the Contractor. The Contractor will then make every effort to secure the drivers and buses to operate the buses on a temporary schedule. The term "emergency" as used in this section shall be deemed to include, but not limited to, pressing necessity such as fire damage, an act of God, failure of the school plant for any reason, which would effect the health and welfare of pupils; necessity for unscheduled school closing due to extreme weather conditions such as, but not limited to, floods, ice, snow, fog, winds, etc. which may affect the well being of the pupils, or of a community, county, state or national emergency so declared by the properly constituted authority.
- B. The Contractor will pick up and discharge pupils along such route(s) at such points as may be selected by the School, having in mind the safety and convenience of the pupils.
- C. The School and the Contractor agree that this Contract may be modified by mutual agreement from time to time by an addendum or addenda altering or terminating or adding routes or stops for taking on or letting off pupils, or changing time schedules,



which may correspondingly increase or decrease compensation, or by making any changes in the description of a bus, or by making any other changes, which addendum or addenda in the form attached hereto shall be signed by the School and the Contractor. Any change in compensation will fall within the guidelines established in section 6(B).

D. When it is necessary to provide additional transportation revisions at the request of the School which are not anticipated in this Agreement, additional compensation shall be mutually agreed upon by the School and the Contractor in accordance with prevailing local standards which will be paid by the School as part of the regular periodic payments.

4. Terms of Agreement. This Agreement shall be in effect upon signature by representatives of both the Contractor and the School. The term of this agreement is for 2 years commencing July 1, 2010, with an additional 1 year option at the discretion of the school with rates to be determined by mutual agreement between school and contractor.

5. General Conditions. In the performance of this Agreement, the Contractor shall observe the following:

A. The Contractor, through Contractor's employees, shall take entire charge of all pupils and be responsible and accountable for their welfare and conduct while they are riding in the school bus and while they are boarding or being discharged therefrom. On going or reoccurring discipline problems will be handled by the school administration in accordance with the student handbook.

B. The Contractor shall observe such rules and regulations as are or may be adopted by the Board of Education of the State of Delaware governing the design and the operation of school buses as provided for in the Delaware Code and as adopted by the School. The Contractor will also comply with the statutes and ordinances of the State of Delaware and each county and municipality applying to the operation of motor vehicles therein and will observe such rules and regulations as may be adopted by the Board of Education of the State of Delaware and the School for the safety and welfare of the pupils.

C. The Contractor will furnish evidence to the School of current insurance coverage as follows:

1. Comprehensive General Liability Insurance
  - i. \$1,000,000 each occurrence combined single limit for bodily injury and property damage.
  - ii. \$1,000,000 aggregate
2. Automobile Liability Insurance
  - i. \$1,000,000 – Combined single limit for bodily injury and property damage
3. Workers Compensation and Employer's Liability
4. Umbrella Excess Liability  
\$5,000,000 per occurrence and in the aggregate. Coverage should schedule additional limits over and above the General Liability, Automobile Liability.

The policy shall name the School as a certificate holder in regards to the Automobile Liability.

D. The School may terminate this Agreement at any time during the school year for just cause, provided that 30 days' written notice shall be given to the Contractor, or 30 days' compensation shall be paid to the Contractor, before such termination shall take effect. The term "just cause" as used in this section shall be deemed to include, but not be limited to, failure of the Contractor to comply with the provision of this Agreement; decreases in school enrollment; changes in attendance areas; closing of school buildings; or any other condition that would result in a reduction or consolidation of facilities requiring fewer buses.

6. Rates and Payment.

- A. PRESTIGE ACADEMY shall pay contractor \$204,000.00 in annual compensation for the 2010-2011 school year, for 6 routes and for the 2011-2012 school year, the amount equal to the schools total transportation reimbursement provided by the State of Delaware, with the number of routes to be mutually agreed to by the School and the Contactor. In no event will the cost of transportation outlined in this contract exceed the maximum amount of funding the school receives under the transportation reimbursement formula of the Delaware Department of Education.
- B. Payments will be made in 10 equal monthly installments, beginning in September. Payment is due by last day of the succeeding month (i.e. September's payment is due by October 31<sup>st</sup>.)

7. Authority and Cancellation.

- A. The School's Principal or the Principal's designate will act for and represent the School in matters relating to this Agreement.
- B. It is understood that the Contractor will not be expected to fulfill the obligations of Contractor under the provisions of this Agreement due to an Act of God or national force over which Contractor has no control.

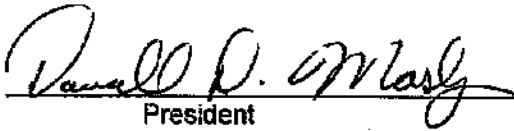
8. Collusion or Conflict of Interest.

- A. The Contractor represents that no officer, director, shareholder or any duly authorized agent of the Contractor has entered into any understanding, agreement or other collusive relationship with any other person, firm, corporation or association which has submitted bids on this Agreement.
- B. The Contractor represents no officer, director, employee, agent, creditor or any person having any personal interest in said Contractor, and no partnership, corporation, association or business entity connected with said Contractor is an officer, director or employee of the State Board of Education or the School or any of its representatives.

IN WITNESS WHEREOF, the said Contractor and the said School have caused this Agreement to be executed the day and year above written.

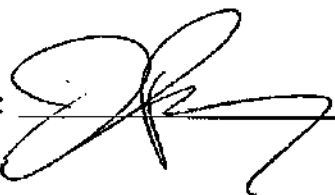
Dated: July 1, 2010

ADVANCED STUDENT TRANSPORTATION, INC.

By:   
President

Dated: July 1, 2010

PRESTIGE ACADEMY

By: 

## Contract for Services

This Contract, dated as of June 27, 2011, is made between Prestige Academy ("Client") and Innovative Schools Development Corporation, Inc. ("Innovative Schools"), and is effective upon signature by both parties.

Subject to the terms and conditions of this Contract, Client seeks to engage Innovative Schools for Information Technology Services ("Services") specified in **Appendix A: Scope of Work ("SOW")** and Innovative Schools is interested in accepting such engagement.

### 1. Responsibilities

For the period beginning on July 1, 2011 ending on June 30, 2012, Innovative Schools will provide Services as specified in **Appendix A: Scope of Work**.

It is understood that should either Client or Innovative Schools wish to modify the scope of this Contract, a new Contract (or Addendum to this Contract) will be required. No work outside of the scope of this Contract will be performed without the express and prior agreement of Innovative Schools and Client.

### 2. Compensation and Payment Terms

#### a. Compensation for Back Office Support:

Client agrees to pay Innovative Schools \$11,700 (eleven thousand seven hundred dollars) for services outlined in **Appendix A: Scope of Work** during the contract period.

1. Information Technology Support: Up to 156 hours of services at \$75 per hour are included during the contract period (about 3 hours per week). Additional hours shall be billed at \$75 per hour.

#### b. Payment Terms:

The above total contract amount shall be invoiced in 12 monthly installments, on the first business day of the month by Innovative Schools in the amount of \$975. Payments are to be received by Innovative Schools within 30 days from the date of invoice. When additional service hours are rendered outside of the contracted service hour allocations, the Client will be invoiced at the end of that month for such services.

### 3. Personnel

Client and Innovative Schools will appoint primary points of contact to address and resolve promptly all issues related to the successful performance of services defined herein:  
(*Primary Contacts as of Contract Date*)

- Prestige Academy – Jack Perry, Executive Director
- Innovative Schools – Melissa Hentges, Director of Solutions

#### **4. Termination**

Either party may terminate the Contract with or without cause upon 60 days' written notice. In the event of a termination without cause each party shall be responsible for reasonable costs incurred by the other party in reliance upon the Contract. For purposes of this Contract, invoices provided by Innovative Schools to Client for services rendered shall be presumed to be the reasonable market cost for such services. Costs due shall not exceed the maximum Contract amount. If Innovative Schools terminates the Contract they will refund fees paid in excess of services rendered, based on reasonable market costs.

#### **5. Notices**

All notices under this Agreement shall be deemed to have been duly given if made in writing and sent by United States certified or registered mail, postage prepaid, electronic mail, or by overnight delivery service providing proof of receipt, and addressed as follows:

If to Client:

Prestige Academy  
1121 Thatcher Street  
Wilmington, DE 19802  
Attn: Mr. Jack Perry  
Email: [jack.perry@pa.k12.de.us](mailto:jack.perry@pa.k12.de.us)

If to Innovative Schools:

Innovative Schools  
100 West 10<sup>th</sup> Street – Suite 403  
Wilmington, DE 19801  
302-656-4737 x33  
Attn: Deborah Doordan, Ed.D.  
Email: [ddoordan@innovativeschools.org](mailto:ddoordan@innovativeschools.org)

Notices shall be deemed given upon receipt or upon refusal to accept delivery.

#### **6. Independent Contractor**

Innovative Schools acknowledges and agrees that it, and any team member or employee of Innovative Schools, is acting under this Contract solely as an independent contractor. Innovative Schools, and any team member or employee of Innovative Schools, will not be deemed an employee, agent, partner or joint venture of Client for any purpose whatsoever, and will have no authority to bind or act on behalf of Client. This Contract will not entitle Innovative Schools, or any team member or employee of Innovative Schools, to participate in any benefits available to employees of Client, including, without limitation, workers compensation insurance, state disability insurance, unemployment insurance, group health

and life insurance, vacation pay, sick pay, severance pay, bonus plans, pension plans, savings plans and the like.

**7. Confidentiality**

Either party to this Contract may, in the course of fulfilling its obligations hereunder, be required to disclose information to the other party that is proprietary or confidential. The Receiving Party (whether it is Client or Innovative Schools) agrees to keep such information confidential for the duration of the contract.

**8. Intellectual Property Rights**

Client acknowledges and agrees that any products or know-how used in the performance of the Services under the scope of this Contract (the "Developments") are the sole exclusive property of Innovative Schools. Innovative Schools warrants and represents that it, and any team member or employee of Innovative Schools, will not infringe any rights of any third party in the performance of the Services under this Contract. The use of any trade, brand, or service marks of either party by the other party hereto shall be approved in advance by the non-using party.

**9. Successors and Assigns**

All of the provisions of this Contract shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, and to the extent permissible under Paragraph 12 hereunder, to the, successors and assigns of the parties.

**10. Governing Law and Jurisdiction**

This Contract will be governed by and construed in accordance with the laws of New Castle County in the State of Delaware, without giving effect to its principles of conflicts of law. Any legal action or proceeding brought to interpret or enforce this Contract or in any other way arising out of or in relation to this Contract will be brought exclusively in either the state or federal courts located in Delaware. The parties hereto irrevocably submit to the exclusive jurisdiction and venue of said courts in any such action or proceeding and hereby waive any and all objections to the personal jurisdiction and venue of said courts.

**11. Waiver**

Waiver by one party hereto of breach of any provision of this Contract by the other shall not operate or be construed as a continuing waiver.

**12. Assignment**

Innovative Schools shall not assign any of its rights under this Contract without the prior written consent of Client, which consent shall not be unreasonably withheld, conditioned or delayed. Notwithstanding the foregoing, Innovative Schools may delegate the performance of any of its duties hereunder to contractors or other third parties it has hired for the delivery of Services as specified in Appendix A.

**13. Modification or Amendment.**

No amendment, change or modification of this Contract shall be valid unless in writing signed by the parties hereto.

**14. Entire Contract**

This Contract, including the Appendices, which are incorporated herein, constitutes the entire Contract between Innovative Schools and Client with respect to the subject matter hereof and, supersedes all prior oral or written Contracts and understandings relating to the subject matter hereof.

**15. Counterparts**

This Contract may be executed in counterparts and by facsimile signature, each of which will be deemed an original, and all of which will together constitute one and the same instrument.

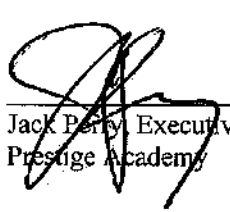
**16. Unenforceability of Provisions**

If any provision of this Contract, or any portion thereof, is held to be invalid and unenforceable, the remainder of this Contract shall nevertheless remain in full force and effect.

Agreed by:

\_\_\_\_\_  
Deborah L. Doordan, Executive Director  
Innovative Schools

\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Jack Perry, Executive Director  
Prestige Academy

\_\_\_\_\_  
Date

7/9/11



## Appendix A: Scope of Work

Innovative Schools' Back Office Support Program would provide Client with the following supports for the term of the contract.

### Information Technology:

- **Help Desk Support**

- **General Maintenance & Repair** – Routine hardware checks, software updates, OS updates, file-structure related services, monitoring anti-virus software, DNS, DHCP, event logs, remote access logins and backup jobs.
- **Hardware & Software Installation** – On-site installation of hardware and application software. This service includes RAM upgrades, hard-drives, PCI cards and peripherals. Some specialty hardware and industry specific software may require custom pricing. This potential billing scenario will be discussed on a case-by-case basis.
- **Hardware & Software Troubleshooting** – Isolate the cause of the problem(s) in the computing environment. Note: In some rare situations (such as hardware failure or incompatible hardware or software), issues may not be resolved. The client is still responsible for the time-related fee. This potential billing scenario will be discussed on a case-by-case basis.
- **Needs Assessment** – Custom support regarding hardware or software purchases to accomplish specific tasks or business goals.
- **Network Security** – Network security and virus protection services are provided on a best-effort basis and are not guaranteed to prevent network intrusions or virus attacks.
- **Rapid-Response Service** – General on-site services are usually delivered within a 12- to 48-hour timeframe. Rapid-response service is delivered within a one- to four-hour timeframe as available. **Additional fees may be billed for special circumstances that require temporary loan of hardware or other items. Specific details are discussed at time of service request. Additional fees may be billed for rapid-response services.**
- **24-Hour Emergency Service** – After-hours onsite service is from 6pm to 8am, Monday through Sunday, and is delivered within a one- to four-hour timeframe. **Additional fees may be billed for 24 Hour Emergency Services.**

**Reporting on Service Hours Rendered:** Client will be provided a report by the 15<sup>th</sup> of every month with the monthly and cumulative hours that have been used as part of its contract (together with the balance of available hours) for each of the services being rendered.

It is understood that should Client wish to expand the scope of this Contract with additional services provided by Innovative Schools, a new Contract (or Addendum to this Contract) will be required. No work outside of the scope of this Contract will be performed without the express and prior agreement of Innovative Schools and Client.



July 15, 2011

**Addendum to FY12 Back Office Support: IT Contract Dated June 27, 2011**

Innovative Schools extends a modification of services to the FY2012 Back Office Support: IT Contract dated June 27, 2011 to Client for Approval. This addendum extends the specific services and terms (dates) listed below.

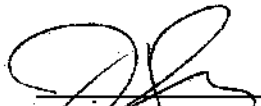
The proposed modifications are as follow:

1. Information Technology Remote Monitoring: twenty-four hour, seven-day a week remote server monitor for \$100 per month.

**Payment terms:**

Client will be invoiced on the first business day of the month for services rendered per the rates listed above. Payments are to be received by Innovative Schools within 30 days from the date of invoice.

**Accepted and Agreed:**

  
\_\_\_\_\_  
Jack Perry, Executive Director  
Prestige Academy

  
\_\_\_\_\_  
Date

\_\_\_\_\_  
Debbie Doordan, Executive Director  
Innovative Schools

\_\_\_\_\_  
Date

## Attachment B

### Current Board Member Resumes

**DANA BALICK, Ed.M.**

2306 Ridgeway Road  
Wilmington, DE 19805  
(302) 656-1588  
dbalick@comcast.net

**EXPERIENCE**

2000-Present

**Education/Non-Profit Consultant.** Wilmington, DE

Projects include: project management; strategic planning, grant writing/grant management; writing reports, policy papers and resource guides; editing; research; national conference planning. Clients include:

- Bellwether Education Partners
- Partnership for Leaders in Education, UVA
- Revolution Foods
- Charter School Growth Fund
- New Leaders for New Schools
- Learning Point Associates
- The Annie E. Casey Foundation
- The American Association of University Women (AAUW) Educational Foundation
- Progressive Policy Institute
- New American Schools
- National Association of Charter School Authorizers
- Education Quality Institute,
- Public Impact

Nov. 08 – Jan. 09

**Appointments Director,** Markell Transition, Delaware

Staffed the process of hiring cabinet secretaries and other senior staff for Governor-elect Jack A. Markell

July 2006 – July 2009 **Senior Associate,** The Aspen Institute, Aspen Rodel Fellowships in Public Leadership, Washington, DC

Perform multiple tasks to support the growth and operations of a prestigious national fellowship program for young elected officials focused on leadership and bipartisanship. Responsibilities include collaborating with the Director and Assistant Director to:

- Developed RFPs to hire outside consultants
- Developed an ongoing community of fellows & alumni program via a regular newsletter and ongoing correspondence
- Undertake various research and writing projects
- Assisted in the ongoing strategic planning efforts for the program
- Collaborated with outside organizations and funders on special initiatives
- Traveled with fellows on domestic seminars and foreign trips

Oct. 07 – June 08

**Consultant,** New Leaders for New Schools. The Effective Practice Incentive Community (EPIC), New York, NY

- Worked as a project manager/team member on a federal grant designed to recognize and reward successful charter schools for driving student achievement gains with at risk student populations
- Recruited new charter schools into the grant
- Served as communications lead writing press releases and designing communications with schools and the public

- Wrote proposals for presenting our work at national conferences
- Managed a portfolio of 8 award-winning schools and shepherded them through all phases of the grant and award process
- Visited schools to present awards, and communicate with parents and the public about the award and EPIC

January-June 06

**Senior Consultant**, Forum USA Delaware, Wilmington, DE

Worked with local and national Forum USA staff to extend the reach of a high profile lecture series that brought renowned experts and celebrities to the Delaware stage.

- Designed "*Community Conversations*", an opportunity to engage local leaders and youth in Forum USA's topics and guest speakers
- Brought together local task forces to determine goals for the conversations
- Worked with the Department of Education, local colleges and universities and community leaders to enable students to meet and have intimate discussions with speakers ranging from Joyce Carol Oates and Salman Rushdie, to Wendy Kopp and Geoffrey Canada
- Fundraised within the local business and philanthropic community to enable these conversations to take place prior to the Forums
- Worked with local media such as newspapers, radio and television stations to create press in an effort to extend the reach of these community events

1998 to 2000

**Development Officer/Program Coordinator**. Programs in Professional Education, Harvard Graduate School of Education, Cambridge, MA

- Wrote grants to secure funding for K-12 professional development programs
- Developed and managed budgets, conducted research on prospective funders, and collaborated with faculty and staff at HGSE to develop, plan and steward proposals through the Office of Sponsored Research
- Coordinated K-12 and higher education professional development programs managing all aspects of programs from curriculum development, logistics coordination, budget development and management, marketing, client satisfaction, and post-event follow-up
- Managed the creation of a multi-school institute for health care professionals. Responsible for marketing efforts, participant registration, preparation of all program materials, logistics, and supervision of staff and students

1993 to 1998

**Project Director**. Project PACE, Harvard Graduate School of Education, Cambridge, MA

- Coordinated projects related to cultural and community collaborations
- Wrote grants and proposals to secure project funding; developed and oversaw budgets
- Supervised project staff, research assistants, graduate students and interns
- Managed national arts education program evaluations and short term contracts
- Consulted with schools, cultural institutions and non-profits on programs which enhanced teaching and learning and professional development
- Collaborated on position papers, reports and other publications

1989-1992

**Co-Founder, Principal**. FESTIVITIES, Cambridge, MA

- Created an event-planning consultancy that produced and oversaw private, corporate and city-wide special events. Clients included high tech, "Big Eight" firms, arts and cultural organizations.
- Promoted our business through print, electronic and other media

- Negotiated contracts with vendors (caterers, florists, entertainers, designers, sites, licenses, etc.)
- Featured in *Entrepreneur Magazine* (December, 1990) as one of the "Hottest Businesses of 1991"

## **PUBLICATIONS & PRESENTATIONS**

- April 2003      **Author.** *Sisters in Action: Promising Practices*, A web-based resource guide for AAUW branches on conducting follow-up activities to the Association's "Sister-to-Sister" summits
- August 2002      **Author.** *Harassment-Free Hallways: How to Stop Sexual Harassment in Schools*, A web-based resource guide for schools and school communities on preventing sexual harassment; [www.aauw.org/7000/ef/harass/index.html](http://www.aauw.org/7000/ef/harass/index.html)
- 1996-1998      **Co-Editor and Chapter Author.** *Moving Middle Schools*, A series of four books published by Heinemann, Inc., Portsmouth, NH which provides models for integrated curricula and innovative professional development for middle school teachers and administrators
- April 1996      **Presenter.** *Strategies for Integrating Classroom Practice, Assessment and Standards*. National Council of Teachers of English (NCTE)
- May 1995      **Presenter.** *Integrating Performance-Based Assessment into the Arts*. Massachusetts Arts Education Association
- July 1994      **Workshop Facilitator.** *Integrating Performance-Based Assessment into Arts Education*. Harvard PACE Summer Institute
- June 1994      **Institute Coordinator and Faculty.** *Connections: Interdisciplinary Curriculum in the Arts and Humanities*, Saratoga Springs, NY
- 1992-1993      **Workshop Staff and Presenter.** Harvard Museums of Cultural & Natural History Guide Training Workshops

## **EDUCATION**

- 1992-1993      Harvard Graduate School of Education, Cambridge, MA.  
Ed.M.
- 1983-1987      Tufts University, Medford, MA.  
B.A. in French with additional concentrations in Art History, Political Science.  
Honors include: Cum Laude, Dean's List
- 1985-1986      La Sorbonne; Institut D' Etudes Politiques, Paris, France.

## **COMMUNITY SERVICE**

- 2008 – present      Board Member, Delaware Center For Contemporary Arts
- 2008 – present      Board Member, Prestige Academy Charter School
- June, 2008      Panelists, Delaware Division of the Arts, Arts Education Grants

**Vergie Cooper**  
3201 N. Jefferson Street  
Wilmington, DE 19802  
h: 302.764.6808 c: 302.494.6252  
vergie.cooper@bankofamerica.com

**Professional Experience:**

**Bank of America, Wilmington, DE**

**April 1987 – Present**

Corporate Trainer

*June 2004-Present*

- Implement and facilitate learning solutions for associates and management
- Respond to management and associate issues related to performance improvement
- Consult with Learning Project teams to evaluate the success of learning solutions
- Provide associate performance support through consulting, monitoring and evaluating training results in the work environment

Quality Assurance Analyst

*January 1989-June 2004*

- Conducted customer research and made recommendations for improving customer satisfaction
- Sought ways to improve the customer experience through conducting customer research and reporting trends and recommendations to senior management
- Facilitated customer listening sessions with senior management to identify opportunities to streamline processes, enhance customer service delivery and increase customer satisfaction

Compensation Analyst

*April 1987-January 1989*

- Administered the company's compensation program for non-exempt associates
- Evaluated and analyzed salary data; determined pay grades
- Conducted job evaluations to ensure consistency of job classifications across all non-exempt positions
- Conducted and participated in compensation surveys
- Researched and resolved payroll related issues

**University of Delaware, Newark, DE**

**March 1984-April 1987**

Human Resources Generalist

- Recruited for all non-exempt support positions
- Advertised open positions, internally and externally
- Screened, evaluated and recommended applicants for interviews
- Checked applicant references, made job offers and completed related documentation
- Assisted with compensation and job classification issues

**Education:**

Michigan State University, E. Lansing, MI  
M S. Labor Relations  
1982

University of Delaware, Newark, DE  
B.A. Psychology  
1980

**Affiliations:**

Delta Sigma Theta, Inc., Wilmington (DE) Alumnae Chapter



**LAKIYAH D. CORLEY**

406 W. 7th Avenue • Parkesburg, Pennsylvania 19365 • Phone (267) 901-2455•

Email- lakiyahchambers@yahoo.com

---

**PROFESSIONAL PROFILE**

A Human Resources Professional who partners with the Leadership Team to align HR with the overall strategic organization mission. Deploying strategies in an effort to attract and retain employees, improve work relationships, develop individuals and teams, build morale, increase productivity and comply with legal mandates.

- Strong work ethic, sense of leadership and self motivation
- Team player and problem solver with the ability to work independently
- Excellent oral, written, analytical and presentational skills
- Sound Consultant and Decision-making skills
- Project Manager
- Certified Mediator
- Proficient in Microsoft Office Suite, Work Day HRIS and Taleo Talent Management System

**EXPERIENCE**

**Brady Corporation, Lancaster, PA**

11/08-Present

Human Resources Manager

- Manage Human Resources functions at five locations
- Coordinates all aspects of Human Resources while reinforcing company policies and procedures, as well as enforcing, state and federal laws
- Perform centralized recruiting activities, prepare recruiting announcements or other information concerning job vacancies, interview applicants and provide job counseling to prospective employees
- Provides administration and resolution of employee relations, policies and procedures, benefits, talent and performance management and compensation issues
- Design and implement employee incentive programs to increase productivity and internal/external customer satisfaction
- Conduct investigations
- Ensure effective communication and change management strategies
- Improved the organization's supervisory training, management coaching, conflict/complaint resolution
- Developed effective programs for on-boarding, employee development and recognition/reward
- Led the organization in Voice of the Employee sessions

**CareFirst Inc., Baltimore, MD**

11/02-10/08

Senior Benefits Analyst

- Trainer- Corporate Policies and Programs
- Facilitator/Developer- New Employee Orientation
- Talent/Performance Management and Coaching
- Developer/Trainer- Legal Issues in the Workplace, Understanding STD/FMLA/WC/ADA
- Project Manager - STD/LTD/FMLA/WC Vendor RFP/Implementation
- Disability Data Analysis, Reporting and ERISA Appeals Processing
- Liaison-Disability Third Party Administrator/Management/Employees
- Research and compilation of benchmark data
- Project Manager- Medicare Part D Drug Subsidy
- Health and Welfare Vendor Management
- Talent and Performance Management/Coaching
- Benefits Open Enrollment-Active Employees/Retiree/LTD Participants
- Government Filings
- Retiree Medical Insurance/Pension Coordination

Human Resources Analyst

- Succession Planning/Performance Management
- Succession Planning Presentations
- Corporate Organization Charts
- PeopleSoft Implementation- Training, Table Set-ups, Command Center, SOP's, Associate Self-Service, Succession Planning, Benefits and Organization Charts
- Miscellaneous Human Resources Reporting
- Company-wide Benefits Surveys

**Development Design Group, Baltimore, MD**

1/99 – 11/02

**Human Resources Coordinator**

- Recruitment
- Management Training
- Coordination and communication that supported employee benefits program
- Immigration Administration (H1B and J-1 Visas)
- Maintenance and Management of HR system
- Employee Verifications and Unemployment Claim Administration
- ADP Payroll and Reporting Administration
- Maintenance of Employee Files/Records
- Policy Development

**EDUCATION**

Towson University, Baltimore, MD

Master of Science: Human Resource Development-  
Administrator I Certificate in Educational Leadership

Villanova University, Philadelphia, PA

Professional Human Resource Management Certificate

Morgan State University, Baltimore, MD

Bachelor of Science: Communications

**PROFESSIONAL AFFILIATIONS**

Society for Human Resource Management, Member

The Prestige Academy Charter School, Wilmington, DE, Board Member, HR Resource

**VANDELL HAMPTON, JR**  
**309 Barrett Street**  
**Wilmington, Delaware 19802**  
**(302) 762-4707**

**EMPLOYMENT HISTORY**

1/04 – Present **Executive Director**  
First State Community Loan Fund  
Wilmington, Delaware

Responsibilities include the management of the daily activities of the First State Community Loan Fund (FSCLF). FSCLF is a certified Community Development Financial Institution that promotes and provides creative opportunities for access to capital for small businesses, developers of affordable housing and community organizations throughout the State of Delaware.

- Managing all financial aspects of the loan fund, including the accounting and finance functions, portfolio management and overall responsibility of the capital and operating funds. Total assets for the fund are \$7.5 million with a loan portfolio in excess of \$3 million.
- Providing overall management and direction of the loan fund which includes the supervision of eight full time employees.
- Fundraising and grant writing activities.
- Directing all marketing and public relations efforts of the Loan Fund.
- Identification and coordination of community development lending opportunities, such as affordable housing, community facilities, and small business.

7/02 – 12/03 **Executive Director**  
The Enterprise Center Capital Corporation  
Philadelphia, Pennsylvania

- Managed and administrated a micro-loan program that was capitalized at \$225,000
- Developed policies and procedures for a micro-loan program that was designed to serve small businesses in low-income, urban areas.
- Conducted fundraising and grant writing activities.
- Lead strategic planning activities.
- Managed consulting and technical assistance activities for small businesses.
- Managed and coordinated a regional business plan competition.

1/00 – 7/02 **Director, Client Financial Services**  
The Enterprise Center (Small Business Incubator)  
Philadelphia, Pennsylvania

Managed and administered a micro-loan program:

- Processed and underwrote small business loan applications. (Loans up to \$15,000)
- Prepared credit evaluations and made presentations to the loan committee.
- Prepared necessary loan closing documents and coordinated loan closings.
- Leveraged micro-loans with funds from other financial institutions to engage larger deals.
- Conducted loan collection and servicing activities.

Provided technical assistance to small businesses:

- Analyzed financial statement.
- Prepared financial projections.
- Conducted entrepreneurial training classes.
- Packaged small business loans – loans range from \$5,000 - \$250,000. (Primarily SBA Guaranteed Loans)
- Assisted small businesses seek equity investments.

4/99 – 1/00

**Business Loan Officer**

Chester Economic Development Authority (CEDA)  
Chester, Pennsylvania

Managed and administered the CEDA Small Business Loan Program:

- Processed and underwrote small business loan applications. Loans Range from \$5,000 to \$100,000.
- Prepared credit evaluations and made presentations to loan committee.
- Prepared necessary loan closing documents and coordinating loan closings.
- Monitored loan portfolio to insure compliance with loan terms.
- Conducted loan collection activities.
- Conducted outreach and marketing activities for small business loan program.
- Coordinated additional financing with banks and other lending institutions.

12/96 – 4/99

**Community and Business Programs Specialist**

United States Department of Agriculture, Rural Development  
Camden, Delaware

- Processed and underwrote public water and wastewater facility loans and grants. Loans and grants ranged from \$2,000,000 to \$6,000,000.
- Processed and underwrote commercial loans. Commercial loans ranged from \$50,000 to \$500,000.
- Reviewed and analyzed economic development grants for non-profit organizations, state agencies and local municipalities. Grants ranged from \$100,000 to \$500,000.
- Reviewed annual audits for public bodies and non-profit organizations to insure financial records were maintained properly.
- Oversaw the collection activities for all loan programs.
- Oversaw grant activities to insure grantees were in compliance with grant program objectives.
- Prepared environmental assessments.
- Managed construction accounts for water and wastewater projects to insure funds are dispersed as construction was completed.

8/93 – 12/96

**Community Development Specialist**

United States Department of Agriculture, Rural Development  
Elkton, Maryland

Oversaw the daily office activities:

- Managed two full time employees.
- Managed a single-family housing loan portfolio of approximately 400 accounts.
- Coordinated outreach and marketing activities.

Mortgage underwriting:

- Interviewed applicants.
- Provided budget and credit counseling.
- Approved or denied housing loans. Loan approval authority - \$152,000.
- Administered housing subsidies for low-income individuals.

11/87 – 11/89

**Administrative Specialist, Rank – E4**

United States Army

**EDUCATION**

Bachelors of Science in Marketing – 1993  
Delaware State University, Dover, Delaware

**ORGANIZATIONS**

Prestige Academy Board of Directors – Secretary (**Current**)  
Kingswood Community Center Board of Directors (**Current**)  
Omega Psi Phi Fraternity, Inc., Nu Upsilon Chapter – President (**Current**)  
New Castle County Chamber of Commerce Board of Directors (**Current**)

**REFERENCES AVAILABLE UPON REQUEST**

## **CURRICULUM VITAE**

Tarik J. Haskins  
Morris, Nichols, Arsht & Tunnell LLP  
1201 N. Market St., 18<sup>th</sup> Floor  
Wilmington, DE19801  
Telephone: (302) 351-9120  
Facsimile: (302) 498-6229

E-Mail: thaskins@mnat.com

### **EDUCATION:**

University of Cincinnati College of Law  
Cincinnati, Ohio  
J.D. 2003, Editor-in-Chief of Law Review

Clark-Atlanta University  
Atlanta, Georgia  
B.A. 1998

### **LEGAL EXPERIENCE:**

2006 – Present  
Associate  
Morris, Nichols, Arsht & Tunnell LLP  
1201 N. Market Street  
Wilmington, DE19801

2004 – 2006  
Associate  
Skadden, Arps, Slate, Meagher & Flom LLP  
1100 N Market St # 1  
Wilmington, DE19801-1299

2003 – 2004  
Clerk to the Honorable E. Norman Veasey, Chief Justice  
Delaware Supreme Court

### **BAR ADMISSIONS:**

Delaware Supreme Court  
Pennsylvania Supreme Court

**PROFESSIONAL & COMMUNITY ACTIVITIES:**

Member, American Bar Association

Member, Delaware State Bar Association

Member, National Bar Association

Former Chair of the Multicultural Judges & Lawyers Section of the  
Delaware State Bar Association

Member of the Board of Directors of Prestige Academy Charter School

Member of the Board of Directors of Westside Health Community Center

## ANTHONY R. HILL

1821 N. Lincoln Street • Wilmington, DE 19806  
Phone: (302) 598-4573 • Email: anthonyrussellhill@hotmail.com

---

### STRATEGIC PLANNING...MERGERS & ACQUISITIONS...EQUITY RESEARCH

Entrepreneurial, detail-oriented professional with over nine years experience in research and analysis of public and private companies (focus on financial institutions), financial modeling and valuation, strategic planning, and business development; motivational, action-oriented leader accomplished at identifying and capitalizing on market opportunities to produce superior economic returns.

---

### PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS

#### Barclaycard US, Wilmington, Delaware

---

##### Corporate Development

2011-Current

Develop and execute strategic initiatives to deliver accretive, acquisitive growth to maximize franchise value; facilitate strategic conversation with the Executive Committee to provide market assessments and the recommendation of opportunities that deliver tangible, economic results.

#### ING DIRECT, Wilmington, Delaware

---

##### Strategic Planning & Business Development

2007-2011

Developed and executed the bank's strategic planning framework while providing operating directives to business units to ensure enterprise wide engagement and adoption of the recommended solutions; worked directly with the Executive Committee and Board of Directors to ensure alignment and consistency between the strategic plan, corporate goals, and tactical execution.

##### Key Accomplishments:

- Led the successful acquisition of ShareBuilder Corporation, a privately-held Seattle-based brokerage company; acquired 100% of ShareBuilder Corporation's outstanding equity-related interests for \$220 million
- Sourced and executed the acquisition of \$1.4 billion in retail deposits and \$724 million in select assets from NetBank, following the bank closure by the Office of Thrift Supervision

#### Prudential Equity Group, LLC., New York, New York

---

##### Equity Research – Specialty/Mortgage Finance

2006-2007

Developed and maintained financial models for quarterly and annual earnings forecasts and balance sheet analysis; conducted comparative valuation analysis, discounted cash flow analysis, and technical analysis; composed and published industry and company research reports that provide investment thesis and additional value-add analysis for dissemination to institutional clients.

##### Key Accomplishments:

- Consistently ranked in top 5 at PEG for recommendation performance and earnings accuracy
- Received multiple accolades from top clients on comprehensive analysis and in-depth knowledge of industry, credit and regulatory cycles, and impact on financial institutions
- Coverage for Specialty/Mortgage Finance included AXP, COF, FRE, FNM, CFC, WM, ACF, CIT, MA, and SLM; market cap under coverage of approximately \$350 billion



## ANTHONY R. HILL – PAGE 2

---

JPMorgan Chase, Wilmington, Delaware

---

### **Investment Decisioning – Vice President**

2004-2006

Researched and analyzed financial statements and regulatory filings of key competitors within the credit card industry to provide financial and strategic insight for executive management; forecasted industry trends to evaluate competitive position and profitability of competitive card issuers.

#### **Key Accomplishments:**

- Analysis resulted in the corporate strategic focus on high margin businesses including private-label cards
- Identified new business opportunities and potential external partnerships
- Developed quarterly executive reporting analyzing competitive quarterly earnings, variance analysis, and business strategy for each competitive credit card issuer that was regularly provided to JPMC Executive Team

### **Corporate Audit – Assistant Vice President**

2002-2004

Identified and assessed risks pertinent to the bank and the financial services industry; created strategies to advise senior management on effectively mitigating exposure to credit, market, compliance, and operational risk.

#### **Key Accomplishments:**

- Served as auditor-in-charge for credit card operational reviews; led staff of five auditors that evaluated the adequacy and effectiveness of processes and controls established and maintained by line of business management
- Improved productivity and effectiveness of credit card operations through recommended stream-lining processes and bottom-line solutions

---

## EDUCATION / PROFESSIONAL DEVELOPMENT

**Bucknell University**, Lewisburg, Pennsylvania

- Bachelor of Arts in Economics, May 2002
- Major GPA: **3.90/4.0** Cumulative GPA: **3.35/4.0**

**Institute of European Studies**, London, England

- Studied international economics, English architecture, and multicultural relations under professors of Oxford and Cambridge University; GPA: **3.83/4.0**

### **Professional Certifications**

- NASD Series 7, 63, 86, and 87

### **Board of Directors**

- Prestige Academy Charter School, Wilmington, Delaware

**DONALD C. MELL III**

**704 Greenhill Avenue  
Wilmington, DE 19805  
P. 302.656.8669  
C. 302.584.1319  
[mell3@att.net](mailto:mell3@att.net)**

**Professional Summary:**

- Experienced problem solver with diverse expertise in strategic planning, crisis management, media relations, political advocacy, negotiation and business development. An innovative leader and policy maker, who can sell ideas. Decision-maker who excels in handling multiple responsibilities under deadline pressure, and who is capable of performing under intense public scrutiny. Wide-ranging international and national journalism experience.

**Public Affairs Consulting ~ Mell3strategies:**

- As principal at Mell3strategies, work with corporate, nonprofit, government, legal and individual clients on strategic planning, crisis management, media relations, public relations and political advocacy in local, state, federal and international arenas. Position clients' messages and goals in a positive and proactive manner with the national and local media and with elected and appointed officials at the state and federal level. Provide clients with intelligent, creative, and forward-looking advice and solutions to their problems and challenges.

**Political Consulting:**

- Chief Political Strategist, Alan Levin for Governor (Delaware), Exploratory Committee. Organized statewide political network for potential gubernatorial candidate. Hired and coordinated political and media consultants, pollsters and fundraisers. 2007
- Senior Advisor, Bill Lee for Governor (Delaware). Defined, executed and communicated campaign's message. Developed key policies and strategies, particularly in the areas of economic development and transportation. Directed campaign's communications and media relations. 2003-2004
- Campaign Director, Bill Lee for Governor (Delaware). Acted as principal liaison between campaign and television, radio and print media. Presented the campaign's agenda in a newsworthy form. Wrote, produced and placed print and radio advertising, managed logistical efforts involving scheduling, volunteers and fundraising events. 2000

**Terrorism Response:**

- Represented the Associated Press in the company's official and unofficial efforts seeking the release of Terry Anderson during his nearly seven years as a hostage in Lebanon. Was a key participant in public and private missions on Anderson's behalf. Met with senior government officials in Washington, Europe, the Middle East and Iran as part of the ongoing private and governmental efforts to end Anderson's captivity and that of his fellow hostages. 1985-1991

**Journalism:**

- Coordinated logistics and managed coverage for the Associated Press for major political and sporting events ranging from Presidential visits to the US Open Golf and PGA Championship tournaments, NCAA Basketball tournaments and the World Series. 1994-1998
- Proposed interview subjects, researched and developed interview material, coordinated and managed logistics for *Den of Lions*, a documentary on Lebanon that was aired by CNN and PBS. Proposed and executed story ideas. 1996
- Supervised the AP's worldwide photo operations from its New York headquarters. Coordinated and executed the company's coverage of ongoing and breaking news stories with photo and editorial staffs worldwide. Set priorities for coverage, assigned staff and arranged logistics for developing stories. Edited and filed reports from domestic and international locations. Acted as the AP's liaison with various Middle Eastern and north African nations through their representatives in Washington and the United Nations to obtain visas and local contacts for AP personnel. 1986-1993
- Established and maintained the AP bureau in Dhahran, Saudi Arabia at the onset of the Gulf War. Bureau consisted of 12 photographers and 15 reporters. Managed the operational expense of AP's war coverage and overall bureau operations budget as well as the logistical, communications and travel arrangements for staff and bureau. Represented the AP in the Department of Defense pool and was senior editor in the DOD photo pool. Promoted and protected the AP's interests with U.S. and Saudi military authorities. 1990-1991
- Edited the AP's daily photo coverage in Beirut, Lebanon. Traveled extensively throughout the Middle East, Iran, India, Europe and northern Africa on assignments including the hijacking of TWA Flight 847, NATO exercises, famine in the Horn of Africa and The Sudan, Indira Gandhi's funeral, the Iran-Iraq conflict and the Vatican. Executed and organized coverage of major stories in Lebanon, Syria, Iran and Iraq. 1982-1985
- As a freelance journalist, contributed photos to various magazines and wire services including *Time*, *Newsweek*, the AP and UPI. Filed radio spots for independent radio stations based in Britain. Covered the Israeli invasion of Lebanon and the subsequent siege of Beirut and its aftermath for CNN and NBC news. 1981-1982

**Community Involvement:**

- Chairman of the Board, Prestige Academy, an all-boys Charter school. 2007-present
- Vice Chair of the Board of Commissioners, Wilmington Housing Authority. 2007-present
- Vice Chair of the Board, Meals on Wheels Delaware. 2005-present
- Co-chair, Evening with the Masters. 2003-2007
- Delaware State Chamber of Commerce Economic Development Committee. 2001-2003
- State of Delaware's Task Force on Driver Distractions and Highway Safety. 2002-2003
- Brandywine Heritage Society, Brandywine Conservancy. 2006-present
- Bike to the Bay. 2002-2007

## **RODNEY MERRIWEATHER**

103 Blue Spruce Drive  
Kennett Square, PA 19348  
Home 610.444.9854, Fax 610.444.9855  
mrrjmerriweather@gmail.com

---

### **SUMMARY**

Results driven senior marketing manager who creates teams where individuals are encouraged to develop, valued for their abilities and contributions and are motivated to excel in meeting goals. Unique ability to develop products and marketing strategies that drive revenue and market share. Expert in new product introduction and market innovation through the use of cross-functional team leadership, consistently exceeding sales objectives. Areas of expertise include:

- Strategic Marketing
- New Product Introduction
- Joint Venture Liaison
- Team Building/Development
- Target Marketing
- New Business Development
- Financial Analysis
- C-Level Presentations

### **SELECTED ACCOMPLISHMENTS**

- Established global management of fiber brands in less than 1 year, while incorporating new European joint venture partner.
- Increased brand equity for CoolMax® (+4pts.) and Thermolite® (+2pts.) in 2 years by strategic brand redirection.
- Increased revenue by 20% through 20-person telemarketing operation by introducing focused target marketing.
- Increased business revenue by 25% by the strategic development and introduction of a new product line.
- Gained an additional \$1 million in the sales price of business through analysis and negotiation.

### **PROFESSIONAL EXPERIENCE**

**IDenticard Systems, Lancaster PA.** 2007- 2010

**Director of Marketing and New Business Development**

Responsible for Multi-channel, multi-product line marketing strategy and execution. Identified and introduced new high margin products to direct sales channel.

Leading the Strategic Business Strategy for IDenticard. Successfully repositioned Access Control next generation software.

**Marketing Consultant, Kennett Square PA** 2004-2007

Provided strategic marketing consulting services to several businesses in Mid West and East Coast.

**DUPONT, Hong Kong, Wilmington**

***Global Brand Manager, Marketing Consultant***

1999-2004

Global brand management responsibility for CoolMax®, Thermolite®, Dacron®, Supriva™, and Micromattique™ brands.

- Set strategic direction for increased brand equity for CoolMax® (+4pts.) and Thermolite® (+2pts.) from 1999 to 2000.
- Managed global coordination of brands through transition to regional joint ventures in Europe.
- Trained, mentored, and consulted with Asian Marketing communications team in implementing global marketing strategies for above brands.
- Provided specialized studies and analyses for targeted growth markets in Asia.

***Business/Marketing/Segment Manager, Development Manager***

1990-1999

Led cross-functional business teams in setting and executing strategic marketing and sales plans for various DuPont business segments.

- Led group of 7 professionals with responsibility for selling 400+ chemical products, exceeding \$90MM in revenue.
- Managed licensing of Teflon® brand to consumer household product manufacturers.
- Introduced focused target marketing to Safety Resources business segment. Reversed sales slide for multi-media safety products. Increased revenue by 20% through 20-person telemarketing operation.
- Met or exceeded revenue forecasts each year, while controlling selling expenses (below budget (5-20%).

***Product Manager, Development Manager***

1984-1990

Led the Corian® new color development program. Responsible for the initial market introduction of the Sierra series of granite-like aesthetics for Corian®.

- Developed and won upper management approval for the Strategic Color Plan. This plan moved the business from 3 solid colors to 100+ different colors and effects. Increased revenue by 25%.
- As Sheet Product manager, performed supply chain management functions for Toyama Japan and Buffalo plants during managed distribution program from 1987 to 1990.
- Won Corporate Marketing Excellence award for development and introduction of Glacier White Corian®.
- Set DuPont corporate direction for recycling post consumer plastic. Developed new markets for 24MM pounds of high value post consumer plastic, while managing relationship with joint venture partner.

***Business Analyst***

1980-1984

**FORD MOTOR COMPANY**

***Financial Analyst***

1977-1980

**EDUCATION**

MBA, Finance/Marketing, University of Michigan, Ann Arbor

BBA, Management, University of Notre Dame

# Robert Ritterbeck

119 Woodland Road, Newark, DE 19702

(302) 559-6703

[ritterbeck@yahoo.com](mailto:ritterbeck@yahoo.com)

---

## Summary

- Highly motivated executive with experience in P&L Management, Marketing, Credit Risk Management, and Business Development, Energy, and Network Marketing
- Proven track record of success in leadership roles that utilize quantitative analysis techniques to drive strategic decisions
- Areas of specialization include Direct Marketing, Analytics, Acquisition, and Partnership Management

## Experience:

### **Independence Energy, Philadelphia, PA**

*2011 – Present*

#### **Chief Marketing Officer**

- Responsible for all marketing and analytic functions for Independence Energy, a reseller of rewarding, green energy products that employs Network Marketing as its primary acquisition channel.
- Leading call center operations for customer service and field support.
- Marketing areas of responsibility include product development, branding, public relations, field communications (email, webinars, conference calls), field recognition, audio-video production, marketing materials, field training, corporate websites, social media, and search engine optimization.
- Analytic areas of responsibility include pricing optimization, business forecasting, and compensation plan optimization.

### **Barclays / Juniper Bank, Wilmington, DE**

*2000 – 2011*

#### **Senior Director, Retail Partnerships**

*2010 – 2011*

- Responsible for Co-brand relationship management of key strategic retail partners – Apple, Williams-Sonoma, Barnes & Noble, and BJs
- P&L ownership and accountability for \$900MM portfolio
- Leading both acquisition and portfolio strategies and sponsored building of new capabilities across all critical support areas of the business – forecasting and planning, balance build, credit risk management, pricing, customer service, customer communication
- Successfully renegotiated Barnes and Noble deal renewal at significantly reduced terms
- Apple relationship represents ~30% of Barclays new customers acquisitions in 2010
- Scope of role requires significant cross functional leadership across a highly matrixed organization

#### **Senior Director, Open Market Acquisitions**

*2008 – 2010*

- Accountable for acquisition and performance of all branded accounts for a top 10 US credit card issuer
- Responsible for a cross functional team of 18 colleagues across the organization focused on delivering a best in class account acquisitions solution for Open Market credit card acquisitions
  - Grew \$2B portfolio to over \$3.3B in first year
  - Drove acquisition volumes of almost a million accounts annually
  - Developed prescreen account acquisition targeting process on par with the industry's best capabilities
  - Results included dramatic increases in vintage profit and decreases in vintage credit losses
  - Emerged as clear market leader in the near prime space
- Leading strategic and tactical initiatives for Barclay's Brand account acquisitions which includes business strategy, market research, competitive analysis, application development, planning, predictive modeling, targeting, campaign generation, and new product development
- Accountable for investor relationship management of \$100MM Cooperative Marketing structure
- Co-lead Barclaycard US response to Credit CARD Act legislation focused on new product development and recouping near term revenue of at least \$264MM in 2010
- Lead the strategic redevelopment of underwriting capabilities across all BarclaycardUS businesses to optimize pricing, line assignment, and the approve/decline decision for profit at the point of application expected to deliver over \$100M in value over the first 3 years.

## **Director, Corporate Development**

2007

- Lead the sales and negotiation process for portfolio sales
  - Sold \$325MM portfolio at premium which was well above the internal valuation
  - This sale contributed \$36MM to 2008 pre-tax profit (out of BarclaycardUS total \$250MM)
- Lead effort to create Cooperative Marketing to externally fund up to \$140MM of marketing campaigns
  - This innovative structure eliminated the typical J curve associated with acquiring credit card accounts
  - Lead search, sales, and negotiation process for a partner/investor to fund the Cooperative Marketing structure
  - Launched the construct and continued to own the partner relationship on an ongoing basis
  - This initiative contributed \$50MM to 2008 pre-tax profit (out of BarclaycardUS total \$250MM)

## **Director, Brand Segment**

2006

- P&L ownership and accountability for the Juniper branded prime credit card business - \$600M portfolio
- Drove strategy and sponsored building of new capabilities across all critical support areas of the business
  - Forecasting and Planning
  - Balance Build – Check programs, Inactive reissue, Retention
  - Credit Risk Management – Credit Line Increase strategy, High Risk Account strategy, Authorizations
  - Pricing – Account level repricing strategy, Penalty strategy, Change in terms
  - Customer Service – Fee waiver policy, VRU strategy, Off-shore servicing strategy
- Ensuring transparency and controls were in place across all areas of ownership above

## **Director, Credit Risk Management**

2000 – 2005

- Accountable for all acquisitions risk management analytics and support staff
  - Responsible for optimizing credit risk strategies across our Juniper brand and partner programs. This included finding opportunities, selling to the business, and managing implementation
  - Managed all aspects of the acquisitions process included pre-screening, targeting, name selection, underwriting, credit line assignment, risk modeling, revenue modeling, manual review queuing strategy, champion challenger testing, loss forecasting, and risk based pricing
  - Responsible for direct management of 5 senior strategy analysts
  - Drove significant capability improvements:
    - Developed profit based targeting for pre-screened acquisitions leading to lower costs per account, increased outstandings, lower risk responders, and increased profitability
    - Developed database to leverage partner specific data in underwriting decisions
    - Expanded credit bureau attribute library
    - Built controlled, repeatable processes and MIS around these capabilities that ensured transparency
- Responsible for all implementation of credit policy changes into application decisioning system
- Sourced and owned vendor relationship for credit bureaus and application decisioning system vendors
- Key credit risk contributor to launch of Juniper Bank
  - Designed and developed credit decisioning system, all underwriting criteria, hired judgmental staff, established bureau relationships, and negotiated numerous contracts for the launch of Juniper Bank

## **First USA Bank, Wilmington, DE**

1999-2000

### **Credit Policy Analyst - Consumer Lending**

- Developed credit criteria for unsecured installment loan acquisitions for the Bank-One retail business
- Built strategies to improve credit quality, increase volume, and increase profit
- Optimized pre-screen selection, modeling, underwriting, and loan assignment
- Forecasted impact of policy changes on future portfolio credit, approval rates, and revenue trends
- Sales/Finance – Developed underwriting and pricing criteria for sales/finance partnerships. Worked with marketing, systems, and operations to develop and implement infrastructure to launch the initiative

## **Board of Governors of the Federal Reserve System, Washington, D.C.**

1997 – 1999

### **Economic Research Assistant**

- Assisted in the compilation, analysis, and forecasting of industrial production and capacity utilization
- Developed databases for ongoing economic and statistical work
- Prepared memoranda that reported data and developments related to industrial sectors for the Chairman and other Board Members

### **Education:**

University of Scranton, Scranton, PA

G.P.A.: 3.7

B.S. Mathematics, *Magna cum Laude*, June 1997

Minors: Economics and Spanish

**Dr. Rita M. Vasta**  
**2215 Greenstone Road**  
**Wilmington, DE 19810**  
**302.529.1952 Home 302.651.2727 Work**  
**rmvasta@aol.com**

---

**OBJECTIVE: To secure a position to offer academic and institutional leadership at a school with a mission and fortitude to seek excellence.**

**EDUCATION:**

- 1981 Ph.D., Chemistry, Drexel University
- 1977 M.S., Chemistry, Drexel University
- 1975 B.A., Chemistry, Glassboro State College (Rowan University)

**CERTIFICATIONS:**

- 2009 Delaware Performance Appraisal System (DPAS II) facilitator and Administrator training
- 2008 Secondary Education Leadership, Wilmington University
- 2003 Alternative Routes to Certification (ARTC), University of Delaware

**PROFESSIONAL EXPERIENCE:**

**Science Specialist**

**New Castle County Vocational School District  
Wilmington, DE**

**June 2010 – Present**

- Responsible for the science curriculum and teacher support (34 teachers) for the 4 high schools (Delcastle, Hodgson, St. Georges and Howard) in the District
- Trained and supporting Learning Focused Strategies (LFS) at Howard and St. Georges
- District representative working with the Delaware Department of Education on science curriculum, prioritized science standards and the Delaware Comprehensive Assessment System (DCAS)

**Chemistry Teacher**

**The Charter School of Wilmington,  
Wilmington, DE**

**September 2001 – June 2010**

- Faculty Representative to The Charter School of Wilmington Board of Directors
- Designed and implemented Vernier based technology for the chemistry laboratory
- Internal Coordinator for the Middle States Accreditation for Growth (AFG) Self Study
- Coordinator for the Senior Research Program which included documentation and research advisor to students, parents and faculty



- Coordinator for the Science Department implementation of Science Safety Manual and Chemical Storeroom Compliance and Hazardous Waste Disposal
- Chemistry Teacher grades 9 and 11

**Chemist**

**November 1981 – September 2001**

**E. I. DuPont de Nemours Company**

**Wilmington, DE, Parkersburg WV and Troy, MI**

- Industrial Chemist at the Experimental Station 1981 – 1990
  - Received Patent 5,209,877: Method of Making Fibrids
- Research and Manufacturing Management 1990 – 2001
  - Manufacturing Management at Parkersburg, WV 1990-1993
    - Supervised 150 employees including performance evaluation
  - Research Management at Troy, MI 1993-1997
    - Supervised 250 employees and responsible for 10 Ford Assembly Plants in Michigan and Canada
  - Research Management, Wilm., DE 1997-2001
    - Ink Jet Business
      - Supervised 100 employees responsible for product development
    - DuPont Safety Management
      - Developed training programs following DuPont Safety Systems

**ADDITIONAL PROFESSIONAL EXPERIENCE:**

- 2007 – Present, Vice Chair on the Board of Directors for Prestige Academy Charter Middle School for boys
- 2004 – Present, Active member on the committee to revise the Delaware Science Standards, develop the 9<sup>th</sup> and 11<sup>th</sup> grades recommended chemistry curriculum and assessment with the Delaware Department of Education and the Science Coalition
- 2005 – 2010, Active member of the Science Ambassadors Program at the Charter School of Wilmington to encourage 3<sup>rd</sup> and 5<sup>th</sup> grade Wilmington City students to prepare and submit a science fair project.
- 2005 – 2010, Instructor of Biology and Chemistry for the *Upward Bound Classic* at the University of Delaware
- 2003 – Present, Alternative Routes to Certification (ARTC) coach for new teachers during the summer sessions at the University of Delaware
- 2003 – 2006, Member of the Review Board at the Charter School of Wilmington

**PROFESSIONAL ORGANIZATIONS:**

National Science Teachers Association  
Delaware Teachers of Science  
Association for Supervision and Curriculum Development  
National Association of Secondary School Principals  
American Chemical Society

**PROFESSIONAL AWARDS:**

2009, **Vern Rice Service Award** presented by the Charter School of Wilmington Board of Directors in recognition of extraordinary dedication and devotion to the principles and ideals of the Charter School of Wilmington.

**COMMUNITY INVOLVEMENT:**

2006 – Present, President of the Brandywood Civic Association, community of 350 homes

# DANA RAE DAVISSON

1013 MAPLE AVENUE • WILMINGTON, DE 19809 • 302-893-7052 • dana.davisson@gmail.com

## EDUCATION

---

Graduate School of Education, Chestnut Hill College (CHC) August 2006 – May 2008  
*Masters of Education, dual certification in Elementary and Special Education* Philadelphia, PA

Cumulative GPA was 3.6/4.0

Areas of focus included Assessing Students with Learning Disabilities, Educational Psychology, Teaching Students with Cognitive Disabilities, Strategies for Teaching Math and Technology in the Classroom.

Columbian College of Arts and Sciences, George Washington University (GWU) August 2002 – May 2006  
*Bachelor of Arts in Political Science, minor in French Language* Washington, DC

Cumulative GPA was 3.5/4.0, *cum laude*.

Areas of focus included International Relations, American Politics, Advanced French, and African Studies. Extracurricular activities included Phi Sigma Pi Honor Fraternity (PSP), Community Building Community (CBC), and French Club.

Fluent in English and French, and elementary in Russian (speaking, reading, and writing).

## WORK EXPERIENCE

---

Prestige Academy Charter School May 2008 – Present  
*Graduate Services Director, Fifth Grade English Language Arts Teacher* Wilmington, DE

Graduate services responsibilities include organizing excellent high school advertisement, visits, testing, applications, etc. Sole instructor of fifty fifth graders (two separate classes), including eight students with Individualized Education Plans. Subjects taught include reading and writing.

Teach for America (TFA) September 2010 – Present  
*Professional Learning Community Leader* Wilmington, DE

Leader of monthly professional development sessions with 10-15 current TFA Corps Members. Subjects covered include effective literacy integration in the elementary classroom and integration of Doug Lemov's Teach Like a Champion techniques.

People for People Charter School (PFPCS), Teach for America (TFA) July 2006 – June 2008  
*First Grade Teacher, Corps Member* Philadelphia, PA

Sole instructor of twenty-one first graders, including three students with Individualized Education Plans. Subjects taught include reading, writing, mathematics, science, and social studies. Attended two years of professional development provided by TFA, CHC, and Children's Literacy Initiative.

DC Reads August 2004 – May 2005  
*Student Program Assistant* Washington, DC

Researched, developed, and implemented Team Leader trainings on child abuse, behavior management, diversity in the classroom, and tutoring methods. Assisted DC Reads Assistant Program Coordinator with administrative tasks, tutor interviews, site visits, and payroll. Maintained weekly communication and monthly evaluations with 20 Team Leaders.

Senator Joseph R. Biden, Jr. U.S. Senate Office September 2002 – May 2003  
*Intern* Washington, DC

Assisted the Intern Coordinator with administrative tasks and errands. Attended committee hearings. Recorded and transcribed committee hearing notes. Welcomed diplomats and honored guests.

## VOLUNTEER/COMMUNITY SERVICE ACTIVITIES

---

Community Service Chair, PSP Spring 2005 and Spring 2006  
Organized and implemented service projects for the brotherhood, including MLK Day of Service, Books for Africa collection, and Relay for Life (approx. 200 hrs).

CBC Participant and Group Leader, GWU August 2002 – August 2005  
Led a three-day service project for incoming college freshmen (approx. 250 hrs).

## AWARDS AND HONORS

---

PSP Beta Mu Chapter Derek B. Simmons Founder's Tripod Award April 2006

GWU Dean's List Fall 2003, Fall 2004, and Fall 2005

## REFERENCES

---

Christine Rowland • Prestige Academy, Director of Curriculum and Instruction • 302-762-3240, Ext. 104

Jack Perry • Prestige Academy, Executive Director • 302-762-3240, Ext. 102

Stephanie Lowe • Director, Teaching & Learning, TFA Mid-Atlantic • 704-674-7989

# SHAUN L. MURPHY

902 N. Market Street, Apt 302 -Wilmington, DE 19801 - (718) 207-8302 –mrmurphytfa@gmail.com

## EDUCATION

Wilmington University  
Masters Degree, Secondary Education  
Anticipated graduation June 2012  
Cumulative GPA 3.94

Drury University  
Bachelor of Arts, Major General Studies  
Cumulative GPA 3.1 May 2009

## PROFESSIONAL EXPERIENCE

Prestige Academy Recruitment Coordinator, *Wilmington, DE* July 2011 - Present

- Responsible for developing public relations and partnerships with various community agencies and educational institutions, including establishing and maintaining relationships with personnel in other districts.
- Develop, coordinate and implement marketing strategies to recruit scholars for grades 5 - 7, as well as middle school teachers.
- Research, coordinate, and participate in recruitment fairs.

Prestige Academy Special Education and Math Teacher, *Wilmington, DE* July 2009 – August 2011

- Managed case load of over 30+ special education students and their Individual Education Plans (IEP's). In one year students showed a growth of 2.4 years in ELA and Math
- In 2010 homeroom ranked first out of 6<sup>th</sup> grade homerooms for the first trimester. This is a result of students reflecting exemplifying qualities in accordance with school mission and values.
- Assumed responsibility of two 6<sup>th</sup> grade math classes in addition to contractual obligations while teacher was on leave.

Corps Culture Coordinator, Teach for America Delaware June 2010 – July 2011

- Implemented programs essential in fostering positive culture among the Mid-Atlantic region and corps members.
- Planned and hosted multiple events for all Delaware stakeholders, which included: corps members, Paul Herdman, President of the Rodel foundation, Michael Wang, the Executive Director of the Mid-Atlantic Region of Teach for America, and Dr. Lillian M. Lowery, Delaware Secretary of Education.

U.S. Army; Senior Human Resources Supervisor, *Fort Leonard Wood, MO* March 2003 – August 2006

- Maintained accountability of human resources operations for a unit consisting of 4,000 members.
- Advisor to senior leadership, evaluated peers and civilians annually and conducted professional development.

U.S. Army, Senior Human Resources Supervisor, *South Korea*

February 2002 – February 2003

- Planned, developed, directed, and coordinated the execution of a comprehensive human resources management program for over 200 personnel in the largest multi-role company in the Republic of Korea.
- Trained all personnel on policies and procedures related to equal opportunity, sexual assault, and human resources.
- Conducted annual evaluations for military personnel in accordance with army regulations.

U.S. Army, Human Resources Supervisor, *Fort Hood, TX*

October 2001 – June 2002

- Designed and implemented strategies to maximize employee potential and foster high ethical standards to meet organizational goals.
- Supervised human resource services for promotions, evaluations, actions, and information systems.

U.S. Army, Administrative Assistant, *Fort Leonard Wood, MO*

February 1999 – September 2001

- Interpreted classification policies, procedures, and guidelines for managers and employees.
- Reviewed draft regulations, standards, and human resource policies for impact on the serviced organization

#### **SERVICE & AWARDS**

U.S. Army, Active Duty, Staff Sergeant- E6 Retired

September 1998 – August 2006

- Notable awards: Good Conduct Medal, Army Commendation Medal, Army Achievement Medal, and Non-Commissioned Officer Professional Development ribbon
- Received over 10 awards for conduct, achievement, and leadership.

Operation Iraqi Freedom, Combat Civilian

July 2008 – February 2009

#### **LEADERSHIP**

My World Entertainment, Founder/CEO

May 2005 – Present

**JACK L. PERRY**  
1302 W. 7<sup>th</sup> Street  
Wilmington, De 19805  
(302) 276-5959  
jack.perry@prestigeacademycs.org

---

**Objective:** I seek to use my substantial professional skill and leadership experience to take on a key role in an educational institution entirely committed to improving the academic achievement of underserved students.

**Professional Experience:**

**PRESTIGE ACADEMY CHARTER SCHOOL,**

*Wilmington, DE*

**Executive Director**

July 2007-Present

- Founder and Director of urban college preparatory charter middle school for boys.
- Accountable to the Board of Directors for the school's academic success, rigorous culture, mission advancement, financial stability and organizational viability.

**BUILDING EXCELLENT SCHOOLS,**

*Boston, MA*

**Fellow**

August 2006-August 2007

- One of 13 individuals selected for a national cohort out of a field of 678 applicants.
- Studied and observed highest performing urban charter schools across the northeast.
- Received training in governance, finance, operations, school organization, curriculum development, and school culture.
- Lead application writing process.
- Completed residency at Achievement First Crown Heights Charter School, Brooklyn, NY. Worked closely with school leader in various aspects of school leadership, staff development, school culture, and curriculum development and instruction.

**CHILDREN'S COMMUNITY PROGRAMS OF CT, INC.**

*New Haven, CT  
& Bridgeport, CT*

**Program Supervisor**

August 2002-August 2006

- Provided overall program leadership and guidance.
- Increased staff diversity through recruitment, marketing and hiring practices to reflect population served.
- Directed and supervised clinical social work staff delivering intensive specialized case management services to foster children and families.
- Planned, organized, and delivered ongoing clinical training and professional development to staff.

**Program Director-TRAILS School**

June 2000-June 2002

- Coordinated the start up of an alternative special education school serving severely emotionally disturbed boys in grades four through ten.
- Developed and managed clinical program for students.
- Supervised social work staff.
- Delivered individual and group counseling to students.
- Facilitated community service and parent outreach efforts.

**CONNECTICUT CHILDREN AND FAMILY CENTER, INC.**

*New Haven, CT*

**Therapist/Group Coordinator**  
2006

September 2000-August

- Provided individual counseling and case management to children and families.
- Co-facilitated a boys mentoring group that promoted development of educational and study skills, leadership skills, community awareness, and other critical character traits.

**ANTI-DEFAMATION LEAGUE**

*Hamden, CT*

**Trainer**

August 2005-Present

- Facilitate training to help individuals develop the capacity to recognize and acknowledge biases and discriminatory practices in themselves and others.

**NEW HAVEN DEPARTMENT OF CHILDREN AND FAMILIES**

*New Haven, CT*

**Social Worker**

October 1996-June 2000

- Provided ongoing case management for children and families, conducted risk assessments and produced court reports.

*Education:*

**SOUTHERN CONNECTICUT STATE UNIVERSITY, New Haven, CT**

Doctorate of Education, ABD: *In Progress*

Dissertation Research: A quantitative examination of the leadership practices of urban school principals successful at closing the achievement gap.

**UNIVERSITY OF CONNECTICUT, West Hartford, CT**

Master of Social Work, *May 2000*

Concentration: Community Organizing and Group Work

**SOUTHERN CONNECTICUT STATE UNIVERSITY, New Haven, CT**

Bachelor of Science, *May 1996*

Concentration: Sociology and Criminal Justice

*Administrative Skills and Qualifications:*

**CERTIFICATION**

Connecticut/Delaware School Social Worker Certification

January 2006-09

**SKILLS**

Proficient in Microsoft Windows/Office Applications and basic web design.

Attachment BB

Budget Sheets



**Charter School Application Budget Worksheet**

State Local & Loan Revenue		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1	State Appropriations	\$1,905,043	\$1,999,093	\$2,019,084	\$2,039,275	\$2,059,668
2	School District Local Fund Transfers	\$971,019	\$1,040,729	\$1,051,136	\$1,061,648	\$1,072,264
3	Prior Year Carryover Funds	\$0	\$0	\$0	\$0	\$0
4	Construction Loans	\$0	\$0	\$0	\$0	\$0
5	Equipment Loans	\$0	\$0	\$0	\$0	\$0
6	Other Loans	\$0	\$0	\$0	\$0	\$0
<b>STATE LOCAL &amp; LOANS REVENUE</b>		<b>\$2,876,062</b>	<b>\$3,039,822</b>	<b>\$3,070,220</b>	<b>\$3,100,923</b>	<b>\$3,131,932</b>
State Local & Loans Expenses		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Personnel Salaries / Other Employer Costs		FTE	FTE	FTE	FTE	FTE
7	Teachers	\$872,653 22.00	\$1,026,968 22.00	\$1,048,905 22.00	\$1,071,281 22.00	\$1,094,104 22.00
8	Principal/Administrative	\$94,048 1.00	\$95,929 1.00	\$97,848 1.00	\$99,804 1.00	\$101,801 1.00
9	Nurse	\$45,900 1.00	\$46,818 1.00	\$47,754 1.00	\$48,709 1.00	\$49,684 1.00
10	Clerical	\$59,650 1.50	\$60,843 1.50	\$62,060 1.50	\$63,301 1.50	\$64,567 1.50
11	Custodial	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
12	Substitutes	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
13	Other	\$248,630 3.00	\$253,603 3.00	\$258,675 3.00	\$263,848 3.00	\$269,126 3.00
14	Other Employer Costs (28.53 % of Salaries)	\$376,847	\$423,431	\$432,299	\$441,343	\$450,569
15	Health Insurance	\$215,507	\$217,877	\$220,269	\$222,688	\$225,127
16	Other Benefits	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>		<b>\$1,913,235 28.50</b>	<b>\$2,125,469 28.50</b>	<b>\$2,167,810 28.50</b>	<b>\$2,210,974 28.50</b>	<b>\$2,254,978 28.50</b>
Student Support						
17	Transportation	\$216,000	\$228,500	\$228,500	\$228,500	\$228,500
18	Cafeteria	\$0	\$0	\$0	\$0	\$0
19	Extra Curricular	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
20	Supplies and Materials	\$74,338	\$65,000	\$65,000	\$65,000	\$65,000
21	Textbooks	\$1,000	\$3,000	\$3,000	\$3,000	\$3,000
22	Computers	\$0	\$5,000	\$5,000	\$5,000	\$5,000
23	Contracted Services	\$47,500	\$51,500	\$51,500	\$51,500	\$51,500
24	Other	\$72,275	\$43,000	\$35,000	\$35,000	\$35,000
<b>SUBTOTAL STUDENT SUPPORT</b>		<b>\$419,113</b>	<b>\$404,000</b>	<b>\$396,000</b>	<b>\$396,000</b>	<b>\$396,000</b>
Operations and Maintenance of Facilities						
25	Insurance (Property/Liability)	\$23,000	\$23,230	\$23,462	\$23,697	\$23,934
26	Rent	\$0	\$0	\$0	\$0	\$0
27	Mortgage	\$0	\$0	\$0	\$0	\$0
28	Utilities	\$42,338	\$37,218	\$31,996	\$26,669	\$21,235
29	Maintenance	\$113,600	\$114,116	\$114,637	\$115,164	\$115,695
30	Telephone/Communications	\$0	\$0	\$0	\$0	\$0
31	Construction	\$0	\$0	\$0	\$0	\$0
32	Renovation	\$62,925	\$30,000	\$30,000	\$30,000	\$30,000
33	Other	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>		<b>\$241,863</b>	<b>\$204,564</b>	<b>\$200,095</b>	<b>\$195,530</b>	<b>\$190,864</b>
Administrative/Operations Support						
34	Equipment Lease/Maintenance	\$16,900	\$16,900	\$16,900	\$16,900	\$16,900
35	Equipment Purchase	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
36	Supplies and Materials	\$22,100	\$24,600	\$24,600	\$24,600	\$24,600
37	Printing and Copying	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
38	Postage and Shipping	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
39	Other	\$120,396	\$160,819	\$161,229	\$163,216	\$154,768
<b>SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT</b>		<b>\$177,396</b>	<b>\$220,319</b>	<b>\$220,729</b>	<b>\$222,716</b>	<b>\$214,268</b>
Management Company						
40	Fees	\$28,500	\$13,500	\$13,500	\$3,500	\$3,500
41	Salaries/Other Employee Costs	\$0	\$0	\$0	\$0	\$0
42	Curriculum	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
43	Accounting and Payroll	\$54,855	\$54,970	\$55,086	\$55,203	\$55,322
44	Other	\$36,100	\$12,000	\$12,000	\$12,000	\$12,000
<b>SUBTOTAL MANAGEMENT COMPANY</b>		<b>\$124,455</b>	<b>\$85,470</b>	<b>\$85,586</b>	<b>\$75,703</b>	<b>\$75,822</b>
<b>STATE LOCAL &amp; LOANS EXPENDITURES</b>		<b>\$2,876,062</b>	<b>\$3,039,822</b>	<b>\$3,070,220</b>	<b>\$3,100,923</b>	<b>\$3,131,932</b>
<b>REVENUE LESS EXPENDITURES</b>		<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>
2% CONTINGENCY CHECK		\$57,521.24	\$60,796.44	\$61,404.40	\$62,018.46	\$62,638.64

**Charter School Application Budget Worksheet**

Federal Revenue										
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5					
Charter Federal Start-up Funds	\$0	\$0	\$0	\$0	\$0					
Other Federal Funds	\$456,603	\$472,684	\$472,684	\$472,684	\$472,684					
<b>FEDERAL REVENUE</b>	<b>\$456,603</b>	<b>\$472,684</b>	<b>\$472,684</b>	<b>\$472,684</b>	<b>\$472,684</b>					
Federal Expenses										
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5					
Personnel Salaries / Other Employer Costs	FTE:	FTE:	FTE:	FTE:	FTE:					
Teachers	\$82,697	3.00	\$82,689	3.00	\$82,689	3.00	\$82,689	3.00	\$82,689	3.00
Principal/Administrative	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
Nurse	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
Clerical	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
Custodial	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
Substitutes	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
Other	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
Other Employer Costs (28.53 % of Salaries)	\$23,593		\$23,591		\$23,591		\$23,591		\$23,591	
Health Insurance	\$21,445		\$21,445		\$21,445		\$21,445		\$21,445	
Other Benefits	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>	<b>\$127,735</b>	<b>3.00</b>	<b>\$127,725</b>	<b>3.00</b>	<b>\$127,725</b>	<b>3.00</b>	<b>\$127,725</b>	<b>3.00</b>	<b>\$127,725</b>	<b>3.00</b>
Student Support										
Transportation	\$0		\$0		\$0		\$0		\$0	
Cafeteria	\$321,844		\$337,935		\$337,935		\$337,935		\$337,935	
Extra Curricular	\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0		\$0		\$0		\$0		\$0	
Textbooks	\$0		\$0		\$0		\$0		\$0	
Computers	\$0		\$0		\$0		\$0		\$0	
Contracted Services	\$0		\$0		\$0		\$0		\$0	
Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL STUDENT SUPPORT</b>	<b>\$321,844</b>		<b>\$337,935</b>		<b>\$337,935</b>		<b>\$337,935</b>		<b>\$337,935</b>	
Operations and Maintenance of Facilities										
Insurance (Property/Liability)	\$0		\$0		\$0		\$0		\$0	
Rent	\$0		\$0		\$0		\$0		\$0	
Mortgage	\$0		\$0		\$0		\$0		\$0	
Utilities	\$0		\$0		\$0		\$0		\$0	
Maintenance	\$0		\$0		\$0		\$0		\$0	
Telephone/Communications	\$0		\$0		\$0		\$0		\$0	
Construction	\$0		\$0		\$0		\$0		\$0	
Renovation	\$0		\$0		\$0		\$0		\$0	
Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
Administrative/Operations Support										
Equipment Lease/Maintenance	\$0		\$0		\$0		\$0		\$0	
Equipment Purchase	\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0		\$0		\$0		\$0		\$0	
Printing and Copying	\$0		\$0		\$0		\$0		\$0	
Postage and Shipping	\$0		\$0		\$0		\$0		\$0	
Other	\$7,024		\$7,024		\$7,024		\$7,024		\$7,024	
<b>SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT</b>	<b>\$7,024</b>		<b>\$7,024</b>		<b>\$7,024</b>		<b>\$7,024</b>		<b>\$7,024</b>	
Management Company										
Fees	\$0		\$0		\$0		\$0		\$0	
Salaries/Other Employee Costs	\$0		\$0		\$0		\$0		\$0	
Curriculum	\$0		\$0		\$0		\$0		\$0	
Accounting and Payroll	\$0		\$0		\$0		\$0		\$0	
Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL MANAGEMENT COMPANY</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>FEDERAL EXPENDITURES</b>	<b>\$456,603</b>		<b>\$472,684</b>		<b>\$472,684</b>		<b>\$472,684</b>		<b>\$472,684</b>	
<b>REVENUE LESS EXPENDITURES</b>	<b>(\$0)</b>		<b>(\$0)</b>		<b>(\$0)</b>		<b>(\$0)</b>		<b>(\$0)</b>	

**Charter School Application Budget Worksheet**

Other Revenue		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Other Revenue		\$316,000	\$321,120	\$326,342	\$331,669	\$337,103
<b>OTHER REVENUE</b>		<b>\$316,000</b>	<b>\$321,120</b>	<b>\$326,342</b>	<b>\$331,669</b>	<b>\$337,103</b>
Other Expenses		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>Personnel Salaries / Other Employer Costs</b>						
	FTE		FTE	FTE	FTE	FTE
Teachers	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
Principal/Administrative	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
Nurse	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
Clerical	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
Custodial	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
Substitutes	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
Other	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00	\$0 0.00
Other Employer Costs (25.44 % of Salaries)		\$0	\$0	\$0	\$0	\$0
Health Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Other Benefits	\$0	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>		<b>\$0 0.00</b>	<b>\$0 0.00</b>	<b>\$0 0.00</b>	<b>\$0 0.00</b>	<b>\$0 0.00</b>
<b>Student Support</b>						
Transportation	\$0	\$0	\$0	\$0	\$0	\$0
Cafeteria	\$0	\$0	\$0	\$0	\$0	\$0
Extra Curricular	\$0	\$0	\$0	\$0	\$0	\$0
Supplies and Materials	\$0	\$0	\$0	\$0	\$0	\$0
Textbooks	\$0	\$0	\$0	\$0	\$0	\$0
Computers	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL STUDENT SUPPORT</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operations and Maintenance of Facilities</b>						
Insurance (Property/Liability)	\$0	\$0	\$0	\$0	\$0	\$0
Rent	\$0	\$0	\$0	\$0	\$0	\$0
Mortgage	\$231,948	\$231,948	\$231,948	\$231,948	\$231,948	\$231,948
Utilities	\$37,662	\$42,782	\$48,004	\$53,331	\$58,765	
Maintenance	\$0	\$0	\$0	\$0	\$0	
Telephone/Communications	\$0	\$0	\$0	\$0	\$0	
Construction	\$0	\$0	\$0	\$0	\$0	
Renovation	\$0	\$0	\$0	\$0	\$0	
Other	\$46,390	\$46,390	\$46,390	\$46,390	\$46,390	
<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>		<b>\$316,000</b>	<b>\$321,120</b>	<b>\$326,342</b>	<b>\$331,669</b>	<b>\$337,103</b>
<b>Administrative/Operations Support</b>						
Equipment Lease/Maintenance	\$0	\$0	\$0	\$0	\$0	
Equipment Purchase	\$0	\$0	\$0	\$0	\$0	
Supplies and Materials	\$0	\$0	\$0	\$0	\$0	
Printing and Copying	\$0	\$0	\$0	\$0	\$0	
Postage and Shipping	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Management Company</b>						
Fees	\$0	\$0	\$0	\$0	\$0	
Salaries/Other Employee Costs	\$0	\$0	\$0	\$0	\$0	
Curriculum	\$0	\$0	\$0	\$0	\$0	
Accounting and Payroll	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>SUBTOTAL MANAGEMENT COMPANY</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER EXPENDITURES</b>		<b>\$316,000</b>	<b>\$321,120</b>	<b>\$326,342</b>	<b>\$331,669</b>	<b>\$337,103</b>
<b>REVENUE LESS EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

State & Local Funds Budget Narrative	
<b>State Local &amp; Loan Revenue</b>	
<b>YEAR 1 TO YEAR 5</b>	
1	State Appropriations :Average state funding of \$6,350 per student, 300 students in year 1, 315 students in year 4 to 5 with an anticipated 1% funding growth for education levels & Experience
2	School District Local Fund Transfers :Average Local funding of \$3,237 per student, 300 students in year 1, 315 Students in year 4 to 5 with an anticipated 1% funding growth for inflation
3	Prior Year Carryover Funds
4	Construction Loans
5	Equipment Loans
6	Other Loans
<b>STATE LOCAL &amp; LOANS REVENUE</b>	
<b>State Local &amp; Loans Expenses</b>	
<b>YEAR 1</b>	
<b>Personnel Salaries / Other Employer Costs</b>	
7	Teachers :Salaries based on actual staff salaries with a 2% annual increase each year
8	Principal/Administrative :Salaries based on actual staff salaries with a 2% annual increase each year
9	Nurse :Salaries based on actual staff salaries with a 2% annual increase each year
10	Clerical :Salaries based on actual staff salaries with a 2% annual increase each year
11	Custodial
12	Substitutes
13	Other :Salaries based on actual staff salaries with a 2% annual increase each year
14	Other Employer Costs (28.53 % of Salaries) :28.53% of Salaries
15	Health Insurance :Based on actual staff elections and averaging
16	Other Benefits
<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>	
<b>Student Support</b>	
17	Transportation :based on actual contract and anticipated afterschool/field trips
18	Cafeteria
19	Extra Curricular :Flat designated allocated funding for student body activities of \$8,000. Activity restricted to allocated funding
20	Supplies and Materials :Average based on prior year actuals. Year 1 includes a one time expense band program materials supported with a grant
21	Textbooks :1000 first year & \$3,000 year 2 to 5for text resources and materials. We self create most curriculum materials as do most high achieving urban charter schools.
22	Computers :no computers need in year 1, \$5,000 annual replacement cost in year 2 to 5
23	Contracted Services :Average based on prior year actuals of Speech, Occupational & Psychological services
24	Other :Average based on prior year actuals of Student uniforms, contract substitutes, student recruitment activities, etc
<b>SUBTOTAL STUDENT SUPPORT</b>	
<b>Operations and Maintenance of Facilities</b>	
25	Insurance (Property/Liability) :Based on actual contract
26	Rent
27	Mortgage
28	Utilities :Based on average per historical data, a portion of cost covered in Other funds and balance covered out of State & Local funds, 1% annual inflation increase in year 2 to 5
29	Maintenance :Based on average per historical data, 1% annual inflation increase in year 2 to 5
30	Telephone/Communications :Based on average per historical data, 1% annual inflation increase in year 2 to 5
31	Construction
32	Renovation :Year 1 includes \$30,000 Projected costs plus playground renovations supported by a grant, year 2 to 5 is projected annual renovations based on historical averages
33	Other
<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>	
<b>Administrative/Operations Support</b>	
34	Equipment Lease/Maintenance :Based on actual contracts
35	Equipment Purchase :Annual replacement cost of furniture & equipment
36	Supplies and Materials :Year 1 reduced spending to balance budget, year 2 to 5 average cost based on historical data
37	Printing and Copying :Average cost based on historical data
38	Postage and Shipping :Average cost based on historical data
39	Other :Average cost based on historical data for miscellaneous operating cost of advertising, fundraising expenses, contract admin support contingency funding, etc
<b>SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT</b>	
<b>Management Company</b>	
40	Fees :Membership Dues & Teach for America fees, Teach for America Fees reduced each year as the fade out of Teach For America Program
41	Salaries/Other Employee Costs
42	Curriculum :Professional development cost each year
43	Accounting and Payroll :Audit Fee & Contract Fiscal Services
44	Other :Technology expenses, Year 1 includes one time technology upgrades covered by a grant, Year 2 to 5 includes ongoing technology support
<b>SUBTOTAL MANAGEMENT COMPANY</b>	
<b>STATE LOCAL &amp; LOANS EXPENDITURES</b>	
<b>REVENUE LESS EXPENDITURES</b>	
2% CONTINGENCY CHECK <span style="float: right;">\$0.00</span>	

<b>Federal Funds Budget Narrative</b>	
<b>Federal Revenue</b>	
	<b>YEAR 1 TO YEAR 5</b>
1 Charter Federal Start-up Funds	
2 Other Federal Funds	Based on actual allocation of Title I, IDEA, Title II & Professional Development under consolidated application plus Anticipated Federal Reimbursement for Lunch Program
<b>FEDERAL REVENUE</b>	
<b>Federal Expenses</b>	
	<b>YEAR 1</b>
<b>Personnel Salaries / Other Employer Costs</b>	
7 Teachers	Salaries based on actual staff salaries
8 Principal/Administrative	
9 Nurse	
10 Clerical	
11 Custodial	
12 Substitutes	
13 Other	
14 Other Employer Costs (28.53 % of Salaries)	28.53% of Salaries
15 Health Insurance	Based on actual staff elections and averaging
16 Other Benefits	
<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>	
<b>Student Support</b>	
17 Transportation	
18 Cafeteria	\$1,073 annual cost per student, 300 students in year 1, 315 students in year 2 to 5
19 Extra Curricular	
20 Supplies and Materials	
21 Textbooks	
22 Computers	
23 Contracted Services	
24 Other	Professional development costs covered under Title II & Professional Development of the Consolidated Application
<b>SUBTOTAL STUDENT SUPPORT</b>	
<b>Operations and Maintenance of Facilities</b>	
25 Insurance (Property/Liability)	
26 Rent	
27 Mortgage	
28 Utilities	
29 Maintenance	
30 Telephone/Communications	
31 Construction	
32 Renovation	
33 Other	
<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>	
<b>Administrative/Operations Support</b>	
34 Equipment Lease/Maintenance	
35 Equipment Purchase	
36 Supplies and Materials	
37 Printing and Copying	
38 Postage and Shipping	
39 Other	
<b>SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT</b>	
<b>Management Company</b>	
40 Fees	
41 Salaries/Other Employee Costs	
42 Curriculum	
43 Accounting and Payroll	
44 Other	
<b>SUBTOTAL MANAGEMENT COMPANY</b>	
<b>FEDERAL EXPENDITURES</b>	
<b>REVENUE LESS EXPENDITURES</b>	
2% CONTINGENCY CHECK	\$0.00

Federal Funds Budget Narrative		
	<b>Other Revenue</b>	
		<b>YEAR 1 TO YEAR 5</b>
2	Other Revenue	Gifts & Grants from fundraising efforts. Miscellaneous revenue from student uniforms & field trip payments
	<b>OTHER REVENUE</b>	
	<b>Other Expenses</b>	
		<b>YEAR 1</b>
	<b>Personnel Salaries / Other Employer Costs</b>	
7	Teachers	
8	Principal/Administrative	
9	Nurse	
10	Clerical	
11	Custodial	
12	Substitutes	
13	Other	
14	Other Employer Costs (28.53 % of Salaries)	
15	Health Insurance	
16	Other Benefits	
	<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>	
	<b>Student Support</b>	
17	Transportation	
18	Cafeteria	
19	Extra Curricular	
20	Supplies and Materials	
21	Textbooks	
22	Computers	
23	Contracted Services	
24	Other	
	<b>SUBTOTAL STUDENT SUPPORT</b>	
	<b>Operations and Maintenance of Facilities</b>	
25	Insurance (Property/Liability)	
26	Rent	
27	Mortgage	Based on Actual Mortgage Payment requirement
28	Utilities	Average cost per historical data. A portion is covered with other funds and state & local funds
29	Maintenance	
30	Telephone/Communications	
31	Construction	
32	Renovation	
33	Other	Based on Actual Debt Service requirement of lender
	<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>	
	<b>Administrative/Operations Support</b>	
34	Equipment Lease/Maintenance	
35	Equipment Purchase	
36	Supplies and Materials	
37	Printing and Copying	
38	Postage and Shipping	
39	Other	
	<b>SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT</b>	
	<b>Management Company</b>	
40	Fees	
41	Salaries/Other Employee Costs	
42	Curriculum	
43	Accounting and Payroll	
44	Other	
	<b>SUBTOTAL MANAGEMENT COMPANY</b>	
	<b>OTHER EXPENDITURES</b>	
	<b>REVENUE LESS EXPENDITURES</b>	
	2 % CONTINGENCY CHECK	\$0.00

Attachment C

Board Recruitment Materials



**PRESTIGE ACADEMY CHARTER SCHOOL BOARD MEMBER  
PERFORMANCE EXPECTATIONS:**

By accepting the position of Board member at *Prestige Academy*, I acknowledge that I have read and agree with the Performance Expectations listed below. I pledge to make every effort to meet or exceed these expectations. I understand that the expected service commitment on the governing Board of Directors is a staggered term of two years.

**All Board Members will be expected to:**

1. **Govern** the Board by meeting the expectations as detailed in the Prestige Academy Board Member Job Description & Responsibilities and all legal responsibilities of Board membership.
2. **Advocate** for the School's mission and vision while building public and private support for the charter school within the Wilmington and greater Delaware community.
3. **Collaborate** with fellow Board members, the Executive Director, and the community to ensure that diverse perspectives are heard and incorporated into the operation of the school.
4. **Cultivate** prospective Board members, donors, partners, and volunteers and utilize personal and professional networks for the financial, organizational, and educational benefit of the School.
5. **Contribute** to the School at an annual level that is personally meaningful and appropriate.
6. **Attend** monthly Board meetings and participate actively and productively in discussions and votes.
7. **Volunteer** a maximum of ten hours a month for committees and consultation on School tasks.
8. **Focus** on critical strategic questions and governance that supports the success of Prestige Academy.
9. **Inform** the Board and School's Executive Director of any potential conflicts of interest, or inability to fulfill Board member expectations of performance.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_





A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

Print: \_\_\_\_\_

## **PRESTIGE ACADEMY CHARTER SCHOOL BOARD MEMBER JOB DESCRIPTION:**

PRESTIGE ACADEMY's Board assists in governing a charter school that enables Delaware young men in fifth through eighth grades to achieve to the highest academic standards for admission to and success in demanding college preparatory high schools. PRESTIGE ACADEMY provides a highly structured and achievement-oriented middle school that is unrelenting in developing a strong academic foundation in core subjects and the values all students need for success. The Board shares a commitment to PRESTIGE ACADEMY's core values and mission; consists of 7-13 members who serve staggered terms of two years; and volunteer their skills, knowledge, and time to ensure the ultimate success of PRESTIGE ACADEMY in fulfilling its mission.

### **Tasks include:**

- Reviewing PRESTIGE ACADEMY's original charter application and renewal applications
- Cultivating and maintaining strategic relationships with businesses, non-profits and community groups in Delaware
- Reviewing, and monitoring school policies and procedures
- Maintaining a Board of Directors to govern the School and maintain accountability

### **All Board members are expected to:**

- Commit two hours of time weekly to PRESTIGE ACADEMY -related work, including meetings and projects; this will include weekly contact with the School's Lead Founder and Executive Director
- Participate in two-hour monthly Board meetings
- Represent PRESTIGE ACADEMY at interviews conducted by the Charter authorizing agency if needed
- Participate in board training
- Advocate for the mission and vision of PRESTIGE ACADEMY
- Initiate and develop professional networks for the financial, political, and organizational benefit of PRESTIGE ACADEMY
- Utilize specific expertise for the benefit of PRESTIGE ACADEMY
- Inform the Board of any potential conflicts of interest, or inability to fulfill Board member expectations of performance

### **Qualifications**

- Belief in charter schools and in the mission of PRESTIGE ACADEMY
- Belief that all children can achieve the highest levels of academic excellence regardless of their background or socioeconomic status
- Availability to participate meaningfully in the governing process
- Expertise in academia, law, real estate, financial management, governance, marketing, fundraising, community organizing / outreach, or strategic planning
- Willingness to leverage personal and professional networks on behalf of PRESTIGE ACADEMY
- A strong commitment to improving the quality of education for underserved children and the quality of life for underserved communities

**1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782**

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



**TITLE: CHAIR OF BOARD OF DIRECTORS**

**Purpose:**

The Chair is the senior volunteer leader of Prestige Academy who presides at all meetings of the Board of Directors and other meetings as required. The Chair is an *ex officio* member of all committees of the organization. The Board Chair oversees implementation of Board policies and ensures that appropriate organizational systems and procedures are established and maintained. Through frequent communication, the Chair maintains a close working relationship with the Executive Director- essential to effective oversight of Prestige Academy.

**Key Responsibilities:**

- Primary liaison between the Executive Director and the Board
- Jointly develops with the Executive Director agendas for Board meetings
- Facilitates all Board meetings
- Appoints Chairpersons of all Board committees
- Supports annual fund-raising with his or her own financial contributions, recognizing his or her responsibility to set the example for other Board members
- Coordinates Executive Director's annual performance evaluation and informally evaluates the effectiveness of the Board members
- Works with the Board of Directors and paid and volunteer leadership, in accordance with Prestige Academy mission and bylaws, to establish and maintain systems for:
- Planning the organization's human and financial resources and setting priorities for future development
- Reviewing operational effectiveness and setting priorities for future development
- Controlling fiscal affairs
- Acquiring, maintaining, and disposing of property
- Maintaining a public relations program to ensure community involvement
- Ensuring the ethical standard
- Ensuring that Prestige Academy remains true to the terms of the charter

**Elected by:** Board of Directors

**Length of Term:** One year; renewable for three consecutive years

**Time Commitment:** Negotiable to meet the requirements of Prestige Academy

**Reports to:** Board of Directors



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

Support: Executive Director

Qualifications:

- A commitment to Prestige Academy and its values; an understanding of Prestige Academy's objectives, organization, and services, and the responsibilities and relationship of paid and volunteer staff
- An encouraging and responsive demeanor, accepting of the contributions others make
- Ability to mediate and identify areas of compromise; conciliatory
- Ability to understand concepts and articulate ideas.
- Excellent facilitator

**1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782**

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

**TITLE: VICE CHAIR**

Purpose: To preside in Board Chair's absence

Key Responsibilities:

In Board Chair's absence:

- Presides at meetings of Board of Directors
- Serves as member of standing committees

1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*

**TITLE: TREASURER OF THE BOARD OF DIRECTORS**

**Purpose:**

The Treasurer, jointly with the Board Chair and supported by the Executive Director and Chief Financial Officer or ISDC designee, ensures that current financial records are maintained, accurately reflecting the financial condition of Prestige Academy. These records will include cash, outstanding advances, investments, accounts receivable and other assets, accounts payable, and fund balances (net assets).

**Key Responsibilities:**

- Participate in the preparation of the budget
- Serve as the Chair of the finance committee
- Ensure that accurate books and records on financial condition are maintained
- Ensure that the assets are protected and invested according to Prestige Academy policy
- Ensure that Prestige Academy complies with corporate and statutory reporting requirements
- Ensure that comprehensive financial reports to the Board are prepared in a timely and accurate manner
- Ensure that the complete records of the organization are available to the individual or individuals preparing the annual financial statements
- Perform all duties incident to the office of the Treasurer
- Educate the full Board about the organization's finances and ensure that full Board completely understands the financial picture

**Reports to:** Board Chair and the Board of Directors

**Support:** The Treasurer is supported by the Executive Director, finance committee, chief financial officer (or the equivalent), and outside financial management organization.

**Time Commitment:** As required to accomplish major duties

**Requisite Qualifications:**

The Treasurer must display a commitment to Prestige Academy and an understanding of the Prestige Academy organization and its principles, mission, goals, services, and the responsibilities and relationships of governance and management and paid and volunteer staff.

The Treasurer must also display the following:



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

- An understanding of needs for Prestige Academy services, as well as the financial and human resources
- An understanding of record keeping, accounting systems, and financial reports
- An ability to work with the chief financial officer (or equivalent), accountant or bookkeeper, outside financial management organization and auditors as necessary

1121 THATCHER STREET • WILMINGTON, DE 19802 • PHONE: 302.762.3240 • FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

**TITLE: BOARD SECRETARY JOB DESCRIPTION**

The Secretary shall:

- Certify and keep at the principal office of the corporation the original or a copy of the bylaws as amended or otherwise altered to date
- Keep at the principal office of the corporation or at such a place as the Board may determine a book of minutes of all meetings of the Directors and meetings of committees. Minutes shall record time and place of meeting, whether regular or special, how called, how notice was therefore given, the names of those present or represented at the meeting and the proceedings thereof
- Ensure that all notices are duly given in accordance with the provisions of the bylaws or as required bylaw
- In general, perform all duties incident to the office of the Secretary and such other duties as may be required by law, by the Articles of Incorporation, or by bylaws, or which may be assigned to him or her from time to time by the Board of Directors

1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*

## **ACADEMIC ACHIEVEMENT COMMITTEE**

### **General Purpose**

The Academic Achievement Committee is commissioned by and responsible to the Board of Directors to assume the primary responsibility for working with the school leader to define academic excellence, ensure that all board members know the charter promises that were made to the community and the authorizer and to devise clear and consistent measures to monitor these goals.

### **Appointments and Composition**

1. Appointments of the chair and members of the Academic Achievement Committee shall be made annually by the chair of the Board with the advice and consent of the Board and the school leader and in accordance with the bylaws.
2. The chair of this committee shall be a member of the Board of Directors.
3. Members of this committee shall be members of the Board of Directors, subject to the conditions stated in the bylaws. Additional committee members may be appointed and need not be members of the Board of Directors. It is anticipated that given the nature of this committee that it maybe necessary to have several outside academic leaders on the committee.

### **Responsibilities**

It is important to note that this is a governance function, not a management function, and it is anticipated that the school leader will have a great deal of input into the work and composition of this committee. The committee's main role is to assure that academic achievement is defined, and that the board approves annual goals to attain academic excellence.

1. Define and continue to refine what academic excellence means for our charter school.
2. Ensure that all board members understand the key charter promises we have made to our community and to our authorizer.
3. Work with the school leadership to devise clear and consistent ways to measure progress towards stated goals.
4. Work with school leadership to set annual academic achievement goals, to be presented to and approved by the full board.
5. Work with school leadership to share with the board annual successes, barriers to reaching academic excellence, and strategies to overcome these barriers.
6. Arrange for Board training on issues related to academic oversight and academic achievement, as needed.
7. Annually submit objectives as part of the planning and budgeting process.
8. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Directors.
9. Report to the Board of Directors at regular meetings of the Board in a manner determined by the Board.





A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

## **FINANCE COMMITTEE**

### **General Purpose**

The finance committee is commissioned by and responsible to the Board of Directors. It has the responsibility for working with the Chair of the Board and Chief Financial Officer (CFO) or Financial Management Organization (FMO) to create the upcoming fiscal year budget; presenting budget recommendations to the Board; monitoring implementation of the approved budget on a regular basis and recommending proposed budget revisions; recommending to the Board appropriate policies for the management of the charter school's assets. The Chair of the Board and CFO shall assist the finance committee.

### **Appointments and Composition**

1. The members of the finance committee shall be the treasurer of the Board who shall serve as chair, the Chair of the Board who shall serve as an ex-officio member, together with other Directors appointed by the Chair of the Board with the advice and consent of the Board in accordance with the bylaws.
2. Both the Chair of the Board and the CFO will be members of the finance committee.
3. Additional committee members may be appointed and need not be members of the Board of Directors.

### **Responsibilities**

1. Prepare an annual budget for the charter school in collaboration with the Chair of the Board, Executive Director and Business Manager.
2. Also in collaboration with the Chair of the Board and CFO/FMO, develop and annually revise a five year financial forecast and develop long-range financial plans based on the forecast.
3. Arrange for an annual audit to be provided to the Board of Directors.
4. Review grant proposals at the request of the school leadership team.
5. Provide oversight of the procurement process.
6. Review quarterly financial statements and variances from budget, and recommend action to the Board, as appropriate.
7. Annually submit objectives as part of the planning and budgeting process.
8. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Directors.
9. Report to the Board of Directors at regular meetings of the Board in a manner determined by the Board.

1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

## **BOARD GOVERNANCE COMMITTEE**

### **General Purpose**

The Board governance committee is commissioned by and responsible to the Board of Directors to assume the primary responsibility for matters pertaining to Board of Directors recruitment, nominations, orientation, training, and evaluation in accordance with the bylaws of the school as well as established policies and practices approved by the Board of Directors. This committee is also responsible for developing and revising Board the Board handbook as needed.

### **Appointments and Composition**

1. Appointments of the chair and members of the Board governance committee shall be made annually by the Chair of the Board with the advice and consent of the Board in accordance with the Bylaws.
2. The chair of this committee shall be a member of the Board of Directors.
3. Other members of this committee shall be members of the Board of Directors.
4. Additional committee members may be appointed and need not be members of the Board of Directors.

### **Responsibilities**

1. Analyze the skills and experience needed on the Board.
2. Recruit members to serve as members of the Board and develop a slate of Directors for consideration by the membership at the annual meeting in accordance with selection/election procedures outlined in the bylaws.
3. Develop and review annually the procedures for Board recruitment.
4. Develop an orientation and training plan for new Board Directors and assist in the planning of the annual Board retreat.
5. Develop and revise a Board member handbook outlining the responsibilities of the Board and Board members, Board policies, and other relevant information.
6. Conduct board education as needed.
7. Coordinate board retreats with the Board chair as needed.
8. Annually conduct an evaluation of the full board and individual Directors.
9. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Directors.
10. Report to the Board of Directors at regular meetings of the Board in a manner determined by the Board.

1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

## **DEVELOPMENT COMMITTEE**

### **General Purpose**

The resource development committee is commissioned by and responsible to the Board of Directors to assume the primary responsibility for raising non-grant funds to meet the budget of the charter school. The Board of Directors, in consultation with the resource development committee, finance committee, Chair of the Board, and CFOIFMO will determine the fundraising goal for the resource development committee, as well as for school-based committees and grants.

### **Appointments and Composition**

1. Appointments of the chair and members of the resource development committee shall be made annually by the Chair of the Board with the advice and consent of the Board in accordance with the bylaws.
2. The chair of this committee shall be a member of the Board of Directors.
3. Members of this committee shall be members of the Board of Directors, subject to the conditions stated in the bylaws. Additional committee members may be appointed and need not be members of the Board of Directors.

### **Responsibilities**

1. Develop an annual fundraising plan that will generate the funds needed to meet the non-public and non-grant fundraising goal.
2. Coordinate fundraising plan with fundraising efforts by staff, parents, and other volunteers.
3. Develop the necessary sub-committee systems to successfully carry out the fundraising events and activities that are part of the annual fundraising plan; supervise the functions of the sub-committees; develop a plan for involving Board Directors in the non-grant resource development activities of the charter school.
4. Investigate new resource development projects, activities, and ideas for possible use in the future.
5. Cultivate large financial and in-kind donors.
6. Arrange for Board training on development issues, as needed.
7. Annually submit objectives as part of the planning and budgeting process.
8. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Directors.
9. Report to the Board of Directors at regular meetings of the Board in a manner determined by the Board.

1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*

Attachment CC

Prestige Academy Charter School  
Employee Manual



*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

## **EMPLOYEE POLICY MANUAL**

August 2011

TABLE OF CONTENTS

I.	EMPLOYMENT POLICIES .....	2
A.	Equal Employment Opportunity .....	2
B.	Accommodations to Disabilities .....	2
C.	Harassment .....	2
II.	COMPENSATION .....	5
A.	Classifications of Employment.....	5
B.	Work Day Schedules .....	5
C.	Paycheck Policies .....	6
D.	Business Travel/Field Trips.....	6
III.	EMPLOYEE CONDUCT .....	7
A.	Discharge and Other Discipline.....	7
B.	Termination of Employment.....	8
C.	Return of Property.....	8
D.	Physical Contact Between Employees and Students at School and During School-Sponsored Functions.....	8
E.	Smoking Policy.....	9
F.	Drug-Free Workplace Policy.....	9
G.	Electronic Mail, Communications and Information Systems Policy.....	10
H.	Computer Software.....	12
I.	Confidentiality of School Information .....	12
J.	Conflicts of Interest.....	12
K.	Dress Code .....	13
IV.	TIME OFF .....	14
A.	School Vacations, Holidays and Vacations.....	14
B.	Sick Days and Personal Days.....	14
C.	Leaves of Absence .....	14
V.	EMPLOYEE BENEFITS .....	19
A.	General .....	19
B.	Health and Dental Coverage.....	19
C.	Workers Compensation .....	19

## INTRODUCTION

For the benefit of all employees we would like to acquaint you with the policies governing employment with Prestige Academy Charter School ("the School"). This manual sets out and explains the School's basic employment policies.

Occasionally, it may become necessary to modify, change, update, revoke, replace or eliminate the policies outlined in this manual, and the School reserves the right to make changes at any time at its discretion. Generally, you will be informed about any changes, but changes can also be made without notice. The language contained in this manual is provided for informational purposes only. It does not, nor is it intended to, create any contractual rights or obligations; it is not a contractual agreement. Although we hope that your employment here will be mutually rewarding, both you and the School retain the right to end the employment relationship at any time and for any reason with or without cause or notice. Please understand that no one except the Executive Director has the authority to enter into any agreement with you for employment for any specified period or to make any promises or commitments contrary to the foregoing.

This manual applies to all employees of the School, unless otherwise stated. Managerial and supervisory employees will at all times be held to the highest duty of loyalty to the School and the highest standards of behavior. At all times, the School remains solely responsible for the interpretation of this manual's provisions and their applications. In applying its policies, procedures and benefits, the School retains the right to make decisions based on the Administration's assessment of its needs and consideration of the specific facts and circumstances presented by each situation. If you have any questions, please do not hesitate to contact the Executive Director.

We wish you the greatest success in your position and hope your employment with the School is a rewarding experience.

## I. EMPLOYMENT POLICIES

### A. **Equal Employment Opportunity**

The School is an equal opportunity employer and does not discriminate against employees or qualified job applicants on the basis of race, religion, color, sex, age, national origin, disability, veteran status, marital status, sexual orientation, genetic information or any other status or condition protected by applicable law. This policy extends to, but is not limited to, recruitment, selection, compensation, benefits, promotion, training and discipline.

### B. **Accommodations to Disabilities**

The School will make reasonable accommodations to enable an individual with a disability to perform the essential functions of his or her job. If you are unable, or find it difficult, to do all the functions of your job due to a disability, please contact the Executive Director, inform him/her about your disability, and discuss the type and nature of any assistance or adjustment in your duties which would enable you to perform the essential functions of your job.

We may ask for medical documentation of your disability and of possible accommodations. We may also ask to speak to your physician or health care provider to help us assess the proposed accommodations and to ensure that you can safely perform the essential functions of your job with the accommodations. We may also ask you to submit to an independent medical or other appropriate examination, at our expense, to help us assess your needs.

### C. **Harassment**

#### 1. Introduction

It is the goal of the School to promote a workplace that is free of harassment by employees, independent contractors, vendors, or other agents. Harassment of employees or students occurring at school or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated by this organization. Further, any retaliation against an individual who has complained about harassment or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated. To achieve our goal of providing a workplace free from harassment, the conduct that is described in this policy will not be tolerated, and we have provided a procedure by which inappropriate conduct will be dealt with, if encountered by employees.

The School takes allegations of harassment very seriously. We will respond promptly to complaints of harassment, and where it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

Please note that while this policy sets forth our goals of promoting a harassment-free workplace, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace conduct that we deem unacceptable, regardless of whether that conduct satisfies the definition of harassment.

#### 2. Definition of Harassment

The School strongly supports the rights of all its employees to work in an environment free from all forms of harassment, including harassment on the basis of race, color, religion, gender, sexual orientation, national origin, age, disability, genetic information or any other protected category.

Harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of race, color, religion, gender, sexual orientation, national origin, age, disability, genetic information or any other protected category, or that of the individual's relatives, friends or associates and that:



- creates an intimidating, hostile or offensive working environment;
- unreasonably interferes with an individual's work performance; or
- otherwise adversely affects an individual's employment opportunities.

Harassing conduct includes, but is not limited to:

- Epithets;
- Slurs;
- Negative stereotyping;
- Threatening, intimidating or hostile acts that relate to the above characteristics; and
- Written or graphic material that denigrates or shows hostility or aversion toward an individual or group because of the above characteristics, and that is placed on walls, bulletin boards, or elsewhere on the employer's premises, or circulated in the workplace on paper or electronically.

### 3. Definition of Sexual Harassment

Sexual harassment is defined as sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

- (a) submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions such as favorable reviews, salary increases, promotions, increased benefits or continued employment regardless of whether the harasser actually carries through with the threats to alter the subordinate's terms or conditions of employment;

or

- (b) such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

Other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a workplace environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all the circumstances that may constitute sexual harassment, the following are some examples of conduct, which will not be tolerated by the School:

- Unwelcome sexual advances - whether they involve physical touching or not;
- Sexual epithets, slurs, jokes, written or oral references to sexual conduct, gossip regarding one's sex life;
- Commenting on an individual's body or about an individual's sexual activity, deficiencies or prowess;
- Displaying sexually suggestive objects, pictures or cartoons;
- Leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- Sending or circulating, whether in print or electronic form, literature or communications (articles, magazines or e-mails) of a sexual nature;
- Inquiries into one's sexual experiences; and
- Discussion of one's sexual activities.

#### 4. Complaints of Harassment

If any of our employees believes that he or she has been subjected to harassment, the employee should file a complaint with the Executive Director. This may be done in writing or orally. Likewise, any employee who suspects that harassment is occurring must notify the Executive Director. Any complaint alleging harassment by the Executive Director should be directed to an Academic Dean or the Dean of Students and Families.

#### 5. Harassment Investigation

When we receive a complaint we will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will typically include a private interview with the person filing the complaint and with any witnesses. We will also usually interview the person alleged to have committed harassment. When we have completed our investigation, we will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of our action.

If it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the offending conduct, and where it is appropriate we will also impose disciplinary action up to and including termination of employment.

## II. COMPENSATION

### **A. Classifications of Employment**

The School maintains standard definitions of employment status and classifies employees for purposes of personnel administration and related payroll transactions according to the following definitions:

*Full Time* - Employees regularly scheduled to work the School's normal, full-time schedule. These employees are eligible for the School's full benefit package, subject to the terms, conditions and limitations of each benefit program. Full time employees may be "exempt" or "non-exempt" as defined below.

*Part-Time* - Employees regularly scheduled to work less than 30 hours per week. These employees receive all legally-mandated benefits, such as Workers' Compensation and Social Security benefits. Part-time employees may be eligible to participate in any of the other benefit programs depending on the eligibility standards for each benefit.

*Temporary* - Employees hired for a specific period of employment, or for a special project. These temporary employees do not receive any of the School's benefits.

*Exempt* - Employees whose positions meet specific tests established by the Fair Labor Standards Act (FLSA) and state law and who are exempt from overtime pay requirements. Executives, professional employees (i.e. teachers), and administrative positions are typically exempt.

*Non-Exempt* - Employees whose positions do not meet FLSA exemptions tests and are subject to the overtime provision of the FLSA. These employees will receive time and one-half (i.e., one and one-half times) their basic hourly rate for all hours worked in excess of 40 hours actually worked in a workweek. All overtime hours must be pre-authorized by the Executive Director.

Leased employees, independent contractors and freelancers are not employees of the School and are not entitled to any benefits.

If you change positions during your employment as a result of a promotion, transfer or otherwise, you will be informed by the Executive Director or his/her designee of any change in your exemption status.

Please direct any questions regarding your employment classification or exemption status to the Executive Director.

### **B. Work Day Schedules**

All staff are expected to arrive before the start of the school day and remain at school until the end of the school day.

If you plan to be out of the office for meetings or some other event, you are required to advise the Executive Director or Academic Dean of your whereabouts so that the School may contact you if it becomes necessary.

There may be occasions when teachers need to arrive late or leave early (no more than 2 hours). In such situations, staff should notify the Executive Director at least one week in advance so that coverage can be arranged. Staff should inform the Executive Director of the reason for the late arrival or early departure (e.g. religious holiday, personal day, sick day, family emergency, etc.). The fact that your absence or tardiness may be approved does not insulate you from a review of the total number and timing of absences or lateness in any given period of time.

Regular attendance is an essential requirement of your employment at the School. Excessive or unexplained absences are grounds for termination of employment. The School expects all employees to arrive to work

each day on a timely basis. More than three (3) late arrivals in one (1) month may result in postponing or negating of a salary increase and or disciplinary action including termination. Three (3) consecutive days of absence without notification will constitute voluntary resignation from employment as of the last day worked.

**C. Paycheck Policies**

Generally, employees are paid twice per month.

The State of Delaware requires all School employees to participate in the system of direct deposit for employee paychecks. To enroll in the direct deposit system, please complete a direct deposit application and return it to the Executive Director or his/her designee.

**D. Business Travel/Field Trips**

All employees are expected to exercise good business judgment when incurring travel and business expenses. Employees are entitled to reimbursement for ordinary expenses incurred while engaged in School business. All requests for advance payment or reimbursement of business expenses must be submitted in strict compliance with the procedures and forms adopted by the School, including necessary documentation of business expenses. Extraordinary expenses must be approved in advance.

### III. EMPLOYEE CONDUCT

#### **A. Discharge and Other Discipline**

As an integral member of the School, you are expected to accept certain responsibilities, adhere to acceptable School practices, and exhibit a high degree of personal integrity at all times. This involves respecting the rights and feelings of others and refraining from any behavior that might be harmful to you, your co-workers, and/or the School. You are expected to observe the highest standards of professionalism at all times.

These guidelines are fundamental in nature and are matters of judgment and common sense. Since it is impossible to list guidelines to cover every situation, the absence of an illustration from this list will not prohibit the School from taking disciplinary action, up to and including immediate dismissal, when the School believes, in its sole discretion, such action is warranted. These guidelines do not in any way alter your at-will employment relationship with the School. The School may terminate your employment at any time and for any reason with or without cause or notice.

The School expects you to follow rules of conduct that will protect the interests and safety of all employees and the School. Types of behavior and conduct the School considers inappropriate include, but are not limited to:

- Misconduct involving students;
- Falsifying employment or other School records;
- Violating the School's nondiscrimination and/or employee harassment policies, sexual or otherwise.
- Breach of School confidential information;
- Excessive or patterned absenteeism or tardiness;
- Excessive, unnecessary, or unauthorized use of the School's supplies or telephones, particularly for personal purposes;
- Reporting to work intoxicated or under the influence of non-prescribed drugs, or possession, use, distribution, manufacture, sale, or dispensation of any controlled substance or illegal drug;
- Fighting or using obscene, abusive, or threatening language or gestures;
- Stealing from the School, or fellow employees, misappropriation of School assets or failure to report knowledge of such acts;
- Possession of firearms or weapons on the School's premises or during the course of your employment related activities;
- Disregarding safety or security regulations;
- Insubordination (i.e., failure to comply with a request from management);
- Failure to notify the Executive Director that you will be absent from work in accordance with School policy;
- Defacing or damaging School property;
- Interfering with the normal workflow, productivity or morale of any co-worker;
- Any action, whatsoever, that has the potential to negatively affect good relations between the School and its employees or between the School and any of its students; and
- Any violation of School policy.

The School may impose disciplinary action, up to and including termination, in the event that your performance, work habits, conduct or demeanor become unsatisfactory. The School reserves the right to exercise its discretion to judge unsatisfactory conduct or behavior based on violations of the above, any other School policies, rules or regulations, or for any other reason.

## **B. Termination of Employment**

### 1. Termination

Employment is "at-will" and may be terminated by the School or the employee at any time with or without cause.

### 2. Resignation

A resignation is a termination instituted by the employee. All staff are expected to provide as much notice as possible of their resignation, ideally four weeks at a minimum.

Employees who fail to report to work for three consecutive days without notifying and receiving authorization from the Executive Director will be considered to have resigned.

## **C. Return of Property**

Upon separation from the School, all files, documents, records, laptops, credit cards, door and file keys, computer access codes or discs and instructional manuals and other physical or personal property which the employee has received, prepared or helped prepare in connection with his/her employment with the School, and any copies, duplicates, reproductions or excerpts thereof must be returned by the employee on or before the last day of work.

## **D. Physical Contact Between Employees and Students at School and During School Sponsored Functions**

### 1. Introduction

The purpose of this policy statement is to provide all employees with guidance and direction with respect to physical contact between employees and students at school and during school sponsored functions. It is an area of educational policy, judgment, and law which is fraught with uncertainties and changing standards. What constitutes appropriate physical contact in one circumstance may be totally inappropriate in another. At the outset, the decision of whether or not to touch or make physical contact with a student must be made by the employee involved. When or if it occurs, its appropriateness will depend on a variety of factors, not the least of which will be the student's reaction and responses of other adults. The School believes that its employees individually and collectively possess the wisdom and expertise necessary to conduct themselves in a manner which is educationally sound and acceptable both within the professional community and the community at large.

### 2. General Principles

All physical contact between employees and students shall have a valid educational purpose and objective, meeting the student's needs.

The use of physical contact (including touching) or force for disciplinary purposes or in order to impose the staff member's will or personal feelings upon a student, except in an emergency situation, is strictly prohibited.

Employees who observe physical contact between students and employees which they deem to be inappropriate are expected to report such observations to the Executive Director or Dean of Students and Families as soon as possible. If the observer believes the contact is or may be immediately harmful, prompt intervention to prevent further harm is expected.

### 3. Staff Conduct With Students

Questions of the appropriateness of physical contact are to be determined by the context of the contact on a case-by-case basis. Issues such as intent, context, location, circumstances, age and sex are all considerations which may be relevant. Examples: Holding or comforting a student who has fallen and is crying may be appropriate, whereas, placing a hand on a child's head to redirect his attention to the front of the room is not.

Instances of inappropriate physical contact initiated, encouraged, practiced and/or tolerated by employees, in even a single instance, may result in disciplinary action up to and including dismissal and/or legal action.

#### 4. Summary

The School recognizes that this is a complex issue, and that some employees may deal with it by implementing a practice of never physically contacting or touching students. That is not the School's intent or objective. It is expected that any physical contact between an employee and a student will have a legitimate purpose consistent with the School's role as educator and caretaker of minor children.

#### **E. Smoking Policy**

The School is committed to enforcing the provisions of the Delaware Clean Indoor Air Act. Accordingly, the School's policy on smoking is as follows:

- It is recognized that smoking is dangerous to the health of the smoker and that second-hand smoke is a cause of disease, including lung cancer, in healthy nonsmokers. The simple separation of smokers and nonsmokers within the same air space may reduce, but does not eliminate, the exposure of nonsmokers to environmental tobacco smoke. This applies to *all* smoking tobacco products, i.e., cigarettes, cigars, and pipes. This policy has been developed to protect all persons from the exposure to environmental tobacco smoke and to ensure a safe working environment.
- Smoking is prohibited in all facilities and areas of the entire workplace with no exceptions. Smoking is not permitted anywhere at the School, including all common work areas, elevators, hallways, vehicles, restrooms, conference and meeting rooms, and all other enclosed or outdoor areas in the workplace. The policy applies to all employees, consultants, contractors, and visitors.
- Any disputes involving smoking will be referred to the Executive Director.
- The School encourages all smoking employees to quit smoking. The School is available to provide you with contact information for Smoking Cessation resources and self-help materials for those employees who want to quit. For further information about these services please contact the Executive Director or his/her designee.
- Any questions regarding the smoke-free workplace policy should be directed to the Executive Director or his/her designee.

#### **F. Drug-Free Workplace Policy**

Prestige Academy Charter School recognizes the importance of maintaining a drug and alcohol free workplace to enhance the welfare of its employees and students. The Federal Drug-Free Workplace Act requires the School to certify that it maintains a drug-free workplace as a condition of receiving federal grants and contracts. This legal requirement gives the School an opportunity to reaffirm the following policy and its commitment to a drug and alcohol free workplace.

It is the policy of the School to maintain an alcohol-free and drug-free workplace. The unlawful manufacture, distribution, dispensation, possession or use of controlled substances or alcohol is prohibited while on duty or on school department property. Employees are also prohibited from coming to work under the influence of alcohol or non-prescribed drugs, or smelling of alcohol or non-prescribed drugs.

It is a condition of employment that each employee abide by this policy and notify the Executive Director of any criminal drug conviction within five (5) days of such a conviction. Prestige Academy Charter School has an obligation to notify the appropriate federal agency within thirty (30) days of receiving such a notice of conviction. The Executive Director will take appropriate disciplinary action up to and including employment termination.

## **G. Electronic Mail, Communications and Information Systems Policy**

The School provides our employees with computer equipment and on-line access to internal and external networks, including the Internet, so that employees may communicate more efficiently and accomplish the School's goals.

Use of computer equipment or on-line access provided by the School is subject to the following general conditions:

- Your use of computer equipment and on-line access should be for the School's purposes and not for more than incidental personal use.
- Use of equipment or on-line access provided by the School for any illegal purpose is prohibited. Such use includes, but is not limited to:
  - Gaining unauthorized access to or intentionally damaging other computer systems or networks or the information contained within them.
  - Committing theft, fraud or other criminal acts of any kind.
  - Distributing or obtaining illegally copied software, graphics, sounds, text or other material.
  - Sending or posting harassing or threatening messages or pornographic or indecent content.
- The School will cooperate with law enforcement authorities to prosecute offenders. You must report any suspected, accidental, or intentional illegal action.
- The School has the right to monitor all on-line communications to ensure that appropriate and lawful purposes are being pursued and to limit connections solely to School-related resources. All information stored on School computers including all e-mail communication belongs to the School. The School may inspect all such computers and information at any time as necessary for the conduct of its business.
- No direct third party physical or electronic access to School facilities, information or computers of any type or for any reason may be established without the express permission of the Executive Director or his/her designee.
- To protect the School from infringement actions, you may not download or save any material from any on-line source, however retrieved, unless (a) you have taken measures to verify source reliability, and (b) the material is legally permitted to be downloaded without violation of copyright or trademark.
- Downloading data, information, images, and the like from an outside source increases the risks to our computers of viruses and other damaging agents. You should not retrieve material from outside sources, particularly from sources not known to you, unless you have good reason to do so. Any material downloaded from an outside source should be checked immediately for viruses and other damaging elements.

In addition, the following policies apply to the specific services and capabilities described below:

### 1. Electronic Mail

The School provides e-mail for purposes of school communications.

- You are prohibited from initiating or forwarding harassing, pornographic or indecent messages, either to School employees or to anyone else.
- Electronic mail must be addressed to proper recipients. Carefully check to reduce the possibility of communications being misdirected.



- If your job includes responding to work-related e-mail requests on an informal and unofficial basis (e.g. a personal reference for a colleague or student), make sure that your message clearly states that your views are not necessarily the views of the School. Even so, you must be aware that the address you are sending from may well indicate the School's name and you should keep in mind that the message may be seen to be representing the School, regardless of any disclaimers. Therefore, do not send any e-mail directly critical of the School's employees, students, or services.
- In all cases, do not reveal any confidential information of the School or its vendors, students and employees.
- You are prohibited from misrepresenting your name, identity or position or posing as another person in an electronic mail message.

## 2. Internet Use

Please see the Student Handbook for policies related to Internet use.

## 3. Chat Rooms and Weblogs

Access to chat rooms and weblogs (or “blogs”) is subject to similar restrictions as internet access. In addition:

- Chat rooms and blogs are prohibited when using School computers, unless it is an official school posting. You must be aware that the address you are sending from may well indicate the School's name and you should keep in mind that the message may be seen to be representing the School, regardless of any disclaimers. Therefore, do not post any message to a discussion group directly critical of the School, its employees, or Board of Directors.
- If you have obtained express authorization to post a message in a chat room or on a blog that is not related to official School business, you must always state that any opinions expressed are not those of the School.
- Even while you are using a computer outside of the workplace to post messages in a chat room or on a blog, you should not include anything in your posting which gives the impression that the views expressed are in any way associated with the School.
- While the School provides internet access to its employees as part of its work resources, it does not monitor the content of every website which it makes available. The School reserves the right but is not obligated to place appropriate limits on the sites it makes available.

## 4. Disciplinary Action

Abuse of the School's computer equipment or on-line connection or other violation of this policy will result in disciplinary action, up to and including termination.

## **H. Computer Software**

The following is the School's policy concerning its computers and software. All employees shall use software only in accordance with its license agreement. The following points are to be followed to comply with the School's software licensing agreement(s):

1. We will use all software in accordance with applicable license agreement(s).
2. Legitimate licensed copies of software will be provided to all employees who, in the discretion of the School, need it for the performance of their duties to the School. No employee will make any unauthorized copies of any software under any circumstances. Anyone found copying software other than for backup purposes is subject to termination.
3. No employee shall give School software to any outsiders including students. No employee shall install any software on School computers except the software provided by the School for installation. No employee shall establish a password or encryption protection on a School computer without

authorization from the School or without providing such password or the key to such encryption to the School.

4. Any employee who determines that there may be a purposeful or accidental violation of the above software policy within the School shall notify the Executive Director.

### **I. Confidentiality of School Information**

The protection of the School's confidential information is vital to the interests and the success of the School.

It is the policy of the School to ensure that the operations, activities and business affairs of the School are kept confidential to the greatest possible extent. If during the course of employment, you acquire confidential information or proprietary information about the School and its students, such information is to be handled in strict confidence and not to be discussed with persons outside the School. Such confidential information includes, but is not limited to, the following examples: student records, compensation, policies and procedures identified as confidential, and building and security-related information.

Employees are also responsible for the internal security of such information.

Please remember that keeping confidential all of the School's information, including student records, is an important part of your job. This obligation shall remain in effect during your employment at the School and at all times thereafter. Violation of this policy is a serious breach of confidence and may lead to disciplinary action, up to and including immediate termination.

### **J. Conflicts of Interest**

Employees have an obligation to conduct School business within guidelines that prohibit actual or potential conflicts of interest. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of the School's dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside organizations. However, if an employee has any influence on transactions involving purchases, contracts, or leases, it is imperative that the employee disclose to the Executive Director as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which the School does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving the School.

Student records, data, designs, plans, ideas, and materials of the School are the property of the School and should never be given to an outside firm or individual. Any improper transfer of material or disclosure of information, even though it is not apparent that an employee has personally gained by such action, constitutes unacceptable conduct.

### **K. Dress Code**

We expect all staff to dress professionally in "business casual" attire that they would feel comfortable wearing in the presence of an important visitor (e.g. funder, government official, etc.). Women are expected to wear blouses/dress shirt, dress pants/khakis, business casual skirts/dresses and shoes. Men are expected to be in button-up shirt and tie, belt, dress pants/khakis and shoes.

The following items are considered inappropriate: jeans, shorts, tank tops, sweat suits, flip-flops, sneakers and overly revealing clothing. In addition, ripped or soiled clothing is always inappropriate.

Exceptions to this policy will be made on certain occasions (e.g. field trips, etc.) and for certain staff, such as the physical education teacher.

## IV. TIME OFF

### **A. School Vacations, Holidays and Vacations**

Except for announced in-service days, full-time teachers are not expected to work on days on which the school closes for school vacations and holidays. However, teachers will continue to receive their salary during school vacations and holidays.

Full-time administrators are eligible to accrue 2 days of vacation every month up to four weeks of vacation per fiscal year, to be taken when school is not in session or when an employee is on an approved leave of absence. Requests for exceptions to this policy must be made to the Executive Director and may be granted or denied at the sole discretion of the Executive Director. All accrued vacation must be used within the same fiscal year (July 1st - June 30) in which it is accrued or it will be lost. Employees may not carry over unused vacation to the next fiscal year and will not be compensated for unused vacation time.

### **B. Sick Days and Personal Days**

All staff are eligible to take up to 10 sick days per year. These sick days accumulate annually.

Of the 10 sick days per year, 3 may be used for personal reasons. All staff are eligible for 3 personal days during the school year. Requests for a personal day should be made to the Executive Director at least one week before the requested day off, unless the day off is a result of an emergency (e.g. sudden illness).

If a sick day or personal day needs to be taken at the last minute, you must call the Executive Director on both the cell and work numbers.

Unused sick and personal days do not carry over to future years, and the school does not offer compensation in lieu of unused sick and personal days.

### **C. Leaves of Absence**

#### 1. Family and Medical Leave Act

*Policy:* In accordance with the Family and Medical Leave Act of 1993 ("FMLA"), the School will provide eligible employees with a family or medical leave for up to twelve (12) work weeks in any "rolling" 12-month period, measured backward from the date an employee uses any FMLA leave. The leave may be paid, unpaid, or a combination of paid and unpaid, depending on the circumstances as specified in this policy. If an employee is not eligible for FMLA leave, the School may, in its discretion, permit a medical leave as a reasonable accommodation for a disability or in other appropriate circumstances.

*Eligibility:* To be eligible for FMLA leave, an employee must be employed by the School for at least 12 months or 52 weeks (not necessarily consecutive) and have worked at least 1,250 hours during the previous 12 month period.

*Types of Leave Covered:* FMLA leave may be taken for one or more of the following reasons:

- for the birth or placement of a child for adoption or foster care;
- to care for a spouse, child, or parent with a serious health condition; or
- to take a medical leave when the employee is unable to perform the functions of his/her position because of a serious health condition.

A "serious health condition" is an illness, injury, impairment, or physical or mental condition affecting the employee's or family member's health to the extent that inpatient care is required in a hospital, hospice, or residential medical care facility, or a condition that requires continuing treatment by a health care provider. It includes a serious and long-term illness which results in recurrent or lengthy absences for treatment or recovery.

Employees with questions about whether a particular situation qualifies as a serious health condition should consult with the Executive Director.

*Leaves Requested Because of Serious Health Condition:* To receive FMLA leave because of an employee's own serious health condition or to care for a spouse, child or parent with a serious health condition, employees should give the following notices and/or certifications:

- A 30-day advance notice of the need to take FMLA leave is required when the need is foreseeable. If the need for a leave is not foreseeable because of a lack of knowledge of approximately when leave will be required to begin, a change in circumstances, or a medical emergency, then the employee must give as much notice as is possible under the particular circumstances involved.
- Notice is given when the employee submits a written request for a leave to the Executive Director. If written notice is not possible because the need for the leave was not foreseeable, oral notification should be given immediately to the Executive Director and followed up in writing as soon as possible thereafter.
- Satisfactory medical certification must be submitted with the leave request or at least within 15 days of the request for the leave. The certification must support the need for leave due to a serious health condition affecting the employee or the employee's spouse, child or parent, and include the date the serious health condition began, its anticipated duration, diagnosis, and a brief statement of treatment, along with a statement of the employee's intent to return to work.
- The School may communicate with the employee's health care provider for clarification of the contents of the medical certification document.
- If the request for leave is for a medical leave because of the employee's own serious health condition, the required medical certification must also include a statement that the employee is unable to perform the essential functions of the employee's position and should note any type of activities the employee can perform.
- If the request for leave is to care for a seriously ill family member, the certification must include a statement that the patient requires assistance and that the employee's presence would be beneficial or desirable.
- Periodic reports may be required during FMLA leave regarding the employee's status, anticipated duration of leave, and intent to return to work. Medical certification is required to cover all periods of absence while on leave.
- Medical documentation will be required certifying the employee's ability to return to work from a leave because of the employee's serious health condition.

When medically necessary, employees may take FMLA leave on an intermittent basis, or by reducing their normal weekly or daily work schedule to care for a sick spouse, child or parent, or because the employee is seriously ill and unable to work. To be eligible for an intermittent or reduced schedule leave, the employee must give thirty (30) days notice, if the leave is foreseeable, and the medical certification must include dates and the duration of treatment and a statement of medical necessity for taking intermittent leave or working a reduced schedule. Further, the employee must discuss with the Executive Director the scheduling of such leave to minimize disruption to the School's operations, and the School may temporarily transfer an employee to an available alternative position with equivalent pay and benefits if the alternative position would better accommodate the intermittent or reduced schedule.

The School has the right to ask for a second opinion if it has reason to doubt the certification. The School will pay for the employee to get a certification from a second doctor, which the School will select. Further, if necessary to resolve a conflict between the original certification and the second opinion, the School will require the opinion of a third doctor. The School and the employee will jointly select the third doctor, and the School will pay for the opinion. The third opinion will be considered final.

While on a health/medical leave, an employee must use any earned, but unused, sick days. Employees must also use earned, but unused vacation pay during the leave. Use of vacation or sick pay may not be used to extend the leave period.

*Leaves Requested for Birth, Adoption, or Foster Care Placement of a Child:*

To receive FMLA leave because of a birth, adoption, or placement of a child in foster care, employees should give the following notices and/or certifications:

- At least two weeks advance notice of the need to take a leave and request therefore is required when the need is foreseeable. However, employees are encouraged to provide the School with as much notice as is possible under the particular circumstances involved.
- The notice must include the employee's intention to return to work following the leave, and appropriate documentation from a physician for childbirth, or other appropriate entity for adoption or foster care placement should accompany the notice and request for leave.
- Notice is given when the employee submits a written request for a leave with appropriate documentation to the Executive Director.

While on an approved maternity leave due to childbirth, an employee must use any earned, but unused, sick days during the period of the maternity leave when the employee is physically unable to work. Employees must also use earned, but unused vacation pay during the leave. Use of vacation or sick pay may not be used to extend the leave period.

A leave for birth or placement for adoption or foster care must conclude within 12 months of the birth or placement. Such a leave must be taken all at once.

2. Military Leave

Employees serving in the U.S. Armed Forces or the National Guard are entitled to a military leave of absence. Upon receipt of notice, copies of your military orders should be submitted to the Executive Director as soon as practicable. You will be granted leave for the period of your military service.

3. Jury Duty

The School encourages employees called to serve jury duty to fulfill their rights and duties as citizens. Time-off will be granted for the duration of your jury duty. Please provide your jury duty summons to the Executive Director as soon as possible so that proper arrangements can be made to cover in your absence. The court system will provide you with a fee for acting as a juror. The School will pay you for a maximum of 3 days of jury duty. You will also be eligible for employee benefits as if you were actively employed during an approved jury duty.

4. General Provisions

Except for military leave, you may not engage in other employment or a competitive business while on any kind of leave of absence.

## V. EMPLOYEE BENEFITS

### **A. General**

This section of the manual describes some general features of the group benefits currently available to our employees. Complete details of our plans are contained in official plan documents, such as insurance contracts, summary plan descriptions, and master plan documents. If there is any contradiction between the information appearing in this handbook, and the information which appears in those official plan documents, the official plan documents will govern in all cases.

The School anticipates continuing to make the school benefits described in this section available. However, the School reserves the right to amend or terminate these benefits at any time.

For more information regarding the employee benefits program, please contact the Executive Director or his/her designee.

### **B. Health and Dental Coverage**

We offer health insurance and dental coverage through the State of Delaware.. More information is available from the Executive Director or his/her designee.

### **C. Workers Compensation**

In addition to health and dental benefits, the school has workers compensation insurance offered through the State of Delaware. All injuries suffered on the job, no matter how minor, must be reported immediately to the Executive Director. If an employee suffers a serious work-related injury, the employee should contact the Executive Director who will assist the employee to obtain the worker's compensation insurance forms.

**ACKNOWLEDGMENT OF RECEIPT OF MANUAL**

I have received my copy of the Manual, which outlines the personnel policies of the School. I will familiarize myself with the information in the Manual and agree to observe these policies in all respects.

I understand that the Manual does not constitute a contractual agreement and that either I or the School may terminate my employment at any time for any reason, with or without notice or cause, and I understand that no manager or representative of the School, other than the Executive Director, has any authority to enter into any employment agreement for a specified period of time or to make any promises or commitments contrary to the foregoing. Further, any such agreement, if made, shall not be enforceable unless it is in writing and signed by both myself and the Executive Director.

I understand that the information contained in the Manual represents guidelines only, and that the School may change, rescind or add to any policies, benefits or practices described in this Manual at any time at its sole and absolute discretion with or without prior notice.

Please sign and return to the Executive Director.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Employee's Name



## Attachment D

### Prestige Academy Charter School Bylaws

**BYLAWS<sup>1</sup>**  
**OF**  
**PRESTIGE ACADEMY, INC.**

**ARTICLE I: NAME**

The name of the Corporation is Prestige Academy, Inc. (hereinafter "the Corporation").

**ARTICLE II: PURPOSE**

The Corporation was incorporated as a nonprofit corporation under the General Corporation Law of the State of Delaware ("DGCL") to organize and run a Charter School pursuant to the Charter School Act of 1995 (14 Delaware Code § 501). The business of the Corporation is restricted to the opening and operation of charter schools, before-school programs, after-school programs and educationally related programs offered outside the traditional school year. The nature of the activities to be conducted to accomplish the above purpose shall be exclusively those within the purview of Section 501(c)(3) of the Internal Revenue Code of 1986, or the corresponding provisions of any subsequent Federal tax laws. The corporation shall not have members. Prestige Academy admits students of any race, color, national origin and ethnic origin to all rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national origin and ethnic origin in administration of its educational policies, admissions policies, and athletic and other school-administered programs.

**ARTICLE III: OFFICES**

The Corporation may have an office or offices at such places as the Board of Directors may from time to time designate.

**ARTICLE IV: MISSION**

Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools. In a highly structured, achievement-oriented school culture, Prestige Academy Charter School students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.

---

<sup>1</sup> Amended Bylaws adopted on September 20, 2011.

## **ARTICLE V: BOARD OF DIRECTORS**

### Section 1. Powers.

Subject to limitations imposed by law, the Certificate of Incorporation, or these Bylaws, all corporate powers shall be exercised by or under the authority of the Board of Directors (the "Board"). The Board has the power to manage the property and business of this corporation (the "Corporation" or "School"). Without limiting the foregoing, the Board shall conduct the business of the Corporation, including:

- (a) Adopting the bylaws of the Corporation;
- (b) Determining the general policies and strategic planning of the Corporation;
- (c) Establishing the annual budget and approving major expenditures;
- (d) Selecting projects and approving the overall budget of said projects;
- (e) Approving the administrative budget of the Corporation;
- (f) Approving the annual reports of the Corporation;
- (g) Approving the annual financial statements of the Corporation; and
- (h) Electing officers and filling vacancies in said offices as may occur from time to time during the year.

### Section 2. Number.

The number of directors of the Corporation ("Directors") shall be not fewer than nine (9) and shall not exceed thirteen (13). However, the number of Directors constituting the Board may be reduced as a result of a vacancy or increased upon the election of additional directors as provided in Section 4 of this Article IV.

### Section 3. Qualifications of Directors.

One member of the Board shall be a parent or legal guardian of a student enrolled at the School ("Parent Director") and one member of the Board shall be a teacher at the School ("Teacher Director"). Such Directors shall be designated at the time of election. A Parent Director who ceases to be a parent or legal guardian of a student enrolled at the School may continue in office until the next annual meeting of the Corporation. A Teacher Director shall be deemed to have resigned from the Board on the date the Teacher is no longer employed as a teacher at the School.

The Board may elect any person who in its discretion it believes will serve the Corporation faithfully and effectively. The Board shall, however, seek to elect Directors with the following qualifications:

- (a) An unwavering commitment to seeing our students superbly prepared for high school, college, and beyond;
- (b) A set of personal and professional skills which will further this effort;
- (c) A commitment to improving access to quality education for all children regardless of race or economic status;
- (d) An understanding of the Board's obligation to act as effective and vigilant stewards of public funds;
- (e) The ability to be a good judge of information regarding the Executive Director's educational and fiscal management of the School and a willingness to replace the Executive Director if results are less than satisfactory;
- (f) A willingness to focus on the academic achievement of children in the School, and not to divert the Board's attention to matters that are peripheral to this mission;
- (g) An ability to fairly and accurately assess the needs of the community, and to represent the School to the community and others;
- (h) Attainment of at least 21 years of age;
- (i) Financial and/or legal, business, fundraising, management, governance, real estate development, community advocacy, or educational experience;
- (j) A willingness to accept and support decisions made in accordance with these Bylaws;
- (k) An ability and willingness to give time and energy to the School; and,
- (l) A willingness and ability to provide access to resources, both financial and other, in order to support and strengthen the School.

Section 4. Election and Term.

(a) Election: The Incorporator pursuant to a written action shall select the initial Founding Board of Directors of the Corporation. At the first Board Meeting immediately following issuance of the charter, the Founding Board of Directors will become the governing Board of Directors and will be elected to terms of three years. All subsequent Board members will be elected to staggered-length terms of one or two year terms.

Following issuance of the charter, and prior to the end of the calendar year in which Prestige Academy opens, the Parent Director shall be recommended to the Governance Committee by parents or legal guardians of students enrolled in the School and the Teacher Director shall be recommended to the Governance Committee by teachers at the School, in accordance with the provisions of this Article IV. The Governance Committee then nominates candidates to the Board; and, finally, the Directors elect the individuals.

The Parent Director and Teacher Director terms shall be for one (1) year from the date of election. The Parent Director and the Teacher Director each shall be elected annually at the Annual Meeting. Except with respect to members of the Founding Board of Directors, the terms of office for all Directors (other than the Parent Director and the Teacher Director) shall be two (2) years from the date of election.

The Directors may, in their discretion, elect additional Directors pursuant to an affirmative vote of 3/4 of all Directors then serving, provided that the limit on the number of Directors set forth above in Section 2 of this Article IV shall not be exceeded.

(b) Terms of Office are described as follows:

(1) After election to and completion of staggered-length terms, the term of office for a Director shall be two (2) years from the date of election. A Director's term of office shall end at the conclusion of the second Annual Meeting after the Regular, Special or Annual Meeting at which the Director was elected or at an earlier Annual Meeting in the case of Directors elected for terms shorter than two years.

(2) Any vacancy occurring on the Board of Directors and any position to be filled by reason of an increase in the number of Directors may be filled, upon recommendation of a qualified candidate by the Governance Committee, by vote of a majority of the Directors then in office. A Director elected to fill the vacancy shall be elected for the unexpired term of his/her predecessor in office. The Board may exercise all of its powers notwithstanding the existence of one or more vacancies on the Board. If the number of Directors in office has become less than nine (9), the Board must elect additional Director until there are at least nine (9) before taking action on any other business.

(3) A Director's term of office shall not be shortened by any reduction in the number of Directors resulting from amendment to the charter, the bylaws, or other Board action.

(4) A Director's term of office shall not be extended beyond that for which the Director was elected by amendment of the school's charter or the bylaws or other Board action.

(5) No Director shall serve more than three (3) consecutive, two-year terms without at least a one (1) year break between terms.

(c) Time of Elections is described as follows:

(1) The Board shall elect Directors at the Annual Meeting or, in the case of a Director elected to fill a vacancy, at a Regular Meeting designated for that purpose, or at a Special Meeting called for that purpose.

#### Section 5. Removal, Resignation and Vacancy.

(a) Removal of Directors. Any Director may be removed or suspended from office by a majority of the whole Board of Directors. Such action shall be taken only upon

written complaint of misconduct, incapacity or neglect of duty submitted to the Board of Directors. If in the opinion of a majority of the whole Board of Directors such complaint shall have been sustained, the accused Director may be removed or suspended from office. The Board may reserve the right to remove a Director with or without cause in accordance with the applicable provisions of the Education Law and the Not-for-Profit Corporation Law.

(b) Resignation by Directors. A Director may resign by giving written notice to the Board Chair. The resignation is effective upon receipt of such notice, or at any later date specified in the notice. The acceptance of a resignation by the Board Chair shall not be necessary to make it effective, but no resignation shall discharge any accrued obligation or duty of a Director.

(c) Vacancies. A vacancy is deemed to occur on the effective date of the resignation of a Director, upon the removal of a Director, upon declaration of vacancy pursuant to these bylaws, or upon a Director's death. A vacancy is also deemed to exist upon the increase by the Board of the authorized number of Directors.

#### Section 6. Compensation.

Directors shall serve without compensation. However, the Board may approve reimbursement of a Director's actual and necessary expenses while conducting Corporation business.

#### Section 7. Code of Conduct, Conflict of Interest and Confidentiality.

The Board shall establish Code of Conduct, Conflict of Interest and Confidentiality policies for the Board.

#### Section 8. Financial Interests.

Directors shall have no direct or indirect financial interest in the assets or leases of the School. Any Director who individually or as part of a business or professional firm is involved in business transactions with or in providing professional services to the School shall disclose this relationship and shall not participate in any vote taken with respect to such transactions or services as provided in Article XIII, Section 2.

#### Section 9. Executive Director.

The Board may appoint an Executive Director to be responsible for carrying out the work of the School in accordance with the policies established from time to time by the Board. Any such Executive Director shall be an ex-officio, non-voting member of the Board of Directors. Subject to these Bylaws, the Executive Director shall perform all duties and have all powers which are commonly incident to the office of chief executive of a Delaware corporation or which are delegated to him or her by the Board of Directors. Subject to these Bylaws, he or she shall have power to sign all contracts and other instruments of the Corporation which are authorized and shall have general supervision and direction of all of the employees and agents of the Corporation.

## **ARTICLE VI: MEETINGS OF THE BOARD**

### Section 1.     Compliance with the provisions of the Freedom of Information Act.

The Board shall conduct its meetings as if it were a "public body" as defined in 29 Del. Code § 10002(a), and according to the requirements of Chapter 100 of said Title 29 (the "Act"). In addition to the published notices required by the Act, notices of each meeting of the Board shall be forwarded to its members by any method that preserves proof of such notice.

### Section 2.     Quorum.

A quorum for the transaction of business at any meeting of the Board shall consist of at least one-half the voting Directors then serving, except as may otherwise be required by law.

### Section 3.     Action by the Board.

Except as otherwise provided by statute or by these bylaws, the vote of a majority of the Board present at the time of the vote, if a quorum is present at such time, shall be the act of the Board.

### Section 4.     **[Reserved]**

### Section 5.     Reliance.

A member of the Board, or of any committee thereof, shall in the performance of his or her duties, be fully protected in relying in good faith upon the records of the Corporation and upon such information, opinions, reports or statements presented to the Corporation by any of its officers, or employees, or committees of the Board, or by any other person as to matters the Board member reasonably believes are within such other person's professional or expert competence and who has been selected with reasonable care by or on behalf of the Corporation.

## **ARTICLE VII: COMMITTEES**

Section 1.     Standing Committees. There shall be four (4) standing committees: the Academic Achievement Committee, the Governance Committee, the Fund Development Committee and the Finance Committee. The Board may create committees for any additional purpose.

Section 2.     Ad-hoc Committees. The Chair of the Board may from time to time appoint Directors to serve on committees formed to work in a limited timeframe on a project or program with a definite end, *e.g.*, a fundraising campaign or event.

Section 3.     Appointment to and Membership of Committees. The Chair shall appoint members to and designate the chairs of all committees. Persons other than Directors may be appointed as members of committees provided that any committee to which the powers of the Directors are delegated shall consist solely of Directors; and further provided, that all committees shall be chaired by a Director.

Section 4. Responsibilities of Committees. The responsibilities of the standing committees may include but shall not be limited to the following:

(a) Academic Achievement Committee:

- (1) to work with the Executive Director to review the school's academic results;
- (2) to monitor progress toward goals set by the Board; and,
- (3) to present, with the Executive Director, periodic reports informing the entire Board of progress toward these goals.

(b) Governance Committee:

- (1) to study the qualifications of Director candidates and present qualified nominees to the Board;
- (2) to present nominees for Officers to the Board;
- (3) to recommend candidates to the Board to fill vacancies that arise outside the regular nominating process;
- (4) to provide ongoing orientation to Directors; and,
- (5) to oversee a Director assessment process to ensure optimum performance.

(c) Finance Committee:

- (1) to develop in conjunction with the Executive Director a proposed annual budget for the Board's consideration;
- (2) to monitor the School's financial standing;
- (3) to make recommendations to the Board on financial matters when required; and,
- (4) to ensure that the School is operating under adequate and proper financial controls.

(d) Fund Development Committee:

- (1) to develop in conjunction with the Executive Director, annual work plans for the development and implementation of fundraising goals and programs;
- (2) responsibilities may include setting annual fundraising goals, developing periodic capital campaigns and providing for appropriate parent and alumni



communications and developing programs to facilitate continuing cultivation of support for Prestige Academy;

(3) responsible for strengthening communication and outreach programs for parents and developing programs to better communicate with and maintain the support of Prestige Academy's broader community of alumni, neighborhood residents, education and business communities and others; and,

(4) work with the Executive Director to ensure that the annual fund raising plan is achieved involving the remainder of the Board in this effort when appropriate.

(e) Authority of Committees. The Chair may delegate to a Board committee any of the authority of the Board, except with respect to:

- (1) The election of Directors;
- (2) the filling of vacancies on the Board or on any committee which has the authority of the Board;
- (3) the amendment or repeal of bylaws or the adoption of new bylaws; and,
- (4) the appointment of other committees of the Board, or the members of the committees.

(f) Procedures of Committees. At any meeting of a committee a quorum for the transaction of all business properly before the meeting shall consist of a majority of the members of such committee. The Board may prescribe the manner in which the proceedings of any committee are to be conducted. In the absence of such prescription, a committee may prescribe the manner of conducting its proceedings, except that the regular and special meetings of the committee are governed by the provisions of these bylaws and the Open Meetings Law with respect to the calling of meetings.

## **ARTICLE VIII: OFFICERS**

### Section 1. Officers.

The Officers of the Corporation consist of a Board Chair (hereinafter "Chair"), Vice Chair (hereinafter "Vice Chair"), a Secretary and a Treasurer. The Corporation also may have such other officers as the Board deems advisable.

(a) Chair. Subject to Board control, the Chair has general supervision, direction and control of the affairs of the Corporation, and such other powers and duties as the Board may prescribe. If present, the Chair shall preside at Board meetings.

(b) Vice Chair. If the Chair is absent or disabled, the Vice Chair shall perform all the Chair's duties and, when so acting, shall have all the Chair's powers and be subject to the

same restrictions. The Vice Chair shall have other such powers and perform such other duties as the Board may prescribe.

(c) Secretary. The Secretary shall: (a) keep or cause to be kept, at the Corporation's principal office, or such other place as the Board may direct, a book of minutes of all meetings of the Board and Board Committees, noting the time and place of the meeting, whether it was regular or special (and if special, how authorized), the notice given, the names of those present, and the proceedings; (b) keep or cause to be kept a copy of the Corporation's charter and bylaws, with amendments; (c) give or cause to be given notice of the Board and Committee meetings as required by the bylaws; and (d) have such other powers and perform such other duties as the Board may prescribe.

(d) Treasurer. The Treasurer shall: (a) keep or cause to be kept adequate and correct accounts of the Corporation's properties, receipts and disbursements; (b) make the books of account available for inspection by any Director; (c) deposit or cause to be deposited the Corporation's monies and other valuables in the Corporation's name and to its credit, with the depositories the Board designates; (d) disburse or cause to be disbursed the Corporation's funds as the Board directs; (e) render or cause to be rendered to the Chair and the Board, as requested but no less frequently than once every fiscal year, an account of the Corporation's financial transactions and financial condition; (f) prepare or cause to be prepared any reports on financial issues required by an agreement on loans; (g) serve as Chairperson of the Finance Committee; and (h) have such other powers and perform such other duties as the Board may prescribe.

## Section 2. Election, Eligibility and Terms of Office.

(a) Nomination. The Governance Committee shall present nominations for Officers to the Board. The nominated Officers shall be Directors.

(b) Election. The Board shall elect the Officers at the Annual Meeting or a Regular Meeting designated for that purpose or at a Special Meeting called for that purpose, except that Officers appointed to fill vacancies shall be elected as vacancies occur.

(c) Eligibility. A Director may hold any number of offices, except that neither the Secretary nor Treasurer may serve concurrently as the Chairman.

(d) Term of Office. Officers shall take office immediately following the close of the meeting at which they are elected and the term of office for an Officer shall be one year, or until a successor assumes office. A Director may serve more than one (1) term in the same office, but not more than three (3) consecutive terms in the same office.

## Section 3. Removal and Resignation.

In addition to the procedures outlined in Article V, Section 5.1, the Board may remove any Officer, either with or without cause, at any time. Any Officer may resign at any time by giving written notice to the Chair (or in the case of resignation of the Chair, to the Vice Chair) or to the Corporation, the resignation taking effect upon receipt of the notice or at a later date specified in the notice.

## ARTICLE IX: STANDARD OF CARE

### Section 1. Standard of Care.

(a) Performance of Duties. Each Director shall perform all duties of a Director, including duties on any committee, in good faith, with undivided loyalty and with that degree of diligence, care and skill, including reasonable inquiry, as an ordinary prudent person in a like position would use under similar circumstances.

(b) Reliance on Others. In performing the duties of a Director, a Director shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, presented or prepared by:

(1) One or more Officers or employees of the Corporation whom the Director believes to be reliable and competent in the matters presented;

(2) Legal counsel, public accountants or other persons as to matters that the Director believes are within that person's professional or expert competence; or

(3) A Board Committee on which the Director does not serve, duly designated in accordance with a provision of the Corporation's charter or bylaws, as to matters within its designated authority, provided the Director believes the Committee merits confidence and the Director acts in good faith, and with that degree of care specified in this Article, Section 1, and after reasonable inquiry when the need is indicated by the circumstances, and without knowledge that would cause such reliance to be unwarranted.

(c) Investments. In investing and dealing with all assets held by the Corporation for investment, the Board shall exercise the standard of care described above in this Article, Section 1, and shall consider among other relevant considerations the long and short term needs of the Corporation in carrying out its purposes, including its present and anticipated financial requirements. The Board may delegate its investment powers to others, provided that those powers are exercised within the ultimate direction of the Board.

### Section 2. Rights of Inspection.

Every Director has the right to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the Corporation, provided that such inspection is conducted at a reasonable time after reasonable notice, and provided that such right of inspection and copying is subject to the obligation to maintain the confidentiality of the reviewed information, in addition to any obligations imposed by any applicable federal, state or local law.

### Section 3. Participation in Discussions and Voting.

Every Director has the right to participate in the discussion and vote on all issues before the Board or any Board Committee, except that a Director shall not be permitted to participate in the discussion and vote on any matter involving such Director relating to: (a) a self-dealing

transaction; (b) a conflict of interest; (c) indemnification of that Director uniquely; or (d) any other matter at the discretion of a majority of the Directors then present.

Section 4. Duty to Maintain Board Confidences.

Every Director has a duty to maintain the confidentiality of all Board actions which are not required by law to be open to the public, including discussions and votes which take place at any Executive Sessions of the Board. Any Director violating this confidence may be removed from the Board.

**ARTICLE X: NON-LIABILITY OF DIRECTORS**

No Director shall be personally liable for the debts, liabilities or obligations of the Corporation.

**ARTICLE XI: EXECUTION OF INSTRUMENTS**

Section 1. Checks, Drafts and Orders for Payment of Money.

All checks, drafts and orders for payment in amounts up to and including \$5,000 shall be signed in the name of the Corporation by the Executive Director. In the case of checks, drafts and orders for payment exceeding \$5,000, the Executive Director and any one of the following officers – the Chair, Vice Chair, and Treasurer – both shall sign. In the absence of the Executive Director, one Officer may sign checks, drafts and orders for payment in amounts up to and including \$5,000, and two Officers must sign checks, drafts and orders for payment in amounts exceeding \$5,000. The Secretary shall have signing authority only if the above-named Officers are unavailable.

Section 2. Contracts.

All contracts, conveyances or other instruments which shall be for a term of less than one year or that have a value in the aggregate less than \$5,000 may be executed in the name and on behalf of the Corporation by the Executive Director or his or her delegate. All contracts, conveyances or other instruments which shall be for a term of more than one year or that have a value in the aggregate in excess of \$5,000 shall be authorized by the Board of Directors and may be executed in the name and on behalf of the Corporation by such person as the Board of Directors shall authorize.

**ARTICLE XII: INDEMNIFICATION**

Section 1. Right to Indemnification.

The Corporation shall indemnify and hold harmless, to the fullest extent permitted by applicable law as it presently exists or may hereafter be amended, any person who was or is made or is threatened to be made a party or is otherwise involved in any action, suit or proceeding, whether civil, criminal, administrative or investigative (a "proceeding") by reason of the fact that s/he, or a person for whom s/he is the legal representative, is or was a Director or Officer of the Corporation or is or was serving at the request of the Corporation as a Director,

Officer, employee or agent of another corporation or of a partnership, joint venture, trust, enterprise, or non profit entity, including service with respect to employee benefit plans, against all liability and loss suffered and expenses (including attorneys' fees) reasonably incurred by such person. The Corporation shall be required to indemnify a person in connection with a proceeding (or part there of) initiated by such person only if the proceeding (or part thereof) was authorized by the Board of the Corporation.

Section 2. Prepayment of Expenses.

The Corporation shall pay the expenses (including attorneys' fees) incurred in defending any proceeding in advance of its final disposition, provided, however, that the payment of expenses incurred by a Director or Officer in advance of the final disposition of the proceeding shall be made only upon receipt of an undertaking by the Director or Officer to repay all amounts advanced if it should be ultimately determined that the Director or Officer is not entitled to be indemnified under this Article XII or otherwise.

Section 3. Non-Exclusivity of Rights.

The rights conferred on any person by this Article XII shall not be exclusive of any other rights which such person may have or hereafter acquire under any statute, provision of the certificate of incorporation, these bylaws, an agreement, vote of Directors or otherwise.

Section 4. Other Indemnification.

The Corporation's obligation, if any, to indemnify any person who was or is serving at its request as a Director, Officer, employee or agent of another corporation, partnership, joint venture, trust, enterprise or nonprofit entity shall be reduced by any amount such person may collect as indemnification from such other corporation, partnership, joint venture, trust, enterprise or nonprofit enterprise.

Section 5. Liability Insurance.

The Corporation shall purchase and maintain insurance on behalf of any person who was or is a Director, Officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a Director, Officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against him/her and incurred by him/her in any such capacity, or arising out of his/her status as such, whether or not the Corporation would have the power or the obligation to indemnify him/her against such liability under the provisions of this Article XII.

Section 6. Amendment or Repeal.

Any repeal or modification of the foregoing provisions of this Article XII shall not adversely affect any right or protection hereunder of any person in respect of any act or omission occurring prior to the time of such repeal or modification.

**ARTICLE XIII: CONFLICTS OF INTEREST  
POLICY**

Section 1.     Purpose.

The purpose of the Conflicts of Interest policy is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an Officer or Director of the Corporation. This policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to nonprofit and charitable corporations.

Section 2.     Voting and Disclosure.

In order to minimize any risk of any conflict of interest concerning the Board of Directors and Officers of the Corporation, all Directors and Officers shall refrain from voting on any issue in which they have a financial interest. In particular, Teacher Directors are precluded from voting on issues related to teacher compensation at the School. All Directors and Officers must make a full disclosure annually of all organizations, together with any other relationships which, in the judgment of the Director or Officer, has the potential for creating a conflict of interest. Furthermore, in the event that the Board of Directors considers any matter that may have a material impact on any organization of which a Director or Officer serves as a Director, Officer or key employee or as to which a Director or Officer otherwise has a material relationship, such Director or Officer must disclose such relationship to the Board and must refrain from voting on such matter.

Section 3.     Board Approval.

No Director or Officer, or any spouse, sibling, parent or child (in each case whether by birth, marriage, guardianship or legal adoption) of such Director or Officer or any employee or other person or entity in which a Director or Officer has a material financial interest, shall receive any payment or other direct benefit from the Corporation for any services rendered unless the Board, after full disclosure of the terms and conditions of such payments, approves such payments.

**ARTICLE XIV: CORPORATE SEAL**

The Board shall provide a corporate seal, containing the name of the Corporation, which seal shall be in the charge of the Secretary.

**ARTICLE XV: AMENDMENT OF BYLAWS**

These bylaws may be amended, suspended or repealed by the affirmative vote of 2/3 of all of the members of the Board of Directors of the Corporation then serving at any meeting of the Board of Directors of the Corporation.

**ARTICLE XVI: GIFTS**

The Board may accept, on behalf of the Corporation, any contribution, gift, bequest or devise for the general purpose, or any special purpose, of the Corporation.

**ARTICLE XVII: FISCAL YEAR**

The fiscal year of the Corporation shall commence on the first day of July of each Calendar year and conclude June 30 of the following calendar year.

## Conflict of Interest Policy

### ARTICLE I PURPOSE

The purpose of the conflict of interest policy is to protect the interest of Prestige Academy (the "Corporation") when the Corporation is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation or might result in a possible excess benefit transaction. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### ARTICLE II DEFINITIONS

1. "Interested Person" means any director, principal officer, or member of the governing board or a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below.
2. "Financial Interest." A person has a financial interest if the person has, directly or indirectly, through business, investment or family: (i) an ownership or investment interest in any entity with which the Corporation has a transaction or arrangement; (ii) a compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement; or (iii) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A Financial Interest is not necessarily a conflict of interest. Under Article III, Section 2 below, a person who has a Financial Interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

### ARTICLE III PROCEDURES

1. Duty to Disclose. In connection with any actual or possible conflict of interest, a person must disclose the existence of the Financial Interest and be given the opportunity to disclose all material facts to the directors, principal officers and members of the governing board or committees with governing board delegated powers considering the proposed transaction or arrangement.
2. Determining Whether a Conflict of Interest Exists. After disclosure of the Financial Interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide whether a conflict of interest exists.



## **Conflict of Interest Policy**

### 3. Procedures for Addressing the Conflict of Interest.

(a) An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

(b) The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(c) After exercising due diligence, the governing board or committee shall determine whether the Corporation can obtain, with reasonable efforts, a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

(d) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination the governing board or committee shall make its decision as to whether to enter into the transaction or arrangement.

### 4. Violations of the Conflicts of Interest Policy.

(a) If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(b) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

## ARTICLE IV RECORDS OF PROCEEDINGS

The minutes of the governing board and all committees with board delegated powers shall contain:

1. The names of the persons who disclosed or otherwise were found to have a Financial Interest in connection with an actual or possible conflict of interest, the nature of the Financial Interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

## **Conflict of Interest Policy**

2. The names of the person who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### ARTICLE V COMPENSATION

1. A voting member of the governing board who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.

2. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.

3. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

### ARTICLE VI ANNUAL STATEMENTS

Each director, principal officer and member of the governing board or a committee with governing board delegated powers shall annually sign a statement which affirms such person has: (i) received a copy of the conflicts of interest policy; (ii) read and understands the policy; (iii) agreed to comply with the policy; and (iv) understands the Corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

### ARTICLE VII PERIODIC REVIEW

To ensure the Corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

1. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.

2. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

**Conflict of Interest Policy**

ARTICLE VIII  
USE OF OUTSIDE EXPERTS

When conducting the periodic reviews as provided for in Article VII, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

2619171.3

Attachment DD

Michelle Lambert Business License

LICENSE NO. 2006202976 DORRL

**STATE OF DELAWARE**

**VALID**

POST CONSPICUOUSLY

DIVISION OF REVENUE

01/01/11 - 12/31/11  
NOT TRANSFERABLE

DLN: 11 85053 08

BUSINESS CODE 099  
GROUP CODE 007

LICENSED ACTIVITY PROFESSIONAL AND/OR PRSL SRVCS-UNCLASSIFIED  
PROFESSIONAL AND/OR PERSONAL SERVICES

DATE ISSUED: 01/06/11

\*\*VALIDATED\*\*

**2011**

LICENSE FEE: \$75.00

MAILING ADDRESS

**BUSINESS LICENSE**

BUSINESS LOCATION

#BWNKHP5  
#13DH R2N0 1LM1 IJY9#  
MICHELLE J LAMBERT CPA LLC  
24A TROLLEY SQ # 170  
WILMINGTON DE 19806-3334



MICHELLE J LAMBERT CPA LLC  
26 N SHERMAN DR  
BEAR DE 19701-3087

HEREBY LICENSED TO PRACTICE, CONDUCT OR ENGAGE IN THE OCCUPATION  
BUSINESS ACTIVITY INDICATED ABOVE IN ACCORDANCE WITH THE LICENSE  
REGULATION DULY FILED PURSUANT TO TITLE 30, DEL. CODE.

**PATRICK T. CARTER**

DIRECTOR OF REVENUE

LICENSE NO. **CF-0000685**

**STATE OF DELAWARE**

NOT TRANSFERABLE

DIVISION OF PROFESSIONAL REGULATION

861 Silver Lake Blvd.  
Cannon Building, Suite 203  
Dover, DE 19904-2467

PROFESSION: **C.P.A. Firm**

EXPIRATION DATE: **06/30/2013**

ISSUED TO: **Michelle J. Lambert, CPA, LLC**

MAILING ADDRESS

**Michelle J. Lambert, CPA, LLC**  
**24A Trolley Square - 170**  
**Wilmington DE 19806**



**PROFESSIONAL LICENSE**

CERTIFIES THAT THE PERSON NAMED IS HEREBY LICENSED TO  
PRACTICE OR ENGAGE IN THE PROFESSION INDICATED ABOVE. THIS  
LICENSE IS DULY ISSUED UNDER THE LAWS OF THE STATE OF DELAWARE.

*Michelle J. Lambert*  
\_\_\_\_\_  
LICENSEE SIGNATURE

**272848**

Attachment E  
Certificate of Incorporation

# Delaware

PAGE 1

*The First State*

I, HARRIET SMITH WINDSOR, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED ARE TRUE AND CORRECT COPIES OF ALL DOCUMENTS ON FILE OF "PRESTIGE ACADEMY, INC." AS RECEIVED AND FILED IN THIS OFFICE.

THE FOLLOWING DOCUMENTS HAVE BEEN CERTIFIED:

CERTIFICATE OF INCORPORATION, FILED THE ELEVENTH DAY OF DECEMBER, A.D. 2006, AT 1:34 O'CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE AFORESAID CERTIFICATES ARE THE ONLY CERTIFICATES ON RECORD OF THE AFORESAID CORPORATION, "PRESTIGE ACADEMY, INC.".



4238713 8100H

061151963

*Harriet Smith Windsor*

Harriet Smith Windsor, Secretary of State

AUTHENTICATION: 5284773

DATE: 12-15-06

State of Delaware  
Secretary of State  
Division of Corporations  
Delivered 01:34 PM 12/11/2006  
FILED 01:34 PM 12/11/2006  
SRV 061128993 - 4238713 FILE

STATE OF DELAWARE  
CERTIFICATE OF INCORPORATION  
OF  
PRESTIGE ACADEMY, INC.

**First:** The name of the corporation is **Prestige Academy, Inc.**, hereinafter referred to as the "Corporation."

**Second:** Its registered office in the State of Delaware is located at **65 Ball Farm Way Wilmington, Delaware, 19808, in the County of New Castle.** The name of the registered agent is **Jack L. Perry.**

**Third:** This Corporation is a nonprofit corporation organized exclusively for educational purposes, more specifically to operate, manage, operate, guide, direct and promote a public charter school in the State of Delaware. To this end, the Corporation shall at all times be operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as now enacted or hereafter amended, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986, as now enacted or hereafter amended. All funds, whether income or principal, and whether acquired by gift or contribution or otherwise, shall be devoted to said purposes.

**Fourth:** The Corporation shall not have any capital stock.

**Fifth:** The Corporation shall have no members. The management of the affairs of the Corporation shall be vested in a Board of Directors, as defined in the Corporation's bylaws. No Director shall have any right, title, or interest in or to any property of the corporation.

**Sixth:** It is intended that the Corporation shall have the status of a corporation that is exempt from federal income taxation under section 501(a) of the Code as an organization described in section 501(c)(3) of the Code, and that is other than a private foundation by reason of being described in section 509(a) of the Code. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributed to, any Director or officer of the Corporation, or any other private person, except that the Corporation shall be authorized and empowered to pay reasonable compensation for rights or services rendered to or for the Corporation and to make payments and distributions in furtherance of the purposes set forth in Article Third hereof. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other



provision of this Certificate of Incorporation, the Corporation shall not carry on any other activities not permitted to be carried on (i) by a corporation exempt from federal income taxation under section 501(c)(3) of the Code or (ii) by a corporation contributions to which are deductible under section 170(c)(2) of the Code.

**Seventh:** The Corporation shall indemnify the Directors and officers of the Corporation to the fullest extent permitted by law. The Directors of the Corporation shall incur no personal liability to the Corporation or its members for monetary damages for any breach of fiduciary duty as a Director; provided, however, that the Directors of the Corporation shall continue to be subject to liability (i) for any breach of their duty of loyalty to the Corporation or its members, (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, or (iii) for any transaction from which the Directors derived an improper benefit.

**Eighth:** Upon the dissolution of the Corporation, the Board of Directors, after paying or making provisions for the payment of all the liabilities of the Corporation, shall distribute all of the assets of the Corporation exclusively for charitable or educational purposes to an organization or organizations with purposes similar to those described in Article 6 hereof, which are then organizations described in section 501(c)(3) of the Code and which are other than private foundations described in section 509(a) of the Code. In no event shall any of such assets be distributed to any Director, officer, or private individual. The amount of any distribution made under this Article shall be determined by the Board of Directors.

**I, The Undersigned,** being the incorporator, for the purposes of forming a corporation under the laws of the State of Delaware, do make, file, and record this Certificate of Incorporation, and do certify that the facts herein stated are true, and I have accordingly hereunto set my hand this **11th day of December, 2006.**

By: 

Name: Jack L. Rerry

Address: **65 Ball Farm Way  
Wilmington, Delaware, 19808**

## Attachment EE

### Recruitment Activities Charts

Date	Activities
<b>October through September</b>	<b>Information Sessions</b> will be strategically held at our school and throughout the City of Wilmington. They are held at local libraries, churches, and community organizations. These sessions allow for the communication of the Prestige Academy Charter School mission and key program components. Parents have the opportunity to meet staff, board members and have questions or concerns answered. Tours of the school occur for potential families each Tuesday morning.
<b>October through September</b>	<b>The Prestige Academy Charter School website</b> includes general information for parents and students. Families are able to print out and complete an enrollment form.
<b>October through August</b>	<b>Radio Advertisements</b> are utilized to help market the school to families. We research and employ the most cost effective options and strategies in order to best market the school using this media outlet.
<b>October through August</b>	<b>Public Access Television</b> is utilized in order to market the school to families in the viewing audience.
<b>October through August</b>	<b>Flyers and Pamphlets</b> are distributed and posted at strategic locations. Community organizations, churches, shopping malls and supermarkets serve as some of these locations. Among the organizations we have contacted are the Police Athletic League, YMCA, Kingswood Community Center, The Neighborhood House, The West End Neighborhood House, and Bethel AME Church, Canaan Baptist Church, New Calvary Baptist Church and some local traditional elementary and charter schools.
<b>October through August</b>	<b>Posters</b> for the purposes of marketing Prestige Academy Charter School and providing relevant information are placed at local businesses and organizations. These posters are placed in and around grocery stores, banks, local carry-outs, barber shops, beauty salons and Laundromats.
<b>January 2</b>	Application Deadline. Within 10 working days of receiving an application, Prestige Academy shall transmit a notice to the district of residence that it has received the application and within 45 days or last day of Feb. notify parent and district of approval or disapproval.
<b>January 11 (or second Tuesday in January)</b>	Lottery held (if necessary) Letter of Intent mailed/handed to families selected by lottery.
<b>January 12 (first business day after deadline)</b>	Notifications mailed to families acceptance or place on the waiting list.
<b>January 26</b>	Intent to enroll forms due from families. All student forms received. (Delaware residency, health, etc.)
<b>March and August</b>	Two mandatory family orientation sessions (post-enrollment and pre-start of school year) conducted. School expectations reviewed.

## Attachment F

### Academic Achievement Committee Meeting Minutes

## **Prestige Academy Committee Report**

### **Academic Achievement Committee**

**June 16, 2010**

Members Present: Jack Perry, Christine Rowland, Dana Davisson, Rita Vasta

Missing: Vergie Cooper, Sharon Bryant, Peggy Vavala

We reviewed the status of the Action Items for our April meeting.

- Next year we plan to identify Reading Incentive Programs. We need to contact Border's, Phillies and other agencies. Dana, Rita and Jack will follow up with opportunities.
- Christine reviewed the 2009-2010 Academic SMART goals. It was determined that we need better tracking of the mastery goals. The Interim Assessments is giving timely information to the teachers for professional development and classroom instruction.
- Christine will be at the July Board meeting to discuss the 2009-2010 MAP testing and interim testing results.

The committee reviewed our 2010-2011 Goals which include the items identified in the April Board Workshop (see attachment).

#### **Committee Meeting Schedule for 2010-2011.**

Note: Dates were selected to coincide with the testing and data analysis timing.

All meetings are scheduled for Wednesdays at 3:30 PM at Prestige Academy.

September 8, 2010	Review 2010-2011 Goals and Objectives (Committee and School)
October 27, 2010	Review of Interim Results
December 15, 2010	Review of Interim Results and Goals and Objectives
<i>January 18, 2011</i>	<i>Mid-Year Review for the Board Review</i>
February 9, 2011	Review of Interim Results
April 6, 2011	Review of Interim Results and Goals and Objectives
June 15, 2011	Review of interim Results and End of Year Review
<i>June 21, 2011</i>	<i>End of Year Review with the Board</i>

## **Prestige Academy Committee Report**

### **Academic Achievement Committee**

**September 8, 2010**

Members Present: Jack Perry, Christine Rowland, Dana Davisson, Peggy Vavala, Vergie Cooper, Rita Vasta

Missing: Sharon Bryant

We reviewed the Academic Achievement Committee Goals (see attachment).

- Peggy will forward the training information for NBCLearn to Christine.
- We need to expand our teacher recruitment so we divided the work..Christine, DE, Rita, NJ, Peggy will find contact names for DSU, Chaney and Lincoln and Dana will search the Philadelphia area for graduate schools of education.
- Rita will follow up for TI grants for student graphing calculators.
- DOE Annual Report. Christine will compile the graphics and next month we will assemble the words. We are still looking for a model or example of the DOE format so that we meet expectations.
- Dana is compiling an interest survey for the 7<sup>th</sup> graders so that we can identify potential high schools for the scholars to visit and apply.
- RTTT. Christine is working on a professional development program for October 8.
- Jack will request a Faculty Survey from BES so that we have a survey in June, 2011.
- Vergie is compiling the results of the 2009-2010 Parent Survey.
- Committee agreed to add Eric Moseley to the committee so that we can the 2008-2009 and 2009-2010 REAL performance to support school culture.

2010-2011 SMART Goal: 85/30 85% of the students meet or exceed DCAS and 30% of the students scoring a 4.
--

#### **Next meeting agenda**

- Welcome Eric Moseley
- MAP results and placement report Christine
- All committee members report out on their committee assignments

#### **Committee Meeting Schedule for 2010-2011.**

Note: Dates were selected to coincide with the testing and data analysis timing.

All meetings are scheduled for Wednesdays at 4:00 PM at Prestige Academy.

September 8, 2010 Review 2010-2011 Goals and Objectives (Committee and School)

October 27, 2010 Review of Interim Results

December 15, 2010	Review of Interim Results and Goals and Objectives
<i>January 18, 2011</i>	<i>Mid-Year Review for the Board Review</i>
February 9, 2011	Review of Interim Results
April 6, 2011	Review of Interim Results and Goals and Objectives
June 15, 2011	Review of interim Results and End of Year Review
<i>June 21, 2011</i>	<i>End of Year Review with the Board</i>

## **Prestige Academy Committee Report**

### **Academic Achievement Committee**

**October 27, 2010**

Members Present: Jack Perry, Christine Rowland, Dana Davisson, Sharon Bryant, Rita Vasta

Missing: Eric Mosely, Peggy Vavala, Vergie Cooper

We reviewed the Academic Achievement Committee Goals (see attachment).

- Jack shared the Annual Report that will be issued on Nov. 1.
- Interim testing will be reviewed at the next meeting in December.
- DCAS testing is in progress. Students will take the ELA and Math DCAS tests 3 times during the school year to demonstrate student academic growth.
- RTTT: All teachers had PD at the Achievement Prep School in Washington, DC. Great experience to network and share curriculum. Benefits in the classroom are already visible. Using Achievement Network Quiz Tool to push academic rigor.
- NBCLearn: Needs follow up from Peggy.
- BIE: Sharon will follow up with Dana for meeting dates.

2010-2011 SMART Goal: 85/30 85% of the students meet or exceed DCAS and 30% of the students scoring a 4.
--

#### **Next meeting agenda: December 15, 2010**

- Review findings from Parent Survey
- Review the Faculty Survey tool
- DCAS and Interim Testing Results and Outcomes - Christine
- All committee members report out on their committee assignments

#### **Committee Meeting Schedule for 2010-2011.**

Note: Dates were selected to coincide with the testing and data analysis timing.

All meetings are scheduled for Wednesdays at 4:00 PM at Prestige Academy.

September 8, 2010      Review 2010-2011 Goals and Objectives (Committee and School)

October 27, 2010      Review of Interim Results

December 15, 2010      Review of Interim Results and Goals and Objectives

*January 18, 2011      Mid-Year Review for the Board Review*

February 9, 2011      Review of Interim Results





## **Prestige Academy Committee Report**

### **Academic Achievement Committee**

**February 9, 2011**

Members Present: Jack Perry, Christine Rowland, Dana Davisson, Peggy Vavalla, Rita Vasta

#### **Important Announcements:**

- **Open House: Wednesday, March 2, 2011 from 6-8 PM. Board and Committee members, please add to your calendar.**
- **Charter review schedule: Board and Committee members were issued a schedule and names will be added to the responsibilities during the February Board meeting.**

Dana reported on the high school visit schedule for the 7<sup>th</sup> grade boys. Contacts have been made and the boys are enjoying the experience. If anyone has school contacts, please share with Dana.

Dana and Christine reviewed the teacher recruitment schedule for the next months.

Christine reported the current DCAS testing results and the students are outpacing the State in the growth from the 1<sup>st</sup> to 2<sup>nd</sup> DCAS test. Christine will review the DCAs performance at the March Board meeting.

Christine reviewed the faculty survey results. A takeaway is that the faculty enjoys recognition and we need to identify opportunities to share success in a timely and meaningful way. The survey will be done again in June.

Jack provided copies of the Student Survey. It was completed at the end of the 2009-2010 academic year. Student suggestions that were implemented include Dress Down Days and expanding the sports programs.

Jack did an interim survey for returning parents to start projecting student seats for next year. At this time, all but 2 families said that they are returning to Prestige Academy.

**Next meeting: Wednesday, April 6, 2011 at 4PM.**

#### Agenda

- Charter Renewal progress
- Christine will report on Interim 3 results and projected DCAS performance

- Jack and Christine will review teacher recruitment efforts
- Dana will update us on student/high school visits
- Rita will get with Mrs. Perry to analyze student enrollment and attrition details

## **Prestige Academy Committee Report**

### **Academic Achievement Committee**

**April 6, 2011**

Members Present: Jack Perry, Christine Rowland, Dana Davisson, Peggy Vavalla, Rita Vasta

Phone: Vergie Cooper

Dana reported that the Open House on March 2 was well attended by the parents. Teachers and staff were available to answer parent questions.

Dana had 6 students visit St. Georges Vo-Tech on March 16. St. Andrews will be calling for a Spring visit. Five (5) scholars took the Salesianum entrance exam. Dana discussed the need to schedule a parent meeting to discuss attending high school including scholarships, applications and choice.

Jack reported that teacher recruitment is on track.

Peggy, Christine and Rita discussed connecting with the Science Coalition so that the Prestige Academy science teachers get training over the summer. Contact was made with Tonya Mead (DOE) and we will follow the progress and scheduling.

Rita led the committee through the Prestige Academy Charter Application concerning academics, sections 3-5. Vergie has a section concerning parent involvement which will require data collection and reporting. Our work will be focused on the re-application process scheduled for October, 2011.

**Next meeting: Wednesday, June 15, 2011 at 4PM.**

#### Agenda

- Charter Renewal progress
- Christine will report Interim and DCAS performance
- Jack and Christine will review End of Year Goals and Objectives
- Dana will update us on student/high school visits
- Rita will get with Mrs. Perry to analyze student enrollment and attrition details

Note: Plan for Christine to review DCAS performance at the June 21, 2011 Board meeting.



## **Prestige Academy Committee Report**

### **Academic Achievement Committee**

**June 15, 2011**

Members Present: Jack Perry, Christine Rowland, Dana Davisson, Peggy Vavalla, Rita Vasta

Charter Application Process: Christine and Rita need at least another 20 hours to complete their sections. Vergie reported that she completed the parent involvement section and posted on GoogleDocs.

Dana gave an update on the school visits. From the meeting at Avon Old Farms School, she learned about an East Coast tour of boarding schools and is coordinating a summer trip. Salesianum test results were reviewed and Prestige Academy will use the SSAT and ISEE and Catholic Entrance school test prep for 7<sup>th</sup> and 8<sup>th</sup> grade tutoring sessions. Dana did request assistance on Parent Information Sessions. A request was sent to the Charter School of Wilmington.

DCAS Review: DCAS test results are embargoed until late July. We will review with the Board after the test scores are released.

**Next meeting: Wednesday, September 14, 2011 at 4PM.**

#### Agenda

- Charter Renewal progress
- Review performance of the 2010-2011 goals
- Preparation for Interim Testing and DCAS
- Review the 2011-2012 goals

#### **2011-2012 Academic Achievement Committee Dates (proposed)**

September 14, 2011	Review 2011-2012 Goals and Objectives (Committee and School)
October 26, 2011	Review of Interim Results
December 14, 2011	Review of Interim Results, DCAS and Goals and Objectives
<i>January 17, 2012</i>	<i>Mid-Year Review for the Board</i>
February 8, 2012	Review of Interim Results
April 11, 2012	Review of Interim Results, DCAS and Goals and Objectives
June 13, 2012	Review of Interim Results and End of Year Review
<i>July 17, 2012</i>	<i>End of Year Review for the Board</i>



Attachment FF

Insurance Certificate





# CERTIFICATE OF LIABILITY INSURANCE

OP ID: SK

DATE (MM/DD/YYYY)

09/20/11

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Pratt Insurance, Inc. Four Village Square Smyrna, DE 19977		302-653-6681 302-653-2370	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #: <b>PREST-2</b>	<b>FAX (A/C, No):</b>
<b>INSURED</b> Prestige Academy Foundation LLC & Prestige Academy Inc Mr. Jack Perry, Executive Dir 1121 Thatcher Street Wilmington, DE 19802		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
		<b>INSURER A:</b> Utica National Insurance Group		25976
		<b>INSURER B:</b>		
		<b>INSURER C:</b>		
		<b>INSURER D:</b>		
		<b>INSURER E:</b>		
		<b>INSURER F:</b>		

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR	WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			CPP4338791	07/15/11	07/15/12	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
							Emp Ben.	\$ 1,000,000
A	AUTOMOBILE LIABILITY			CPP4338791	07/15/11	07/15/12	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS						BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
								\$
A	UMBRELLA LIAB			CULP4338312	07/15/11	07/15/12	EACH OCCURRENCE	\$ 1,000,000
	EXCESS LIAB	<input checked="" type="checkbox"/>	OCCUR				AGGREGATE	\$ 1,000,000
	DEDUCTIBLE							\$
	<input checked="" type="checkbox"/> RETENTION \$ 0							\$
A	WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY			W4338311	07/15/11	07/15/12	<input checked="" type="checkbox"/> WC STATUTORY LIMITS	OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				E.L. EACH ACCIDENT	\$ 500,000
							E.L. DISEASE - EA EMPLOYEE	\$ 500,000
							E.L. DISEASE - POLICY LIMIT	\$ 500,000
A	Building			CPP4338791	07/15/11	07/15/12	limit	6,800,000
	Special form(RC)						ded	1,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

<b>CERTIFICATE HOLDER</b>  STATE OF  State of Delaware-Dept of Education Charter School Office-John Carwell-Education 401 Federal St, Ste 2 Dover, DE 19901	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  <i>Christy C. Hunsaker</i>
---	--

© 1988-2009 ACORD CORPORATION. All rights reserved.

## Attachment G

Application Form and Re-enrollment Form



A COLLEGE PREPARATORY CHARTER SCHOOL FOR BOYS WILMINGTON, DELAWARE GIVING BOYS A REAL CHANCE FOR A REAL FUTURE

YOU MUST COMPLETE THIS FORM IN ORDER TO RE-ENROLL YOUR SON FOR THE 2012-2013 SCHOOL YEAR.

PLEASE RETURN BY JANUARY 2, 2012 TO HOLD YOUR SON'S SEAT.

Please note: the following information is not used for selection purposes. Prestige Academy does not discriminate on the basis of race, creed, national origin, ethnicity, religion, sexual orientation, mental or physical disability, special needs, English language proficiency, athletic ability, or academic achievement.

INTENT TO RE-ENROLL FORM 2012-2013 SCHOOL YEAR

Student Name: First Middle Last

Grade Level for 2011-12: Date of Birth: Month Day Year

My son will be returning to Prestige Academy for the 2011-12 school year: Yes, my son is returning No, my son is not returning

Child's Home Address: Street Number and Street Name/Apt/Unit# City State Zip code

Father/Guardian Name: First Last Lives with child yes no

Home Number: Work: Cell: Email:

Mother/Guardian Name: First Last Lives with child yes no

Home Number: Work: Cell: Email:

Emergency Contact (someone not living with you): First Last Contact Number

What components of Prestige Academy encouraged you to re-enroll your son? Please provide detail on parent survey.

- All boys school Academic focus of school
Extended school day and school year Location
Parent Involvement Other:

Four horizontal lines for providing survey details.

## THE PRESTIGE ACADEMY CHARTER SCHOOL PROGRAM

- All-boys environment.
  - Tuition-free, small, safe.
- Double periods of literacy and math instruction daily.
- Extended day and extended year.
- College preparatory curriculum.
- Character Development.
- Daily homework support, tutoring, and Saturday School twice a month.
- Parent involvement is embraced and expected.

### **THE PROBLEM**

The greatest decline in academic performance occurs for boys during the middle school years. They enter high school unprepared, many do not graduate and even fewer go on to college. Where are these young men headed without serious academic intervention? More school failure, dropping out, and increasing life failure.

### **THE VISION**

**Prestige Academy** directly responds to the lack of academic performance demonstrated by Delaware's most underserved boys. We are creating a high-performing school by utilizing a data-driven instructional model that ensures 5-8<sup>th</sup> grade boys perform at or above grade level.

**Prestige Academy** students will develop not only a strong academic foundation in the core subjects, but the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership through Service.

### **FREQUENTLY ASKED QUESTIONS**

#### **What is a charter school?**

A charter school is a tuition-free, public school that is open to all students. It is largely free to design and implement its own educational program but must meet state education standards.

#### **Is there a cost to attend Prestige Academy?**

No. All charter schools, like all public schools, are tuition-free.

#### **How can families enroll their children at Prestige Academy?**

To enroll your child, simply fill out the application (see reverse) and ensure that it is received by the April 24th application deadline. Act now – space is limited!

#### **What is the average class size at Prestige Academy?**

The average class size is 25 students.

#### **Does the school have a uniform policy?**

Yes. Students are required to wear khaki pants, button down oxford shirt, tie, black/brown socks, black/brown shoes, and a black/brown belt.

#### **Are students assigned homework daily?**

Yes. Students are assigned 1½ to 2 hours of homework on average each night.

#### **What academic support does Prestige Academy provide?**

We offer Homework Club every day. Students receive targeted tutoring and academic support focused on individual needs during Study Hall periods throughout the week. Teachers are available for one-on-one and small group tutoring during and after school. Finally, we offer Scholarship Academy two Saturdays per month.

#### **Do you provide transportation to the school?**

Yes. A bus company provides transportation to and from school. Depending on residence, some families may need to travel to a designated bus pick-up location.

*Please complete and mail application form to:*

**Prestige Academy  
1121 Thatcher Street  
Wilmington, Delaware 19802**

For more information, please contact us. Email: [info@pa.k12.de.us](mailto:info@pa.k12.de.us) or by phone: 302-762-3240 or visit us on the web at: [www.prestigeacademycs.org](http://www.prestigeacademycs.org)



A COLLEGE PREPARATORY CHARTER SCHOOL
FOR BOYS
WILMINGTON, DELAWARE
GIVING BOYS A REAL CHANCE FOR A REAL FUTURE

Prestige Academy is currently accepting applications for seats in our 5th and 6th grade class for the 2012-13 school year.

Please note: the following information is not used for selection purposes. Prestige Academy does not discriminate on the basis of race, creed, national origin, ethnicity, religion, sexual orientation, mental or physical disability, special needs, English language proficiency, athletic ability, or academic achievement. Seats are limited. Apply Now. Application Deadline January 2, 2012.

APPLICATION FORM 2012-2013 SCHOOL YEAR

Student Name: First Middle Last

Grade Level for 2010-11: Date of Birth: Month Day Year

Current School: Current District:

Child's Home Address: Street Number and Street Name/Apt/Unit# City State Zip code

Father/Guardian Name: Lives with child yes no First Last

Home Number: Work: Cell: Email:

Mother/Guardian Name: Lives with child yes no First Last

Home Number: Work: Cell: Email:

Emergency Contact (someone not living with you): First Last Contact Number

Does the student currently receive Special Education services under an Individualized Education Plan (IEP) or 504 Plan? Failure to provide accurate information about any special services or valid, existing IEP for the student may result in loss of his ability to be served by this public charter school.

What components of Prestige Academy encouraged you to apply to our school?

- All boys school Academic focus of school
Extended school day and school year Location
Parent Involvement Other:

How did you find out about Prestige Academy (please be specific)?

I was referred by a Prestige Academy student/family/staff / (Please name:).

Certification of Enrollment

I, (Parent/Guardian's name), parent/guardian of (Name of child to be enrolled) will enroll my child at Prestige Academy for the 2012-2013 school year and acknowledge that I intend for my child to be enrolled in Prestige Academy for the complete school year. I understand that my child is required to remain in this charter school, in the absence of any condition constituting good cause, for at least one (1) school year as set forth in 14 Delaware Code, Section 506 of the Delaware Charter School Law.

Print Name

Parent/Guardian Signature

Date

Please complete and mail this application to: Prestige Academy 1121 Thatcher Street Wilmington, Delaware 19802
Deadline January 2, 2012

Attachment GG

Student and Family Handbook



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE  
REAL CHANCE. REAL FUTURE

# Student & Family Handbook 2011-2012

*We are grateful for the support and guidance of Excel Academy Charter School (East Boston, MA) and for their generous sharing of materials that informed the creation of this manual.*

---

# TABLE OF CONTENTS

---

Our Mission

Responsibility and Accountability

Philosophy

School-Student-Family Accountability Contract

Who We Are

Faculty and Staff

Board of Directors

School Policies and Procedures

Hours of School Operation

Attendance Policy

Incomplete Days: Lateness and Early Dismissal

Dismissal of Students from School

Homework and Homework Club

Make-up Work Policies

Saturday Academy

Additional Academic Supports

Dress Code

Sample Student Schedule

School Supplies

Student Breakfast and Lunch

Grading Policies

Promotion Policies

Homeroom Teachers

Community Service Requirement

Extracurricular Activities

Individual Incentive and Accountability: REAL Reports

Whole Class Incentive and Accountability: REAL Blocks

Code of Conduct

Purpose

Philosophy

Behavioral Infractions

Procedures for Disciplinary Action

Discipline of Students with Special Needs

Student Searches

Bus Behavior

Field Trips/End-of-Year Events

Cheating, Plagiarism, and Copying Other's Work

General School Information

To Contact Us

Transportation

Health Care

Visitor Policy

Nondiscrimination

Harassment

Hazing

Corporal Punishment and Student Restraint

Grievance Procedures

Complaint Procedures

Student Records

Internet Acceptable Use Policy



# **PRESTIGE ACADEMY CHARTER SCHOOL**

---

## *Our Mission*

Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools. In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.

## **REAL: RESPECT & RESPONSIBILITY, EXCELLENCE IN BEHAVIOR, ACADEMIC MASTERY, AND LEADERSHIP**

---

### *Our Expectations*

Prestige Academy holds members of the school community—students, families, and staff—to the highest standards. To provide the very best education for Prestige Academy students, all of us must work together to create an atmosphere conducive to academic excellence. To create this environment, we must collectively and consistently ensure that Prestige Academy students meet basic, but critical, expectations:

#### Demonstrate **R**espect & Responsibility

Treat Others the Way You Wish to be treated. Show Respect for Your Self, Classmates, Teachers, and Your School. Come to School and Class Prepared to Succeed.

#### Demonstrate **E**xcellence in Behavior

Follow All Directions, Disagree Respectfully, Treat Others Fairly, and Contribute Positively to Your Classmates and School Community.

#### Demonstrate **A**cademic Mastery

Listen, Participate, Work Hard, Volunteer, Look at the Speaker, and Ask Insightful Questions.

#### Demonstrate **L**eadership

Stay Organized, Look for a Solution, Take Initiative, and Follow All Directions and Procedures.

These expectations, known collectively as “**REAL**,” form the basis of many policies outlined in this handbook.

## **RESPONSIBILITY AND ACCOUNTABILITY**

---

### *Students, Families, and Teachers*

The Prestige Academy School-Student-Family Accountability Contract, reprinted on the following pages, represents some of the most important responsibilities for being a member of the Prestige Academy community. For students, the Contract provides an overview of what being a Prestige Academy student is all about. For families, the Contract outlines some of the specific expectations the school will hold you to in order to provide the best possible education for our students. In exchange for what students and families do, the faculty and administration of Prestige Academy will work tirelessly to provide students with a safe and orderly environment in which they can achieve academic success.

# Prestige Academy Charter School—Student—Family Accountability Contract

## School Commitment

### **HIGH QUALITY EDUCATION**

- We will work tirelessly to ensure that our students get the excellent education they deserve. We will neither make nor accept excuses.
- We will work a longer school day and school year, offer students extra help and support, and always offer our students the best we have.

### **RESPECT and FAIRNESS**

- We will encourage and respect every student. We will listen to students and their needs. We will not tolerate students disrespecting each other.
- We will teach and enforce Prestige Academy's REAL values consistently and fairly. We will communicate with families when students fail to meet expectations just as when they exceed expectations. Decisions, including consequences, will be made in the best interest of our students.
- We will give students recognition, incentives and privileges if they do well and give consequences and remove privileges if they do not.

### **COMMUNICATION**

- We will communicate regularly with families about their child's progress and make ourselves available in person and on the phone.
- We will return parent phone calls as soon as possible, usually within 24 hours.

### **HOMEWORK and ACADEMIC SUPPORT**

- We will assign quality homework every night to reinforce and support skills and concepts learned in class.
- We will support students with excellent teaching and additional help during the school day and after/before school as needed.

### **SAFETY**

- We will always work to provide a safe learning environment. We will always work to protect the safety, dignity and rights of all individuals.

## Parent/Guardian Commitment

### **ATTENDANCE and PROMOTION**

- I will ensure that my child comes to school every day on time and ready to begin the day's activities at 7:50am
- I will not schedule family vacations during school time. I will do my best to schedule important appointments for out of school time.
- I will make alternative transportation plans if my child is required to stay at school after school hours for Detention (Monday/Thursday).
- Detention is mandatory. My child will only be excused in case of an emergency, a maximum of one time per quarter but will make this up on Saturdays.
- I understand that my child will be automatically retained if he fails 2 or more core academic classes, or is absent for more than 15 days of the school year. If my child fails 1 class, he must successfully complete our summer program and pass the exam in order to be promoted.

### **HOMEWORK and ACADEMIC SUPPORT**

- I will provide a quiet place to study and see that my student completes around 2 hours of homework or more and 20 minutes reading nightly.
- I will check my child's planner and homework every night. If, and only if, Prestige standards have been met, I will sign my child's assignments.
- I will help my child study for tests and quizzes and give them support when they need help and praise when they do well.
- I will arrange for my student to be at Saturday Academy from 8AM-12PM if assigned by my student's teacher or teachers.

### **BEHAVIOR and DRESS CODE**

- I understand that my child will serve Detention from 4:00pm – 5:00pm if he earns loses 15 or more behavior points during the week
- I understand that my child will be In-Class Suspended or Out-of-School Suspended if they violate the code of conduct.
- If student behavior requires it, I will come to school immediately. If Out-of-School Suspended, I will remove my child from the building.
- I will send my child in proper dress code everyday. If my child arrives out of uniform, I'll arrange for a family member to bring proper attire.

### **FAMILY SUPPORT and COMMUNICATION**

- I agree to work as part of a team for the academic success and behavioral growth of my child. I will return phone calls, review and sign documentation sent home including progress reports and REAL Reports. I will attend parent-teacher conferences and meetings about my child.

## Student Commitment

### **EFFORT and HELP**

- I understand that my education is paramount. Being a student is my job. I will always work, think and behave in the best way I know how.
- I will do whatever it takes for my fellow students and me to learn. I will do all homework. I will work to exceed the school's expectations.
- If I need help, I will ask for it. If I can give help, I will give it. I won't criticize other students.

### **ATTENDANCE and UNIFORM**

- I will come to school ready to learn on time in order to complete my morning responsibilities and be seated by 7:50am.
- If I need to miss class or school, I will ask for and make up all assignments. I will stay after school if/when I am required to do so.
- I will wear the proper uniform everyday and remain in uniform throughout the day.

### **COMMUNICATION**

- I will listen to directions. I will read and re-read directions before asking for help. If I cannot solve the problem myself, I will raise my hand and ask for help. I will help my classmates if they need help. I will not make excuses. I will be honest with my teachers and myself.

**RESPONSIBILITY and HONESTY**

- If I make a mistake, I will tell the truth and accept responsibility for my actions. I will do the right thing, even when no one is watching.

**R.E.A.L. EXPECTATIONS**

- I will respect my teachers, my peers and myself. I will refrain from all disrespectful behavior including smacking teeth, rolling eyes, etc.
- I understand our REAL expectations and will embody them everyday. I will follow the school rules to protect the safety and rights of all individuals and not detract from the educational opportunities of others. I'll accept the consequences if I don't meet our REAL expectations.

\_\_\_\_\_  
Parent Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Teacher Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Date

## **WHO WE ARE**

---

### *Faculty and Staff*

**Jesse Ambriz:** Math Teacher

**Shenita Baltimore:** Math Teacher

**Vivian Barnes-Perry:** Office Manager

**Jessica Brunazzi:** Academic Dean

**Jarrett Burks:** English Language Arts Teacher

**Melissa Campagna:** Special Education Coordinator

**Lisa Carovillano:** English Language Arts Teacher

**Clifton Coleman:** Math Teacher

**Dana Davisson:** Academic Dean

**Matthew Fingerman:** Social Studies

**Keri Fulcher:** Special Education Teacher

**Danial Jalial:** English Language Arts Teacher

**Will Khan:** Fitness/Student Support

**Emily Marsella:** Science Teacher

**Carolyn Mayo:** Development Director

**Carol Moore:** School Nurse

**Eric Mosely:** Dean of Students and Families

**Shaun Murphy:** Special Education Teacher

**Vishal Patel:** Science Teacher

**Kirsten Patton:** Math Teacher

**Jack Perry:** Executive Director

**Mansa Ra’ifa:** English Language Arts

**Jessica Rosati:** English Language Arts

**Yushaneen Simms:** Science Teacher

**Lee Strawbridge:** English Language Arts Teacher

**Eugene Thomas:** Social Studies

**David Troiano:** Math Teacher

**Kacie Versaci:** Math Teacher

**Julia Wade:** English Language Arts/Music Teacher

**KiWanda Young:** Administrative Assistant

## **WHO WE ARE**

---

### *Board of Directors*

**Dana Balick:** Senior Consultant, Non-Profit Educational Reform

**Lakiyah Chambers:** Human Resources Manager

**TBD:** Teacher, Prestige Academy

**Vergie Cooper (Parent):** Senior Associate, Bank of America

**Vandell (Van) Hampton, Jr. (Secretary):** Executive Director, First State Community Loan Fund

**Tarik J. Haskins:** Attorney, Morris, Nichols, Arsht & Tunnell LLP

**Tony Hill:** Executive, ING Direct

**Donald Mell (Chair):** Realtor, Patterson-Schwartz

**Rodney Merriweather (Treasurer):** Senior Marketing Manager, Consultant

**Bob Ritterbeck:** Senior Executive, Independence Energy

**Dr. Rita Vasta (Vice-Chair):** Education Associate, New Castle County Vocational Technical School

## **SCHOOL POLICIES AND PROCEDURES**

---

### **A. Hours of School Operation**

In the pursuit of excellence, Prestige Academy has an extended school day and school year. This gives students more time for academic growth and non-academic enrichment. It also gives students the time and support needed to make great strides in realizing their potential, both academically and personally.

On Mondays, Tuesdays, Thursdays, and Fridays, the regular school day lasts from 7:30am until 4:00pm.

On Wednesdays, the regular school day lasts from 7:30am until 1:00pm.

The school building will open to students at 7:30am on Monday-Friday. **All students are encouraged to arrive as close to 7:30am as possible in order to eat breakfast and fulfill other responsibilities by 7:45am.**

On Mondays, Tuesdays, Thursdays, and Fridays, students should not be on school grounds after 4:10pm without permission from the school. On Wednesdays, students should not be on school grounds after 1:10pm without permission from the school.

#### *Inclement Weather Closings*

In the event of poor weather conditions such as heavy snow or hurricanes, please listen to the local television or radio stations for relevant information regarding school cancellation.

### **B. Attendance Policy**

Given the fast pace and high rigor of Prestige Academy's curriculum, **missing one day at Prestige can have a detrimental effect on a student's learning.** Regular attendance is required. Poor attendance is not tolerated.

Parents are expected to ensure that their child is in school; please do not allow your child to miss a day of school except for serious illness. Excessive absences will be considered a violation of the School- Student-Family Accountability contract. We ask that families not schedule vacations or non-emergency appointments during school time. **Families should take advantage of 1:00pm dismissal on Wednesday, as well as half-days and vacations, to schedule appointments and travel.**

All student absences, including illness, suspension, appointments, and vacations, count as absences. **Prestige Academy does not distinguish between excused and unexcused absences. If a student exceeds 15 absences in a school year, Prestige Academy Charter School reserves the right to retain the student.** Exceptions are made for court-mandated appearances with proper documentation and religious observances. Additionally, students are afforded rights under Section 504 of the Rehabilitation Act ("Section 504"), the Americans with Disabilities Act ("ADA"), and the Individuals with Disabilities Education Act ("IDEA") should their absences be related to a disabling condition. Other rare exceptions may apply.

In order to help ensure that students do not exceed 15 absences, Prestige has certain support policies in place. They are detailed below:

- At 5 student absences, Prestige will contact the family in writing.
- At 10 student absences (or five absences within the first academic quarter), Prestige's administration will require a meeting with the student's family, during which an Attendance Pledge will be established aimed at ensuring attendance patterns improve.
- At 12 student absences, Prestige's administration will require a family meeting to discuss violation of the Attendance Pledge.
- **The school reserves the right to retain any student who exceeds 15 absences.**

Students who are absent from school cannot attend or participate in any school-sponsored activities occurring on the day of the absence, unless the school has given advance permission.

In cases of truancy, Prestige Academy Charter School may report the student and/or family to certain state agencies or file an official complaint with the court. According to Delaware Code (Title 14, Chapter 27), all students under 16 are expected to be in school. All students under the age of 16 will be expected to comply with these laws and the school will follow procedures set out in Delaware Code (Title 14, Chapter 27) if the student does not comply with the law. In cases of truancy, the Executive Director (or her/his designee) will investigate the situation. Prestige Academy Charter School operates in compliance with the Department of Education's (DOE) requests and requirements, which can include mandated reporting of truancy to appropriate state agencies.

Prestige keeps accurate records of attendance and will make the records available for inspection by the DOE as needed. All questions regarding student attendance and attendance records should be directed to the school's Administrative Assistant.

If a student is absent for the first five days of school, or at least ten consecutive days during the school year, and there has been no successful contact between the family and the school to explain his absences, that student may lose his seat at Prestige Academy and may be considered un-enrolled from the school.

### **C. Incomplete Days: Lateness and Early Dismissal**

At Prestige, if a student does not complete a full school day, he is assigned an Incomplete Day. If a student is not in his assigned seat by 7:50am, for any reason, he is assigned an Incomplete Day. If a student is dismissed early, for any reason, he is assigned an Incomplete Day. If a student arrives late and leaves early, this counts as **two** Incomplete Days.

Incomplete Days due to traffic, medical appointments, family emergencies etc., are not excused. Prestige may excuse Incomplete Days in cases of court-mandated appearances, disability-related appointments and religious observances, if proper documentation is provided. **Please use Wednesday afternoons, half days and early dismissals as times to schedule medical and other appointments.**

Late students must check in at the main office before reporting to class. Students leaving early must check in with the main office before leaving.

**Excessive Incomplete Days are not tolerated.** In order to ensure that students show up on time and do not leave early, Prestige has certain support policies in place. They are detailed below:

- **Every 5 Incomplete Days count as one absence in the Prestige attendance policy.**
- Weekly REAL Reports will include updated attendance information for your reference.

**If a student needs to be sent home due to a behavioral infraction, a parent/guardian must come to the school, meet with a member of the Administrative team, and remove the student from school grounds.** Incomplete Day consequences apply in cases of suspension. Students being sent home for behavioral infractions will not be dismissed unless the parent or guardian has physically come to the school (please see Code of Conduct for more details), unless certain rare exceptions apply.

#### **D. Dismissal of Students from School**

No student may be permitted to leave school prior to the dismissal hour at the request of or in the company of anyone other than a school employee, police officer, court official, parent, or legal guardian of the child, unless the written permission of the parent or legal guardian has been first secured. Parental permission may be granted by telephone only for emergencies. If any outside agency or court official requests the dismissal of a student during school hours, parents should be notified as soon as possible.

Proof of identity should be required when a student is released to a person other than the parent/guardian.

Before releasing a child to a parent or guardian, the administrator or designee will ascertain that the person calling for the child is the parent/guardian. A child will be released to either parent if the parents are divorced and have joint custody as part of the school record. A child will be released to a noncustodial parent only if there is permission for doing so signed by the custodial parent on file with the school office. Office staff should be aware of all custodial information/contact information so please ensure that all info is updated and on file at the school. This information will be entered in eSchool as well.

Questions about the information contained here should be directed to a school administrator.

#### **E. Homework and Homework Club**

Homework is an essential component of Prestige Academy's academic program. Students have four daily responsibilities related to homework:

1. Write down all homework assignments in their student planners
2. Complete all homework assignments to the high standards set forth by the school.
3. Read independently for 20 minutes
4. Show completed homework assignments to a parent and receive signatures only if the parent feels that the completed homework meets Prestige Academy's high standards

All homework assignments are collected each morning before the school day begins. **If a student has not satisfactorily completed his homework that is due on a given school day, even if**



**absent, late, or dismissed early the prior day, or tardy (i.e. arriving after homework submission time), he will be required to go to Homework Club rather than Recess.**

Homework Club is a quiet, constructive place where students begin the successful completion of their previous night's homework assignments. During Homework Club, academic support is provided by Prestige Academy staff members. The goals of Homework Club include increasing homework completion rates, improving homework quality, helping students achieve mastery of academic objectives, and building academic confidence.

If a student has earned Homework Club, he will be notified by a classroom teacher by prior to serving Homework Club each day. Once a student has completed his assignment in Homework Club, he may leave and rejoin his class.

### **F. Make-Up Work Policies**

Students who are not in school miss critical academic assignments and assessments. Our school make-up policy is designed to hold students accountable for all missed assignments and assessments, as well as to ensure timely make-up work such that students do not fall behind academically.

*Absent Folders.* If a student misses a class for any reason (absence, lateness, and early dismissal), the student's missed homework assignments will be compiled in a folder in the student's homeroom. **We strongly encourage students or their families to pick up this folder between 4:00pm and 6:00pm on the day of the absence.** Students who do not submit this work by **8:10am** on the following day will be assigned Homework Club.

*Homework.* If a student is absent, late, or dismissed early for any reason, all missed homework assignments are due:

- By 8:10am on the day of the student's return, for purposes of assigning Homework Club.
- By 8:10am on the day following the student's return, for the purposes of academic credit. (If a student has been absent for more than one consecutive school day, he will have as many school days as absences to submit missed homework for purposes of academic credit. For example, if a student is absent on Monday and Tuesday, the student has two days to complete the homework for purposes of academic credit. In this case, the work is due by Friday morning at 8:10am.)

*Assessments.* If a student is absent for any reason (up to five consecutive days), or if a student is late and/or dismissed early, all missed assessments (e.g., tests, quizzes) must be made up within the number of consecutive school days that the student had been absent. For example, if a student had been absent for three consecutive days, he would have three school days to take the missed assessment. If a student is absent for five or more consecutive school days, he must meet with the school's Director of Curriculum of Instruction to determine a reasonable timeline for making up missed assessments.

In rare circumstances, exceptions to the make-up policy may be granted by a school administrator.

### **G. Saturday Academy**

Saturday Academy, an intensive English Language Arts/math tutoring program that seeks to ensure students have the basic skills needed to be successful in Prestige Academy's core classes, is held at

Prestige Academy from 8:00am-12:00pm on Saturday mornings. Saturday Academy sessions will be held throughout the school year. Students must attend Saturday Academy based on a failing Report Card grade (69% or below) in a core subject and/or poor quantitative performance on assessments. All selected students will receive a phone call in addition to written notification.

The following policies apply to Saturday Academy attendance:

1. **Saturday Academy is part of the regular Prestige Academy program and therefore attendance is mandatory.** Other than for family/medical emergencies, or student illness, students will not be excused from Saturday Academy, as it is a critical part of the school's academic program. In the case of a family emergency, a note from a parent/guardian is required by Monday morning. In the case of a medical emergency or student illness, a doctor's note is required by Monday morning.
2. **Also, no student will be excused from Saturday Academy unless a parent has directly communicated with a Prestige Academy staff member (or left a voice message) regarding one of the above-listed exceptions by 8:00am on Saturday morning.**
3. Students who arrive late to Saturday Academy will earn a detention to be served on Monday. Students who are absent from Saturday Academy without excuse (see above) will be required to serve on the "bench".

## **H. Additional Academic Supports**

At Prestige Academy, we work tirelessly to assist our students in their pursuit of academic success. In addition to the specific supports already noted above, and those supports in place for students with specific learning needs (e.g., Special Education students, English Language Learners), there is a specific way in which struggling students are supported by our staff:

***Academic Tutoring.*** All core subject teachers at Prestige Academy provide weekly tutoring in their respective subject areas. These tutoring sessions, scheduled carefully as to never conflict with other student commitments, are held from 2:40-3:37pm. Teachers invite specific students to attend these tutoring sessions based on quantitative analysis of individual academic weaknesses/strengths. Other students may request tutoring invitations from their teachers, which may be granted depending on space availability and the anticipated tutoring topics.

## **I. Dress Code**

Prestige Academy Charter School has a dress code. The dress code applies during all school days and during all school-sponsored events.

The Prestige Academy dress code has been adopted to improve the educational environment for all students. Specifically, we have instituted a dress code for the following reasons:

- to foster a sense of school identity and community;
- to prepare students for the expectations related to professional attire that future institutions, organizations and employers will have;
- to ensure that our students focus on learning instead of clothing;
- to increase school safety and security by making the presence of visitors/outside immediately apparent;
- to reduce the cost of clothing for families.

### Enforcement of Dress Code Policy

It is the goal of the school to have a dress code which makes things easier for parents and students rather than more difficult. For that reason, we have made every effort to be clear about this policy and consistent in its enforcement. Parents who have questions or concerns should contact the school immediately and seek clarification.

**Like all school policies, the dress code policy is strictly enforced.** Although it may seem as if small exceptions should be no problem, we can not allow deviations from this code. Our staff does not have the time to inspect every item for acceptability or exception. If the policy states “shoes should be all black or all brown,” it means just that. It is important that all students adhere to the same code. If an exception is made for one student, it would then have to apply to all students, and the code has changed. It is in the best interest of everyone if Prestige means what it says and says what it means. Please read the code and purchase school clothing accordingly. We have tried to make the policy clear and detailed in order to reduce ambiguity. Families who have concerns or questions should contact the school immediately.

**Students who fail to meet the dress code will earn a demerit.** Parents of students not in dress code will be asked to bring the proper attire to school. Students committing a 3<sup>rd</sup> violation of the dress code will be placed on “The Bench” and will be required to keep an extra belt, tie and pair of socks in the Dean of Students and Families’ office. Repeated failure to comply with the Uniform Policy will result in out of school suspension.

The Prestige Academy dress code is not intended to suppress speech or expression. Students have alternate ways to express themselves through, among other things, verbal and written speech in the classrooms.

### Purchasing of Clothing

School Uniforms will be provided by the school or Rush Uniforms. The purple long sleeve button down shirt and tie are required items and **MUST BE** purchased through the school or Rush Uniforms. The tan khaki pants may be purchased at the store of choice. The V-Neck sweater and sweater vests are optional items. Socks, belt, and shoes are required and can be purchased at the store of your choice, but must meet requirements explained in the chart below.

The chart below includes details regarding mandatory school uniform items. Mandatory items are identified with (\*).

Item	Color	Description	Mandatory Uniform Purchase*
Pants	Khaki (tan)	Khaki (tan) Pleated or Flat front slacks* (no Dickies or Cargo pants permitted)	Mandatory from store of your choice
Shirt	Light Purple	Light Purple Long Sleeve Oxford Cloth Shirt*	Mandatory
Tie	Purple & Gold	Striped purple and gold tie*	Mandatory
Sweater	Gray	Gray V-Neck Pullover Sweater with School Logo	Optional
Sweater Vest	Gray	Gray V-Neck Pullover Sweater Vest with School Logo	Optional
Belt	Black or Brown	Black or Brown dress belts* must look professional and must be all black or brown. Belts and Buckles must be professional and not oversized or distracting.	Mandatory from store of your choice

		No names, rhinestones, etc.	
Socks	Black or Brown	Socks* must be solid Black or Brown with no patterns or logos.	Mandatory from store of your choice
Shoes	Black or Brown	Shoes* must be 100% black or brown with no other color logos, or metal. Shoes must be tied at all times. Soles of shoes should also be black. Rubber soles please to avoid scuffing of floor.	Mandatory from store of your choice

There are two dress codes at Prestige Academy Charter School. They are the **School Dress Code** and the **Fitness Dress Code**. Every student is required to have both. Students wear the Fitness uniform on days they have Fitness Class. The Fitness uniform must be purchased from the school.

School Dress Code Policy:

*Mandatory Items – School Dress Code* (every student **must have** the following): \* *Items that must be purchased from the Uniforms the school.*

- Light Purple Long Sleeve Oxford Cloth Shirt\*
- Tie (Purple & Gold Striped)\*
- Black or brown belt.
  - Belts must look professional and must be all black or brown. They may not be overly wide.
  - Buckles must be professional and not oversized or distracting.
- Black or brown socks.
  - Socks must be solid colors with no patterns or logos.
- Black or brown dress shoes.
  - Shoes must be 100% black with no other color logos, no metal.
  - Shoes must be tied and fastened at all times.
  - Soles of shoes should be rubber to avoid scuffing of floor.

*Optional Items – School Dress Code* (students **may choose** to wear the following in addition to the mandatory school dress code). The following starred (\*\*) optional items must be purchased from the uniform company or the school.

- Gray v-neck sweater with Prestige’s logo.\*\*
- Gray v-neck vest with Prestige’s logo.\*\*

We recommend that each student have either a sweater or vest to ensure they are comfortable in class, as temperatures can fluctuate slightly.

Fitness Dress Code Policy:

*Mandatory Items that must be purchased from school – Fitness Dress Code:*

- Grey tee shirt or sweatshirt with Prestige Academy logo.
- Grey shorts or sweatpants with Prestige Academy logo.
- White or black socks
- Sneakers

\*\*If a student's fitness uniform does not meet these requirements, the student may not be allowed to participate in fitness class or extra-curricular activities that require a fitness uniform.

### Dress Code Specifics

- **Students may not wear clothing with logos (except for the fitness sneakers), unless it is the Prestige logo.**
- Clothing must be **sized appropriately** to fit the student. Clothes may not be too big or too small.
- Students may not wear clothing with significant **stains** (e.g. large ink blots, food stains, etc.).
- Hooded sweatshirts are not allowed.
- Students **may not alter** their clothing in any way (e.g. writing/drawing, cutting, etc.) Pant cuffs may not be frayed.
- Once students enter the school building, wearing of **hats, head wraps, bandanas, kerchiefs, or jackets** is not permitted unless it is in accordance with religious observation. Hats worn in the school building will be confiscated. Dyed hair, or a hairstyle (e.g. **Mohawks**) that serves as a distraction—as determined by the school—is not permitted.
- Students may not wear **accessories** that are unprofessional, distracting or potentially unsafe. Any clothing or accessory that might disrupt learning or that does not conform to standards of health, safety and cleanliness is not allowed.
  - excessive jewelry is not allowed
  - **earrings are not allowed (accept on Wednesday dress down day if earned)**
- **Chains and necklaces** may only be worn beneath students' shirts, and may need to be removed during Fitness class.
- When students **enter the school building**, they must be in the proper uniform. Students must be in uniform while on school grounds and may not change out of their uniform before dismissal.
- Shirts must be **tucked in**, shoelaces must be **tied** and Velcro must be **fastened** at all times.
- Students may not use beepers, headphones/music equipment (e.g. CD-players, iPods, etc.), or cell-phones while in the school building, even if it is before or after school. These items will be confiscated and the student will be subject to disciplinary consequences. Furthermore, Prestige Academy is not responsible for the theft or loss of electronic devices.

## J. Student Schedule

*Note: This is a sample schedule only. For each student, times, schedule, and course offerings may vary.*

### Mondays (sample schedule 5<sup>th</sup> and 6<sup>th</sup> graders)

7:30 - 7:50	Entry
7:50 - 8:00	AM Homeroom
8:00 - 9:25	Period 1 Math
9:25 - 10:50	Period 2 Novel Study/Skills Class
10:50 - 10:55	Transition
10:55-11:10	Recess
11:10 - 11:30	Lunch
11:30 - 11:35	Transition
11:35-1:00	Period 3 Non-Fiction Studies/Science
1:00-1:10	PM Break
1:10-2:35	Period 4 English Language Arts
2:35 - 2:40	Transition
2:40-3:37	Tutoring/Arts
3:37-3:40	Transition
3:40 - 3:50	PM Homeroom
3:50-4:00	Dismissal

### Mondays (sample schedule 7<sup>th</sup> and 8<sup>th</sup> graders)

7:30 - 7:50	Entry
7:50 - 8:00	AM Homeroom
8:00 - 8:03	Transition
8:03- 9:53	Period 1 English Language Arts
9:53- 9:56	Transition
9:56 - 11:46	Period 2 Math
11:46-11:51	Transition
11:51 - 12:11	Lunch
12:11 - 12:16	Transition
12:16-12:47	DEAR
12:47-2:37	Period 3 Manhood 101/Fitness
2:37-2:40	Transition
2:40-3:37	Tutoring
3:37 - 3:40	Transition
3:40-3:50	PM Homeroom
3:50-4:00	Dismissal

## Wednesdays

7:30 - 7:50	Entry
7:50 - 8:00	AM Homeroom
8:00-9:00	Period 1 Math
9:00-10:00	Period 2 English Language Arts
10:00-11:00	Period 3 Social Studies
11:00 - 11:20	DEAR
11:20 - 11:23	Transition
11:23 - 11:40	Lunch
11:40 - 11:45	Transition
11:45 - 11:55	PM Homeroom
11:55 - 12:00	Transition
12:00 - 12:50	Extracurricular Activities

Students should arrive at Prestige everyday between 7:30 and 7:45am. By 7:50am, daily, students must have fulfilled several morning responsibilities and be seated in the appropriate seat within the school.

As shown on the schedule, students engage in AM Homeroom activities prior to class beginning at 8:00am.

On Mondays, Tuesdays, Thursdays, and Fridays, starting at 8:00am, 5<sup>th</sup> and 6<sup>th</sup> grade students have four 85-minute class periods. The classes are broken up by Recess, Lunch, a silent reading period (DEAR) and Tutoring.

On Wednesdays, beginning at 8:00am, students have three 60-minute classes. At 12:00pm, students begin Extracurricular Activities.

### K. School Supplies

Students are required to have a traditional book bag. **No nylon bags with drawstrings are allowed.** Students are also required to bring at least 5 pencils each day. **Mechanical pencils are not permitted.** Prestige Academy will provide all other necessary school supplies.

During student orientation week, all students will be provided with one 3-ring binder per core subject (mathematics, English, science, and social studies). Students will also be provided with a folder in which to keep nightly homework assignments.

Also during orientation week, the school will distribute to each student a specific planner that students will use to keep track of assignments and due dates.

Students should not bring non-essential items of value to school – monetary or otherwise – since they cannot be securely stored. Although Prestige Academy prides itself on being very safe, the school does not accept responsibility for any missing items of value. Students who bring inappropriate items to school, including but not limited to toys, iPods, CD players, and laser pointers, will have such items confiscated. Cell phones are allowed; however, they must not be heard or seen. If heard or seen the cell phone will be confiscated. A parent or guardian must come to the school to retrieve the confiscated items, as students may not retrieve confiscated items themselves. Repeated violations may result in suspension.

### **L. School Breakfast, Lunch, and Afternoon Snack**

The school participates in the National School Breakfast and Lunch Program, which provides free or reduced price breakfasts and lunches as well as free milk to eligible students. At the beginning of the school year, each family will be mailed a letter describing eligibility and an application to participate in the program. We urge families, regardless of whether they think they will qualify, to return the form.

Families of students who order lunch and have particular dietary restrictions should alert the school's Administrative Assistant and nurse as early in the school year as possible.

***Breakfast & Lunch.*** Students may either purchase breakfast/lunch and milk from the school or bring their own breakfast/lunch from home. The school has arranged for a vendor to bring in hot/cold meals each day.

Since school breakfasts and lunches are prepared off-site, the school must have an accurate number of meals that students wish to order. Near the end of every month, students will be given a calendar displaying the school breakfast and lunch meals that will be served each day of the following month. Families should determine the days for which they want to order the breakfast and lunch for the month. These selections—and money—are due to the student's homeroom teacher by the second to last school day of the month. For example, the order and breakfast/lunch money for the month of October are due on Monday, September 29<sup>th</sup>. Students are expected to pay for ALL the breakfasts and lunches they have ordered for the coming month.

Any student who owes breakfast or lunch money will receive an invoice for the amount due from the school no later than the end of each academic quarter. The school cannot accommodate last minute changes to lunch orders.

Lunch will be served by 12:36pm each day to all students. Lunch will be served earlier on some days-per schedule.

**Soda and chewing gum are not allowed at Prestige Academy.** Any student drinking soda or chewing gum will be asked to throw these items away and will receive a high level demerit.

***Afternoon Snack.*** A nutritious, afternoon snack will be provided to students during PM Break or PM Homeroom. This snack is free of charge. Students may bring their own nutritious snack.

### **M. Grading Policies**

Prestige Academy students take four core academic classes (mathematics, English, social studies, and science) during a given school year.

Every two weeks during the academic quarter, students will receive Progress Reports with information about their performance in each core subject area. Parents may also access Progress Reports online through the Home Access System. At the end of each quarter, students will receive formal Report Cards with detailed information about their performance in each core subject area.

On each Report Card, students receive one grade per core subject area. All grades are based on a 0 to 100% scale. Each grade is comprised of the following components:



***Skill and Content mastery (80% of overall grade).*** The Skill and Content component measures student mastery of a subject's skill and content standards, as determined by performance on formal assessments and in-class assignments.

***Homework (20% of overall grade).*** The Homework component measures both a student's completion of, and performance on, Homework assignments.

*Honor Roll.* At the end of each quarter, an Honor Roll will be published. Students with all three core grades above 90% earn High Honor status. Students with all three core grades above 80% earn Honor status. All honor roll students will be recognized at a formal, quarterly ceremony.

*Failure.* At the end of the year, the quarter grades for each core academic subject are averaged together into a final, yearlong Course Grade. A student fails a core subject if his final, yearlong Course Grade is below 70.0%

#### **N. Promotion Policies**

If a student passes all core subjects, has not been absent for more than 15 days of the school year, and has fulfilled community service requirements, the student is promoted automatically to the next grade level.

If a student fails one core subject, he must attend summer school in order to have an opportunity to be promoted to the next grade level. The student must pass a subject-specific minimum competency test at the conclusion of summer school in order to be promoted to the next grade level. If the student does not pass the minimum competency test, he may be retained.

If a student fails two or more core subject areas, he will be automatically retained and must repeat the grade level.

#### **O. Homeroom Teachers**

At the beginning of the year, all students are assigned a **Homeroom** and a respective **Homeroom teacher**. Homerooms are named after the alma mater of the Homeroom teacher (e.g., Delaware State 5, George Washington University 5). Students in the 5<sup>th</sup> and 6<sup>th</sup> grade take all core academic classes within their Homeroom while 7<sup>th</sup> and 8<sup>th</sup> grade students transition from class to class. All administrative forms (e.g., lunch order forms, permission slips) will be collected by Homeroom teachers on a daily basis during Morning Homeroom.

#### **P. Community Service Requirement**

Prestige Academy students will have multiple opportunities to engage in Community Service. Part of our mission is to graduate students who will engage productively in their communities. In order to further expose students to needs within their communities, develop good service-related habits, and ensure that the school's mission is fulfilled; students are expected to serve the surrounding communities while enrolled at Prestige Academy.

#### **Q. Extracurricular Activities**

Prestige Academy's program focuses relentlessly on the development of core academic skills. However, in order to best prepare our student body for future pursuits, students must also be exposed to extracurricular activities on a regular basis.

On Wednesday s, from 12:00pm-12:50pm, the school will offer extracurricular activities for all students. Students will sign up for a specific extracurricular activity at the beginning of each academic quarter. While most activities will be taught by Prestige Academy staff members, some activities will be taught by external instructors.

Please be advised that some extracurricular activities (e.g. sports teams) may (a) last beyond regular dismissal time, (b) hold mandatory meetings on weekends, and/or (c) occur off of school grounds. In such situations, families will receive permission slips which detail this additional information.

### **R. Individual Incentive and Accountability System: Student REAL Reports**

Prestige Academy has developed a student REAL Report system to provide students, families, and teachers with a frequent, comprehensive report of student performance. A student's weekly REAL Report total is impacted by his fulfillment of behavioral, academic, and attendance expectations.

All students receive REAL Reports every Monday during Advisory. At the beginning of each "REAL Report week" (REAL Report weeks begin on Monday and end on Friday), a student's score starts at 0 REAL points. Simply by **meeting** school expectations throughout the week, students can earn 100 plus REAL Points.

**Students may increase their REAL Score by exceeding expectations** during a given week by:

- Earning Merits from a staff member for a variety of reasons, including but not limited to:
  - volunteering to help a student or teacher,
  - volunteering service to the school,
  - exemplary classroom behavior (taking initiative, showing courtesy, performing an act of kindness)
  - outstanding effort or improvement in core academic subjects
- Accomplishing something worthy of public recognition at Community Meeting

**Students will decrease their REAL Score when they fail to meet expectations.** Specifically, REAL Points are deducted when:

- Students do not meet behavioral expectations (e.g., they earn demerits or detentions)
- Students do not meet attendance expectations (e.g., they are absent, late, or dismissed early)
- Students do not meet homework expectations

Students with low REAL scores may not be permitted to participate in certain activities or events.

At the end of each week, a student's REAL points are transferred into the student's REAL Report **Bank**. Students may use accumulated points to spend on prizes (e.g., school supplies, lunches with staff members, gift certificates, tickets to sporting events) at the REAL store or during REAL auctions.

Over time, a student's average weekly REAL score is also monitored. Students with **high REAL Report averages** earn rewards, including but not limited to:

- school celebration invitations,
- field trip invitations, and

- “gold”, “silver” , and “bronze” passes (a series of privileges reserved only for students with the highest REAL averages)

Students with **low REAL Report averages** lose privileges and receive other consequences.

Specifically:

- Students are not invited to the REAL store.
- Students cannot participate in various extracurricular activities (i.e. school celebrations or school field trips).

**Weekly REAL Reports are sent home for review on Monday to be signed by parents/guardians.** Students who do not return their REAL Reports by **Tuesday** will earn a high level demerit.

The school reserves the right to add or subtract REAL Points for examples of very good or very poor behavior.

### **S. Whole Class Incentive and Accountability: REAL Block Challenge**

The REAL Block program is a class-wide, positive incentive system. The system uses peer-motivation and inter-class competition to encourage students to work together to meet high expectations for respect and responsibility, excellence in behavior, academic mastery, and leadership. During every period of the school day, classes are assessed on their performance as a group, earning between zero and four building blocks. The number of building blocks earned is based on the following observable criteria: For each expectation the class meets, the class earns the corresponding REAL Block. The Block is earned only if there is **100% compliance**. For the **R (Respect and Responsibility) Block**, AM only-all students must be prepared for class with all necessary materials. For the **R Block**, PM-100% homework turn-in is required. The **E (Excellence in Behavior) Block** is earned if there is positive behavior during the class. If a homeroom acquires 3 or more demerits or 1 high level demerit during a classroom period, the E is not earned. To earn the **A (Academic Mastery) Block**, 100% of students must work toward academic mastery. Students are on task and actively participating. No off task demerits can be received. The **L (Leadership through Service) Block** is received if 100% of students keep their respective desk/crate areas organized and by positively encouraging fellow classmates. If students react negatively to the loss of a Block, i.e., blaming others, sighs, eye rolling, they will not earn the L Block in addition to receiving demerits.

- **Respect and Responsibility**
  - Treat others with care and courtesy, and represent yourself, family, and school with pride
  - Come to class prepared with all homework and necessary materials
- **Excellence in behavior**
  - Do not earn 3 or more demerits or (1) high level demerit
- **Academic Mastery**
  - All students are on task and actively participating
- **Leadership**
  - Students keep their area organized and positively encourage one another

Teachers record Building Block scores at the end of every class and Homeroom Teachers tally scores at the end of every day. Classes receive rewards for consistently high scores, such as ordering lunch from a restaurant, watching a movie, or taking a field trip. Conversely, classes lose privileges for receiving low scores (e.g., silent breaks, no outdoor recess, silent lunches). When giving the score to the class, teachers use this opportunity to give concrete suggestions for improvement.

## **CODE OF CONDUCT**

---

### **A. Purpose**

Prestige Academy Charter School has created a Code of Conduct in order to:

- ensure that our school is a respectful space for learning,
- allow students to focus on their learning, and
- prepare students to become engaged citizens who follow rules set by our communities.

The Code of Conduct describes behaviors that Prestige Academy considers inappropriate or unacceptable (which we will call “behavioral infractions”) and the consequences of those behaviors.

### **B. Our Philosophy**

Students who do not meet the school community’s clearly defined standards for reasonable and acceptable behavior will not be permitted to disrupt the education of others. Without a firm and consistent discipline policy, none of what we envision for the school can happen. This is the basis of our student Code of Conduct.

### **C. Behavioral Infractions**

The following list of behavioral infractions is not comprehensive; it offers examples of inappropriate or unacceptable behaviors. While we have stated possible consequences for certain behavioral infractions, Prestige staff has sole discretion to determine the consequence of each behavioral infraction.

A school-related behavioral infraction refers to the violation of this code occurring:

- while the student is on school grounds or school-related transportation,
- during school-sponsored activities and trips,
- during all other school-related events, and
- off of school grounds that results in substantial disruption to the learning environment

Students are expected to always respond respectfully to the authority and direction of school staff. Behaviors that are considered disrespectful include but are not limited to: rolling of the eyes, making inappropriate remarks or sounds in response to a request, or questioning a staff person’s action or authority in a disrespectful manner. Such disrespect will not be tolerated.

At Prestige we seek to help students become mature young adults. To that end, while we will not tolerate disrespect, we do allow for students to express disagreement in a respectful manner. The school has developed routines and procedures that enable students to easily express such disagreement with respect for all involved. Failure to disagree respectfully will result in further consequences.

Enforcement of Prestige Academy's Code of Conduct is based upon a framework of progressive discipline. Specifically, minor infractions result in less severe consequences while larger infractions result in more severe consequences. Furthermore, first-time infractions result in less severe consequences while repeated infractions result in more severe consequences.

### **Demerits**

If a student commits any of the following infractions, the student will receive a demerit. In addition to a demerit, the student may receive additional targeted, corrective consequences and/or lose other school privileges as determined by Prestige Academy staff.

Infractions which may warrant a demerit include, but are not limited to:

- Being out of uniform (e.g., shirt is un-tucked)
- Being unprepared for class
- Poor posture during class
- Making inappropriate noises during class
- Failing to follow directions or procedures of the class or school
- Talking out of turn
- Tossing an object (ex. pencil) to someone or in the trash instead of asking permission to pass or discard it appropriately
- Other behaviors deemed inappropriate by school staff

### **Detention**

If a student loses 15 or more behavior points in one week (accumulation of demerits and/or high level demerits, the student may earn a detention. Detention is served after school on Mondays and Thursday from 4:00PM to 5:00PM. **Transportation is not provided for students serving detention.** Other infractions which may warrant a detention include, but are not limited to:

1. Low-level disrespect towards a fellow student
2. Low-level disrespect towards faculty, staff, or other members of the school community
3. Low-level disrespect of school property
4. Deliberately disrupting class
5. Horse playing or engaging in physical contact that causes a disruption
6. Possessing an electronic device (e.g., electronic video game, toys) in the school building
7. Sleeping or attempting to sleep in class
8. Being late to Saturday Academy

**Detention is mandatory. Other than for family/medical emergencies or health-related appointments, students may not be excused from detention.** If a student earns detention, he is expected to attend. If a student does not report to an assigned detention, he has "skipped" detention. If a student "skips" detention, the consequence is an out-of-school suspension. In the case of a family/medical emergency or health-related appointment, all students will be required to make-up missed detention time on the following Saturday detention day. Under these circumstances, a family member must directly communicate with a Prestige Academy staff member via phone or written note in order for their child to be dismissed at 4:00pm. However, the student is

required to attend Saturday detention from 9:00AM to 11:00AM in order to make-up the missed detention. If the student does not attend the Saturday detention, the consequence may be an in-school or out-of-school suspension. If a pattern of missing assigned detentions develops even if supported with a parent note, the student may be out-of-school suspended and a parent meeting will be required in order for the student to return to school.

### **In-Class Suspension or “the bench”**

At times, particular infractions warrant consequences that are more severe than detention but less severe than Out-of-School Suspension. Therefore, Prestige Academy has an In-Class Suspension or “the bench” model ensuring that students have access to the curriculum while at the same time ensuring that students face serious consequences.

#### Students “on the bench”

We want our students in school learning. If the administration determines that a student in violation of the Code of Conduct does not present a direct or tangential threat to students or staff in the school, then he or she may be assigned to an in-school suspension. Students serving suspensions in-school are referred to as students “on the bench.” These students:

- Attend all classes, but do not participate orally or as a member of group learning activities. Students “on the bench” may raise their hands to get help from their teachers, but they complete all of their assignments independently.
- Do not attend school cultural events or field trips.
- Wear a different uniform to school (Prestige Academy tie is removed and student wears sticker).
- Complete all homework and class assignments as normally expected.
- Eat lunch away from their peers.
- Lose their right to recess and/or free time

*Students can be placed “on the bench” for breaches of the Code of Conduct that do not pose a direct threat to others. These infractions include, but are not limited to:*

- Gross disrespect of a fellow student
- Gross disrespect of faculty, staff, visitor, or school transportation provider
- Habitual sleeping in class (more than 1X in a given week)
- Disruptions of learning
- Low-level, cheating, plagiarism or dishonesty i.e., copying classmate’s class work or homework
- Cutting class
- Chronic tardiness
- Average more than 9 demerits a week for three consecutive weeks
- Acquire 15 or more demerits in any given week
- Skipping school or Saturday Academy

*Students serving “on the bench” will stay on the bench until 3 consecutive “good” school days have passed. A “good” school day is a day in which a child has earned no more than 2 demerits and no high level demerits. In order to be welcomed fully back onto the Prestige Academy team, he must make a formal statement of apology to and receive forgiveness from, his classmates. This statement must also include a plan for improved behavior.*

*Parents will be contacted in all occasions when a child is placed “on the bench.”*

### **Removal from class**

If a student provokes or repeatedly disrupts the learning environment of any class, then he may be removed from class. The student will be sent to the Dean of Students and Families or another Administrator. The teacher who removed the child may contact the child’s parents and we will attempt to get the child back into his class.

If a child is removed from more than one class on any given school day, then Prestige Academy reserves the right to suspend the child for the remainder of that school day. In this case, the student must be picked up and may not remain in school. We furthermore reserve the right to mandate a meeting with the child’s parent before that child is allowed back into class.

### **In-School Suspension (ISS)**

Students may be assigned to ISS by the Dean of Students and Families or another member of the Administrative Team for, but not limited to:

1. Unsuccessful while serving “the bench”.
2. Repeatedly disrupting the learning environment.
3. Repeatedly breaking the behavioral contract.
4. Refusing or not reporting for disciplinary action.
5. Disrespect to a student or school personnel including bus drivers.

A student assigned to ISS will be isolated in a classroom where he will remain for the duration of his stay. The length of stay will depend on the student’s conduct once he arrives. While serving ISS the following rules must be followed for the student to earn the privilege of returning back to the school community.

1. No talking to other students.
2. No sleeping or putting head down.
3. Remain seated in assigned seat at all times unless given permission otherwise.
4. Complete all assigned work.

Students who follow the rules and demonstrate REAL qualities while serving ISS may be allowed to return to the school community sooner than the initial assigned days. Prestige Academy administration reserves the right to assign ISS whenever it feels it’s in the best interest of the student and school.



### **Out-of-School Suspension**

Infractions which may warrant an Out-of-School Suspension include, but are not limited to:

- Gross disrespect of a fellow student
- Gross disrespect of faculty, staff, visitor, or school transportation provider
- Damaging, destroying, or stealing personal or school property or attempting to do so (including graffiti)
- Using or possessing tobacco products
- Disrupting detention, or In-Class Suspension “the bench” through misbehavior
- Committing sexual, racial, or any form of harassment or intimidation
- Using abusive, vulgar or profane language
- Making verbal or physical threats, empty or otherwise
- Setting off false alarms
- Gambling
- Skipping detention
- Serious forgery, plagiarism, or cheating i.e., copying a classmate’s test, stealing a test.
- Leaving school grounds without permission
- Being charged with a felony
- Repeated offenses for which the student has already earned In-Class Suspension or “the bench”

### **Expulsion**

Expulsion is defined as the exclusion from Prestige Academy Charter School on a permanent basis at the discretion of the Executive Director.

Pursuant to federal law, a student shall be expelled when the student is determined to have brought a firearm to school, or to have possessed a firearm at school. Exceptions to this expulsion requirement may be made in writing by the Executive Director, in his sole discretion, in exceptional circumstances.

Pursuant to Delaware law, a student shall be expelled when the student is found to be (i) possessing, purchasing, or carrying a concealed deadly weapon, (ii) possessing a destructive weapon, (iii) unlawfully dealing with a switchblade knife, knuckles-combination knife, or martial arts throwing star. A “deadly weapon” is defined to include any firearm, bomb, switchblade knife, BB gun, Billy club, blackjack, bludgeon, metal knuckles, slingshot or razor, regardless of its intended use, as well as any bicycle chain, ice pick or other dangerous instrument which is used, or attempted to be used, to cause death or serious physical injury.

In addition, a student may be expelled for the following behavioral infractions:

- Use, possession, or distribution of alcohol, illegal drugs, prescription drugs for which the student does not have a valid prescription, a drug-like substance, and/or a look alike substance;
- Possessing, purchasing or carrying a deadly weapon, including bullets
- Assaulting educational personnel;
- Being convicted of a felony or being found guilty of a felony either by admission or adjudication;

- Repeated, deliberate and fundamental disregard of school policies and procedures
- Assault (i.e. threatening assault, hitting, kicking, punching, slapping, pushing) against fellow students or other members of the school community
- Theft or destruction (or attempted theft or destruction) of personal or school property including arson
- Harassment and violations of civil rights, as delineated in the Prestige Academy Student and Family Handbook

In addition to any of these infractions, any breaches of Federal law, Delaware State law, or bylaws of the city in which the school is located, may be handled in cooperation with the local police department and may result in expulsion.

### **E. Procedures for Disciplinary Action**

The following section explains the procedures for determining consequences students may face for violation of this Code of Conduct. All students are entitled to due process commensurate with the disciplinary consequences to which they may be subject.

#### **Detention**

Detention is served after school on Mondays and Thursday from 4:00PM to 5:00PM.

**Transportation is not provided for students serving detention.**

**Family Notification:** If a student has earned detention, the school will do its best to contact the family, via automated message by 8:30pm. If a student is required to serve detention on Monday, parents will be notified the Friday before. If a student is required to serve detention on Thursday, parents will be notified by Wednesday evening. Thus, it is imperative that the school always have correct contact information for all parents and guardians. Families should provide the school with all relevant contact information as requested at the beginning of the year and keep the school updated if family contact information should change. Students will be expected to stay even if the school is unable to reach the family.

#### **In-Class Suspension “the bench”**

**Requirements:** In the morning, students will need to check in with a school administrator who will reiterate the expectations of In-Class Suspension “the bench”. Students on “the bench” will:

1. Attend classes, receive instruction and complete class work
2. Take off their tie and wear a sticker, provided by the school, signaling that they have lost the privilege of wearing their regular school uniform, which is earned by all students who complete Student Orientation.
3. Not be permitted to communicate with any students throughout the day, including during breaks and lunch, except as specifically instructed by a teacher during an academic discussion.
4. Not participate in selected class activities, as determined by each teacher.
5. Not participate in recess.
6. Not attend reward events including field trips, dances etc. (exceptions may be made in extraordinary circumstances at the sole discretion of the school administration)

*Violation of the requirements of In-Class Suspension may result in additional days of In-Class Suspension or an out of school suspension. Students serving “on the bench” will stay on the bench until 3 consecutive “good” school days have passed. A “good” school day is a day in which a child has earned no more than 2 demerits and no high level demerits. In order to be welcomed fully back onto the Prestige Academy team, he must make a formal statement of apology to and receive forgiveness from, his classmates. This statement must also include a plan for improved behavior.*

**Student Notification:** If a student is assigned In-Class Suspension, he will be notified by a school administrator the day before, or the day of, In-Class Suspension.

**Parental Notification:** Parents of those students who have been assigned In-Class Suspension will be contacted by the school. A parent meeting may be required.

### **In-School Suspension (ISS)**

Students may be assigned to ISS by the Dean of Students and Families or another member of the Administrative Team for, but not limited to:

1. Unsuccessful while serving “the bench”.
2. Repeatedly disrupting the learning environment.
3. Repeatedly breaking the behavioral contract.
4. Refusing or not reporting for disciplinary action.
5. Disrespect to a student or school personnel including bus drivers.

A student assigned to ISS will be isolated in a classroom where he will remain for the duration of his stay. The length of stay will depend on the student’s conduct once he arrives. While serving ISS the following rules must be followed for the student to earn the privilege of returning back to the school community.

1. No talking to other students.
2. No sleeping or putting head down.
3. Remain seated in assigned seat at all times unless given permission otherwise.
4. Complete all assigned work.

Students who follow the rules and demonstrate REAL qualities while serving ISS may be allowed to return to the school community sooner than the initial assigned days. Prestige Academy administration reserves the right to assign ISS whenever it feels it’s in the best interest of the student and school.

### **Out-of-School Suspensions and Expulsion**

Short-Term Suspension. For suspension between one and ten days, the following procedures will apply:

When an infraction occurs, the student will be removed from class and sent to the corrective classroom, or another designated school location. The student’s parent or guardian will be notified of the incident by a school administrator.

Unless a student presents a danger or risk of substantial disruption to the educational process, the student shall receive the following prior to a suspension of one to ten days:

- An explanation of the evidence uncovered by an individualized investigation of his case
- Notice and an opportunity to present his version of the relevant facts
- A written, objective finding of the student's misconduct by an impartial decision maker.

Students shall have no right to appeal a decision regarding a short-term suspension.

In the case of danger or a risk of substantial disruption, the student will be removed from the school building and provided notice and the opportunity to present his version of the relevant facts as soon as possible.

In the case that a student is assigned a suspension, the student's parent/guardian must immediately come to the school, meet with a school administrator, and remove the student from the school building. If the parent/guardian cannot immediately come to the school building, the student will wait in a designated area until the parent/guardian arrives. Prestige Academy will not dismiss a suspended student until a parent/guardian comes to the school. In rare circumstances, the student may be able to leave the school with parent consent. Written notice will be sent home designating the length of suspension.

In order for the student to re-enter the Prestige Academy community following an Out of School suspension:

1. The student may have to write a letter of apology and publicly present this letter to Prestige Academy staff and/or students.
2. Students who are suspended two or more times may be asked to submit a reasonable and genuine plan for improvement in addition to an apology.
3. The student may have to meet additional conditions as required by Prestige Academy.

Once the above conditions are met, the student will be welcomed back into the community. If a student has not met the above requirements, he may earn In-Class Suspension or In-School Suspension.

Students are responsible for completing academic work missed during the suspension. This work will be available in a folder for pick-up by a family member at the school daily between 4:00-6:00pm. The completed work will receive full credit, if submitted by deadlines in accordance with the school make-up policy. If a student does not complete this work, the student may face standard academic consequences (e.g., Homework Club, no academic credit).

*Long-term Suspensions and Expulsion.* Prior to a suspension of more than ten days, in addition to the procedures outline for short-term suspensions, the following procedures will apply:

- The student shall receive written notice of the following:
  - Specific misconduct charged, a statement of the evidence, and the specific provisions of the student disciplinary code allegedly violated;
  - Date, time and place of a hearing, typically scheduled at least five (5) days after the date of notice;
  - Notice of the right at the hearing to:

- Be represented by their parents, legal or other representative (at the student's / parent's own expense).
- Present evidence, including witness testimony.
- Confront and cross-examine witnesses.
- The school will record (by tape or other appropriate means) the hearing and a copy of such will be made available to the student upon request.
- At the election of the student and/or his representative, the hearing may be open or closed to the public.
- Notices and proceedings will be translated into the student's/parent's primary language if necessary for their understanding of the proceedings.
- A student and/or parent, upon request, will have the right to review the school's evidence prior to the hearing, including a summary of proposed testimony of witnesses.
- All decisions by the impartial decision maker regarding long-term suspension or expulsion of a student will be in writing and supported by substantial evidence. The written decision shall set forth findings of fact, the basis of the decision in law or the student disciplinary code, and the disciplinary action to be imposed, if any.
- The written decision shall be provided to the student, his parent/guardian and, if applicable, legal counsel. The written decision shall explain that the student may file a request for review within (10) days requesting an appeal to the Board of Directors. Such appeal shall be based solely on the record established at the hearing (i.e., no additional evidence will be accepted by the Board of Directors). The Board of Directors will deliberate on the student's appeal in Executive Session and will vote to accept or reject the decision of the impartial decision maker in Public Session, without identifying the student. The student, his parent/guardian and, if applicable, legal counsel, will be informed of the Board of Director's decision in writing.

#### **F. Discipline of Students with Special Needs**

Federal and state law provide certain procedural rights and protections relating to discipline of students who have been identified under such laws as having special needs based upon a disability. Generally a handicapped student may not be excluded from school for misconduct that was a result of his handicapping condition. A copy of these rights may be obtained from a school administrator.

#### **G. Student Searches**

In order to maintain the security of all its students, Prestige Academy Charter School staff reserve the right to conduct searches of its students and their property when there is reasonable suspicion to do so. If searches are conducted, the school will ensure that the privacy of the students is respected to the extent possible, and that students and their families are informed of the circumstances and results of the search. School crates and desks, which are assigned to students for their use, remain the property of Prestige Academy Charter School, and students should, therefore, have no expectation of privacy in these areas.

#### **H. Bus Behavior**

The Prestige Academy Charter School Code of Conduct applies on school bus transportation. Students who take the school bus are expected to act responsibly and respectfully at all times. All school rules apply on the bus. Certain additional rules will apply to the bus. Students will be given assigned seats. An administrator will meet the bus every day. No child will exit the bus before the administrator checks with the driver as to behavior. Failing to be in the assigned seat, putting hands

out of the bus, throwing things, using bad language, not obeying the bus driver, are all infractions, as well as those listed in this Code of Conduct. More serious behavior (i.e. fighting) will be investigated and consequenced just as if it happened on school grounds. The first bus infraction may result in loss of bus privileges for (1) day, the second infraction may result in loss of bus privileges for a week or (5) days, and the third infraction may result in loss of bus privileges for the year.

Infractions, if serious enough, can warrant immediate loss of bus privileges for the year. Other consequences (e.g., demerits, detentions, suspensions) apply as well.

**Families are strongly encouraged to reinforce the importance of proper bus behavior and the potential consequences for bad behavior.**

Consequences for misconduct by Special Education students riding on transportation provided by their Individual Education Plan will be dealt with on a case by case basis.

### **I. Field Trips/End-of-Year Events**

The school's curriculum may sometimes require outside learning experiences or special school events. During these activities, it is important for all students to be responsible for their behavior since the site of the activity or event is a temporary extension of the school grounds.

A permission slip that allows students to attend all school-sponsored field trips and events will be sent home at the beginning of the school year and should be signed by a parent or guardian. The school will attempt to notify all parents and guardians before each school-sponsored trip. For trips that are not school-sponsored (e.g., voluntary trips), a permission slip will be sent home prior to the trip/ event, and must be signed by a parent or guardian.

A student may be considered ineligible for a trip for reasons including but not limited to: low REAL Report average, not returning the school-sponsored trip permission form, involvement in a disciplinary incident on a prior trip, poor school attendance, misbehavior in school in the days prior to the trip, etc. Students who are considered ineligible for attending a trip will be required to attend school that day.

If parents or other volunteers assist with such trips or events, students must afford these chaperones the same respect they would provide to teachers. Appropriate behavior must be maintained when attending school-sponsored events, and riding on school-provided transportation. Past inappropriate behavior, or excessive demerits and/or suspensions, may result in loss of privileges in attending or participating in class trips and events, end-of-year or otherwise.

### **J. Cheating, Plagiarism, and Copying Other's Work**

Cheating on homework or exams, using resources inappropriately, and copying other people's work – students' or otherwise – is not only unfair but in the case of plagiarism, illegal. If students are unsure about an assignment or unsure about a test question or testing procedure, they should go to their teacher and ask for direction. Specific guidelines regarding cheating and plagiarism will be reviewed with students during Student Orientation and continued throughout the year. The school will determine appropriate consequences. Cheating, plagiarism, and copying other's work may result in In-Class Suspension, In-School Suspension, Out-of-School Suspension, loss of academic credit, and/or other consequences.

## **GENERAL SCHOOL INFORMATION**

---

### *Prestige Academy Charter School*

#### **A. To Contact Us**

Prestige Academy Charter School  
1121 Thatcher Street  
Wilmington, DE 19802  
Tel. 302.762.3240  
Fax 302.762.4782  
www.prestigeacademycs.org

We are committed to establishing and maintaining an open and respectful line of communication between families and Prestige Academy staff, each of whom has their own phone extension and e-mail address. Families should contact staff by telephone or e-mail and understand that we will try and return calls within 24 hours in the event that a message is left. Families will also have an opportunity to meet with staff during the three scheduled parent-teacher conference days. In addition, meetings can be arranged at any time by appointment. If a parent needs to see a staff person more immediately, the parent should report directly to the appropriate Main Office, which will facilitate the soonest possible contact.

#### **B. Transportation**

Prestige Academy contracts with the Advanced Student Bus Company. The phone number is 302.998.6726.

#### **C. Health Care**

##### *Medical Records*

Delaware state law requires all students enrolling in a new school to have a physical examination before entering the school. Before a student can enroll in the school, the school must have on file the following forms:

- *Medical Requirements Checklist.* This form contains records showing that the student has: 1) had a physical exam in the two years prior to the start of the school year; 2) up-to-date immunizations; and 3) permission to receive screening for vision, hearing, and postural and gait problems.
- *Emergency Treatment Card.* This form the student's name, birth date, grade, home room or teacher, home address, home telephone, the name, place of employment and work telephone of the parent, guardian or Relative Caregiver; two other names, addresses and phone numbers of individuals who can be contacted at times when the parent, guardian or Relative Caregiver can not be reached; the name and telephone number of the family physician and family dentist; any medical conditions or allergies the student has; and the student's medical insurance. Most importantly, it gives the school permission to initiate emergency medical treatment in the event that a parent or guardian cannot be reached.
- *Request To Dispense Medication Form.* If a student requires medication while in school, the school must have on file a Request to Dispense Medication form, filled out by the student's physician. No student is allowed to bring medication to the school without the nurse's full knowledge.

Students who have provided the school with medication dispensation authorization forms should bring the medication (other than Tylenol and ibuprofen, which the school will stock in the health office) to the school on the first day, or contact to the school to make other arrangements. All medication must be presented in its original container from the pharmacy and must be brought in by a parent or accompanied by a note from the parent.

The medication dispensation authorization form requirement applies to all medication, including Tylenol and Ibuprofen. If a student needs to take Tylenol or Ibuprofen during the school day, the student must have on file the authorization signed by his physician and a parent or guardian, giving the school permission to administer the medication during the school year. The medication dispensation authorization form requirement also applies to asthma inhalers, which students should keep in their backpacks. If a student needs to use his asthma inhaler during the school day, he should go to the health office to self-administer the inhaler.

#### Health and Illness

The school requests that children do not come to school if they are ill. If school staff believes that a child needs to see a doctor, is contagious, increases the risk of illness to other children, or requires prolonged individual staff attention that interferes with the safety and regular functioning of the classroom, the school will contact families and ask them to pick up and take their child home.

Parents will be contacted if a child has a moderate-to-high-fever; is experiencing vomiting or diarrhea; shows signs of contagious diseases; and/or has an illness that prevents the child from participating in activities.

#### Health Education, Sex Education, and Sexuality Education Policy

Prestige Academy provides a comprehensive health education curriculum designed to provide students with the knowledge and skills to make responsible, well-informed personal health decisions. The health education curriculum covers a wide variety of topics, including human sex education and human sexuality issues.

Parents or guardians are encouraged to contact the school if they have any concerns regarding Prestige Academy's curriculum.

#### **D. Visitor Policy**

Parents are welcome and encouraged to visit Prestige Academy at anytime during the school year. All visitors are required to report to the Main Office upon entering the building. Any visitor who does not report to the office or is found in the building without authorization will be asked to leave immediately.

In case of an emergency, parents or guardians should contact the Main Office either by phone or in person. Under no circumstances should parents or guardians contact students in their classrooms or attempt to withdraw students from the building without notifying and receiving permission from staff members in the Main Office.

#### **E. Nondiscrimination**

Prestige Academy Charter School does not discriminate in admission to, access to, treatment in, or employment in its services, programs and activities, on the basis of race, color, religion, national



origin, age, gender, sexual orientation, disability, or genetic information, or any other protected classification under federal or state law.

## **F. Harassment, Intimidation, and Bullying**

Prestige Academy Charter School is committed to maintaining a school environment free of harassment, intimidation, and bullying based on race, color, religion, national origin, age, gender, sexual orientation, disability, or genetic information. Harassment, intimidation, and bullying by administrators, certified and support personnel, students, vendors and other individuals at school or at school-sponsored events is unlawful and is strictly prohibited. Prestige Academy Charter School requires all employees and students to conduct themselves in an appropriate manner with respect to their fellow employees, students and all members of the school community.

### Definition of Harassment, Intimidation, and Bullying

In General. Harassment, Intimidation, and Bullying includes communications such as jokes, comments, innuendoes, notes, display of pictures or symbols, gestures, or other conduct that offends or shows disrespect to others based upon race, color, religion, national origin, age, gender, sexual orientation, or disability.

By law, what constitutes harassment is determined from the perspective of a reasonable person with the characteristic on which the harassment is based. What one person may consider acceptable behavior may reasonably be viewed as harassment by another person. Therefore, individuals should consider how their words and actions might reasonably be viewed by other individuals. It is also important for individuals to make it clear to others when a particular behavior or communication is unwelcome, intimidating, hostile or offensive.

Sexual Harassment. While all types of harassment are prohibited, sexual harassment requires particular attention. Sexual harassment includes sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature when:

- Acceptance of or submission to such conduct is made either explicitly or implicitly a term or condition of employment or education.
- The individual's response to such conduct is used as a basis for employment decisions affecting an employee or as a basis for educational, disciplinary, or other decisions affecting a student.
- Such conduct interferes with an individual's job duties, education or participation in extra-curricular activities.
- The conduct creates an intimidating, hostile or offensive work or school environment.

### Harassment and Retaliation Prohibited

Harassment in any form or for any reason is absolutely forbidden. This includes harassment by teachers, administrators, certified and support personnel, students, vendors and other individuals in school or at school related events. In addition, retaliation against any individual who has brought harassment or other inappropriate behavior to the attention of the school or who has cooperated in an investigation of a complaint under this policy is unlawful and will not be tolerated by Prestige Academy Charter School.

Persons who engage in harassment or retaliation may be subject to disciplinary action, including, but not limited to reprimand, suspension, termination/expulsion or other sanctions as determined by the school administration and/or Board of Trustees, subject to applicable procedural requirements.

## **H. Corporal Punishment and Student Restraint**

Prestige Academy Charter School maintains a strict Code of Conduct and clear disciplinary procedures. These procedures do not allow for corporal punishment but rather include a clear set of consequences including demerits, detentions, loss of privileges, suspensions, and expulsions.

In accordance with 14 Del. Code § 702, corporal punishment of pupils is prohibited. School personnel can use reasonable and necessary force to quell a disturbance or prevent an act that threatens physical injury to any person, obtain possession of a weapon or other dangerous object within the student's control, for self defense or the defense of others, to prevent the student from inflicting harm on himself, or to protect the property or safety of others. A written report shall be submitted to the Executive Director whenever the use of such reasonable and necessary force is required.

## **I. Grievance Procedure**

### *Where To File a Complaint*

Any student or employee who believes that Prestige Academy, or any member of the Prestige Academy community, has discriminated against or harassed her/him because of her/his race, color, national origin, sex, disability, age, genetic information, or any other classification protected by law, in admission to, access to, treatment in, or employment in its services, programs, and activities must file a complaint with the Executive Director or his designee. If the Executive Director is the person who is alleged to have caused the discrimination or harassment, the complaint must be filed with the Chair of the Prestige Academy Board of Directors.

### *Complaints of Discrimination Based on Disability*

A person who alleges discrimination on the basis of disability relative to the identification, evaluation, or educational placement of a person, who because of a handicap needs or is believed to need special instruction or related services, pursuant to Section 504 of the Rehabilitation Act of 1973 and/or the Individuals with Disabilities Education Act, must use the procedure outlined in the Delaware Department of Education's *Special Education Rights of Parents and Children* manual and *Parents Can Be the Key* handbook. Copies of these documents are available on the Delaware Department of Education's website (<http://www.doe.state.de.us>) and additionally are available directly from the school upon request.

A person with a complaint involving discrimination on the basis of a disability other than that described above should use the Grievance Procedure.

### *Contents of Complaints and Timelines for Filing*

Complaints under this Grievance Procedure should be filed as soon as possible, but in no event later than 30 school days after the alleged discrimination. The complaint must be in writing. The Executive Director, or his designee, may assist the grievant with filing the complaint. The written complaint must include the following information:

- The name (plus address and telephone number if not a student or employee) of the grievant.

- The name (plus address and telephone number if not a student or employee) of the grievant's representative, if any.
- The name of the person(s) alleged to have caused the discrimination or harassment (respondent).
- A description, in as much detail as possible, of the alleged discrimination or harassment.
- The date(s) of the alleged discrimination or harassment.
- The name of all persons who have knowledge about the alleged discrimination or harassment (witnesses), as can be reasonably determined.
- A description, in as much detail as possible, of how the grievant wants the complaint to be resolved.

*Investigation and Resolution of the Complaint*

Respondents will be informed of the charges as soon as the Executive Director or his designee deems appropriate based upon the nature of the allegations, the investigation required, and the action contemplated.

The Executive Director or his designee will interview witnesses deemed necessary and appropriate to determine the facts relevant to the complaint, and will gather other relevant information. Such interviews and gathering of information ordinarily will be completed within fifteen (15) school days of receiving the complaint.

Within twenty (20) school days of receiving the complaint, the Executive Director or his designee will meet with the grievant and/or her/his representative to review the information gathered and, if applicable, to propose a resolution designed to stop the discrimination or harassment and to correct its effect. Within ten (10) school days of the meeting with the grievant and/or representative, the Executive Director or his designee will provide written disposition of the complaint to the grievant and/or representative and to the respondent(s).

Notwithstanding the above, it is understood that in the event a resolution contemplated by the Prestige Academy involves disciplinary action against an employee or a student, the complainant normally will not be informed of such disciplinary action, unless it directly involves the complainant (i.e., a directive to "stay away" from the complainant, as might occur as a result of a complaint of harassment).

Any disciplinary action imposed upon an employee or student is subject to applicable procedural requirements.

All the time lines specified above will be implemented as specified, unless the nature of the investigation or exigent circumstances prevent such implementation, in which case, the matter will be completed as quickly as practicable. In addition, it should be noted that in the event the respondent is subject to a collective bargaining agreement which sets forth a specific time line for notice and/or investigation of a complaint, such time lines will be followed.

Confidentiality of grievants/respondents and witnesses will be maintained, to the extent consistent with Prestige Academy's obligations relating to investigation of complaints and the due process rights of individuals affected.

Retaliation against someone because he/she has filed a complaint under this Grievance Procedure is strictly prohibited. Acts of retaliation may result in disciplinary action, up to and including suspension or expulsion/discharge.

### Appeals

If the grievant is not satisfied with a disposition by the Executive Director or his designee, the grievant may appeal the disposition to the Board of Directors by writing to the Board Chair.

The Board of Directors will issue a written response on the appeal to the grievant within thirty (30) school days of receiving the appeal.

## **J. Complaint Procedures**

Both the school and the Board work in conjunction with one another to hear and resolve any complaints. If a problem arises with a Prestige Academy faculty or staff member, both the school and the Board encourage the complainant to address the problem directly with the faculty or staff member. If the complainant is dissatisfied with the proposed resolution by the appropriate faculty or staff member, a meeting should be scheduled with the Executive Director. If this does not resolve the issue, then the Board encourages the complainant to contact the Board Chair who will arrange to have the complaint heard at the next possible meeting of the Board of Directors.

## **K. Student Records**

### Student Records - (General)

The Federal Family Education Rights and Privacy Act (FERPA) and its implementing regulations, which have been adopted by the Delaware Department of Education, provide parents and eligible students (those who are age 18 or older) with rights of confidentiality, access, and amendment relating to student records. A copy of the FERPA statute and implementing federal regulations is available upon request to the Executive Director. The following is a general overview of the rights of parents and students.

### Access and Amendment

A parent or eligible student has a right to access student records and to seek their amendment if the parent or eligible student believes them to be inaccurate, misleading, or otherwise in violation of the student's privacy rights. In order to obtain access or to seek amendment to student records, please contact the Executive Director or his designee. Student records will be made available for review at Prestige Academy as soon as possible, but in no event later than 45 days. If the parent or eligible student believes the student records to be inaccurate, misleading, or otherwise in violation of the student's privacy rights, the parent or eligible student may request that Prestige Academy amend the student record, which request shall be considered and ruled upon within a reasonable time. If such request is denied, the parent or eligible student will be afforded notice of a right to hearing on the matter.

### Confidentiality

Release of student records generally requires consent of the parent or eligible student. However, the Regulations provide certain exceptions. For example, staff employed or under contract to the district have access to records as needed to perform their duties. Prestige also releases a student's complete student record to authorized school personnel of a school to which a student seeks or

intends to transfer without further notice to, or receipt of consent from, the eligible student or parent.

In addition, Prestige has a practice of releasing directory information, consisting of the following: the student's name, address, telephone listing, date and place of birth, major field of study, dates of attendance, weight and height of the members of athletic teams, class, participation in recognized activities and sports, honors and awards, and post-high school plans. In the event a parent or eligible student objects to the release of any of the above information, the parent/eligible student may state that objection in writing to the Executive Director or his designee. Absent receipt of a written objection by the third week of school, the directory information will be released without further notice or consent.

Please see the Regulations for a description of other circumstances in which student records may be released without the consent of a parent or eligible student.

Parents and eligible students have a right to file a complaint concerning alleged failures by a school district to comply with the requirements of the student records laws and regulations with the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue SW, Washington DC 20202.

## **L. Internet Acceptable Use Policy**

### Acceptable Use

The Internet is a global network linking computers around the world. Internet use provides valuable opportunities for research, curriculum support, and career development. Prestige Academy offers Internet access to its students and staff. The primary purpose of providing access to the Internet is to support the educational mission of the Prestige Academy. Prestige Academy expects that students and staff will use this access in a manner consistent with this purpose.

While the Internet is a tremendous resource for electronic information, it has the potential for abuse. Prestige Academy makes no guarantees, implied or otherwise, regarding the factual reliability of data available over the Internet. Users of the Prestige Academy Internet service assume full responsibility for any costs, liabilities, or damages arising from the way they choose to use their access to the Internet. Prestige Academy has installed special filtering software in an effort to block access to material that is not appropriate for children.

### Unacceptable Use

The following is a list of prohibited behaviors. The list is not exhaustive but illustrates unacceptable uses of the Prestige's Internet Service.

- disclosing, using or disseminating personal identification information about self or others;
- accessing, sending or forwarding materials or communications that are defamatory, pornographic, obscene, sexually explicit, threatening, harassing, or illegal;
- using the Internet service for any illegal activities such as gaining unauthorized access to other systems, arranging for the sale or purchase of drugs or alcohol, participating in criminal gang activity, threatening others, transferring obscene material, or attempting to do any of the above;

- using the Internet service to receive or send information relating to dangerous instruments such as bombs or other explosive devices, automatic weapons or other firearms, or other weaponry;
- vandalizing school computers by causing physical damage, reconfiguring the computer system, attempting to disrupt the computer system, or destroying data by spreading computer viruses or by any other means;
- copying or downloading of copyrighted material without authorization from the copyright holder, unless the copies are used for teaching (including multiple copies for classroom use), scholarship, or research. Users shall not copy and forward or copy and upload any copyrighted material without prior approval;
- plagiarizing material obtained from the Internet. Any material obtained from the Internet and included in one's own work must be cited and credited by name or by electronic address or path on the Internet. Information obtained through E-mail or news sources must also be credited as to sources;
- using the Internet service for commercial purposes;
- downloading or installing any commercial software, shareware, freeware or similar types of material onto network drives or disks without prior permission; and
- overriding the Internet filtering software.

#### Safety Issues

Use of the Internet has potential dangers. The following are basic safety rules pertaining to all types of Internet applications.

- Never reveal *any* identifying information such as last names, ages, addresses, phone numbers, parents' names, parents' employers or work addresses, or photographs.
- Use the "back" key whenever you encounter a site that you believe is inappropriate or makes you feel uncomfortable.
- Immediately tell a faculty member if you receive a message that you believe is inappropriate or makes you feel uncomfortable.
- Never share your password or use another person's password. Internet passwords are provided for each user's personal use only. If you suspect that someone has discovered your password, you should change it immediately and notify the Executive Director.

#### Privacy

Users should not have an expectation of privacy or confidentiality in the content of electronic communications or other computer files sent and received on the school computer network or stored in the user's directory or on a disk drive. Prestige Academy reserves the right to examine all data stored on diskettes involved in the user's use of Prestige's Internet service.

Internet messages are public communication and are not private. All communications including text and images may be disclosed to law enforcement or other third parties without prior consent of the sender or the receiver. Network administrators may review communications to maintain integrity system-wide and ensure that users are using the system responsibly.

### Violations

Access to the Prestige's Internet service is a privilege not a right. Prestige Academy reserves the right to deny, revoke or suspend specific user privileges and/or to take other disciplinary action, up to and including suspension, expulsion (students), or dismissal (staff) for violations of this policy. The school will advise appropriate law enforcement agencies of illegal activities conducted through Prestige's Internet service. The District also will cooperate fully with local, state, and/or federal officials in any investigation related to any illegal activities conducted through the service.

## STATEMENT OF UNDERSTANDING

---

*Prestige Academy Charter School*

I have received and read a copy of Prestige Academy's Student and Family Handbook and understand the rules, regulations, and procedures of the school.\* I understand that if I ever have any questions regarding school policies, I should ask a member of the school community for a further explanation.

\_\_\_\_\_  
Student Name

\_\_\_\_\_  
Parent/Guardian Name

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

*\*If a family has more than one child attending the school, a separate Statement of Understanding must be returned for each child.*

*We thank you for your cooperation and wish you the best for the new school year.*



## Attachment H

Teach For America NWEA MAP Tracker

## Teach For America NWEA MAP Tracker

The document below is a sample of the data analysis tool used to analyze NWEA MAP results.

### MAP Analysis

1.5 years		FALL MATH					WINTER MATH					SPRING MATH				
		205	4		12	217	210	6	5	0.7		217	12	5.9	1.8	
Class Period	DSTP Score	Start of Course RIT Score	Start of Course Grade Level	Special Education	RIT Increase Needed to Reach Target	Target Ending RIT Score	Mid-Year RIT Score	Overall Fall to Winter RT	Mid-Year Grade Level Equivalent	Mid-Year Growth Achievement (yrs)	Progress to Date	Ending RIT Score	Overall Fall to Spring RT	End of Year Grade Level Equivalent	End of Year Growth Achieved (yrs)	Percentage with Fall
DeSales	2	206	4.3		12	218	199	-7	3.6	-0.7	Below Target	208	2	4.6	0.2	
DeSales	2	202	3.9		13	215	199	-3	3.6	-0.3	Below Target	206	4	4.3	0.4	
DeSales	2	199	3.6		14	213	220	21	6.3	2.7	On Target	205	6	4.2	0.6	
DeSales	2	210	4.8		11	221	210	0	4.8	0.0	Below Target	221	11	6.5	1.7	
DeSales	2	205	4.2		12	217	210	5	4.8	0.6	Below Target	219	14	6.1	1.9	
DeSales	2	205	4.2		12	217	220	15	6.3	2.1	On Target	220	15	6.3	2.1	
DeSales	3	198	3.5		14	212	199	1	3.6	0.1	Below Target	216	18	5.7	2.1	
DeSales	3	204	4.1		12	216	206	2	4.3	0.2	Below Target	220	16	6.3	2.2	
DeSales	3	207	4.5		12	219	227	20	7.6	3.1	On Target	222	15	6.6	2.2	
DeSales	3	219	6.1		9	228	197	-22	3.4	-2.7	Below Target	231	12	8.7	2.6	
DeSales	3	197	3.4		15	212	212	15	5.0	1.6	On Target	219	22	6.1	2.7	
DeSales	3	194	3.2	y	15	209	228	34	7.8	4.6	On Target	219	25	6.1	2.9	
DeSales	3	202	3.9		13	215	228	26	7.8	3.8	On Target	228	26	7.8	3.8	
DeSales	4	229	7.9		5	234	225	-4	7.2	-0.8	Below Target	234	5	9.7	1.7	
DeSales	4	221	6.5		9	230	232	11	9.1	2.6	On Target	236	15	10.4	4.0	
ND	1	196	3.4		15	211	204	8	4.1	0.8	On Target	201	5	3.8	0.5	
ND	1	184	2.4		18	202	195	11	3.3	0.9	On Target	191	7	2.9	0.6	
ND	1	202	3.9		13	215	209	7	4.7	0.8	On Target	211	9	4.9	1.0	
ND	2	205	4.2		12	217	202	-3	3.9	-0.3	Below Target	212	7	5.0	0.8	
ND	2	198	3.5		14	212	209	11	4.7	1.1	On Target	216	18	5.7	2.1	
ND	2	196	3.4		15	211	194	-2	3.2	-0.2	Below Target	218	22	6.0	2.6	

## Attachment I

### Achievement Network Interim Assessment Data

# Achievement Network Interim Assessment Data

This document describes the Achievement Network (ANet) and compares ANet achievement from the 2010 – 2011 school year to the 2009 – 2010 school year. Take aways from these results are included below in bulleted format.

## Overview

Anet's Approach Has Three Key Components:

1. Assessments & Tools: Schools administer ANet's standards-aligned interim assessments to consistently identify and close gaps in student learning
2. Professional Services: ANet coaches with with Network schools to teach them how to analyze assessment results, identify gaps in student learning, and create and assess the effectiveness of action plans to address gaps
3. Network Collaboration: Schools meet and collaborate throughout the year to exchange problem solving strategies and best practices, and benchmark their own performance

## Plan-Do-Check-Act for Performance and Practice

Working together, ANet and Network schools combine ANet's three core components (Practices & Assessments, Performance Tracking & Benchmarking and Coaching & Networks) to set, track and meet achievement and practice objectives. Depending on the schools starting point, ANet works with schools over a 3-5 year period to:

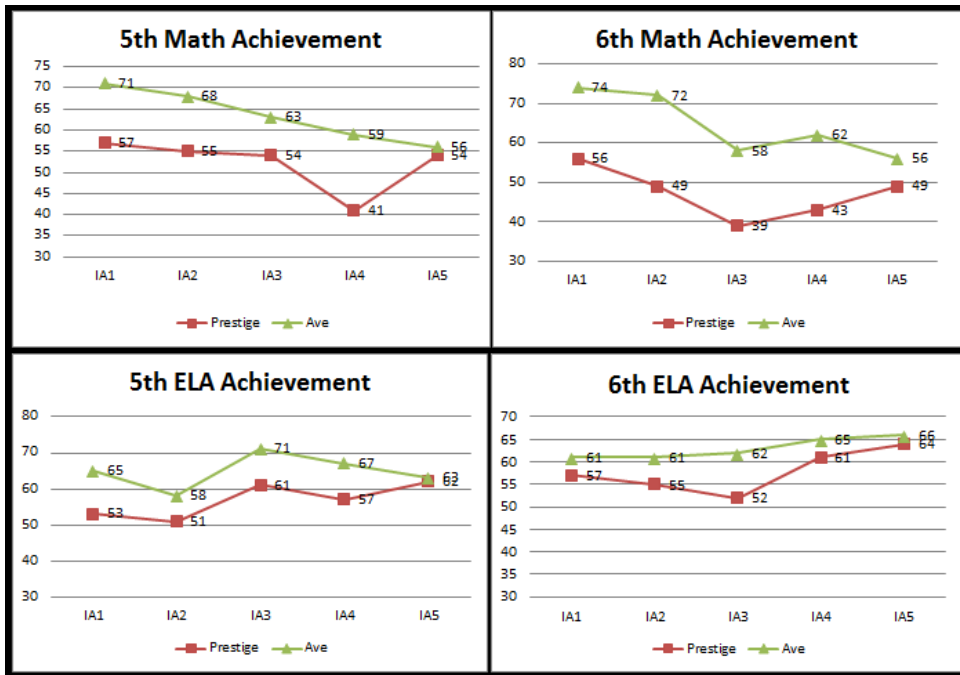
1. Set achievement and practice objectives & milestones for school
2. Deliver training and implement practices
3. Assess improvement through achievement on year-end state tests and ANet interim assessments
4. Adjust training and practices to meet yearly objectives & in-year milestones

## Benefits

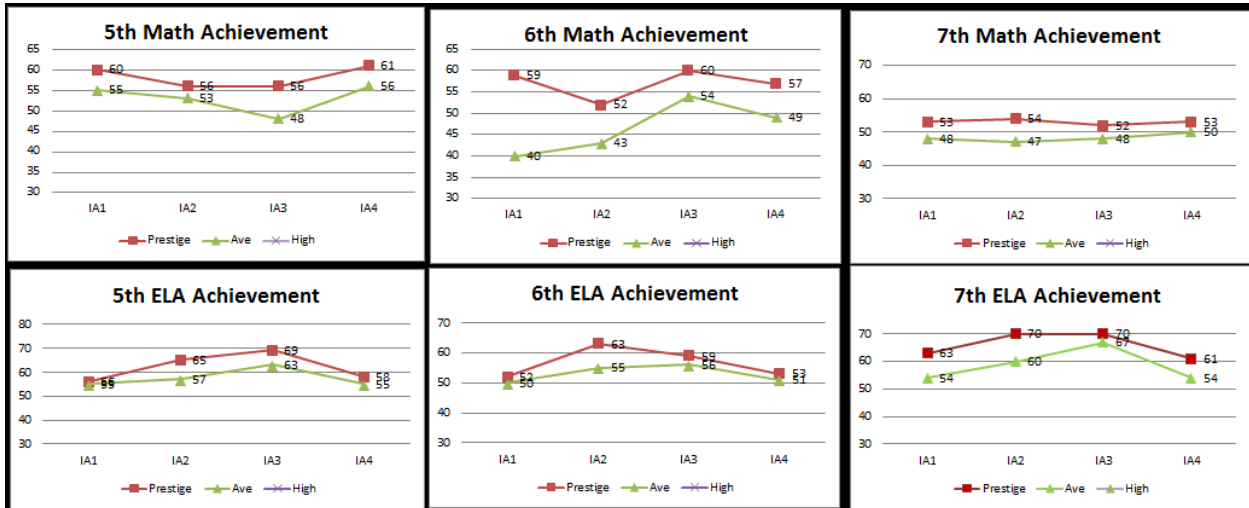
ANet combines tools and support to provide three key benefits to schools, districts and CMO's:

- Results: Unlike assessment and professional development vendors, ANet relentlessly links its work to gains in student achievement for schools and Networks.
- Sustainability: ANet focuses on embedding best practices so that leaders and teachers can become self-sufficient at using data to raise student achievement in 3-5 years.
- Cost effectiveness: For a moderate investment for 3-5 years, schools can make significant and measurable—and in some cases very dramatic—gains in student achievement.

## 2009 – 2010 ANet Results



## 2010 – 2011 ANet Results



- All grade levels and content areas outperformed network average in 2010 – 2011.
- Math saw increased levels of mastery in 5<sup>th</sup> and 6<sup>th</sup> grade mastery when compared to 2009 – 2010 results.
- Grade 7 results were lower in Math – this is likely the result of more rigorous content (network average was lower as well). This will be an area of focus for 2011 – 2012.
- Reading saw on average increased results in Grades 5 and 6 but both had final interim assessment results lower than that of the 2009 – 2010 school year. Curricular alignment for A4 was analyzed to better understand this dip.

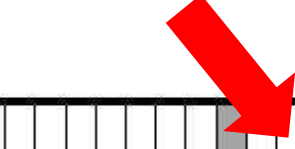
# DC 2011-2012 Skills-Based ELA Schedule of Assessed Standards: Guide to Interpreting the Document

DC 2011-2012 Skills Based Schedule of Assessed Standards, 5th Grade ELA

Assessment 1	Assessment 2	Assessment 3	Assessment 4
Identify Details (4) Analyze Details and Draw Conclusions (4) Main Idea (4) Character Traits (4) Author's Purpose (3) Style and Language (3) Vocabulary (3) Sequence Details (2)	Identify Details (5) Analyze Details and Draw Conclusions (3) Style and Language (3) Main Idea (2) Author's Purpose (2) Sequence Detail (2) Vocabulary (2)	Analyze Details and Draw Conclusions (5) Identify Details (4) Main Ideas (3) Author's Purpose (3) Character Traits (2) Vocabulary (2) Genre (2) Style and Language (1)	Analyze Details and Draw Conclusions (5) Main Idea (4) Author's Purpose (3) Identify Details (2) Vocabulary (2) Sequence Details (2) Style and Language (1)
Genres Assessed: Fiction Nonfiction	Myth Poetry Nonfiction	Fiction Poetry Nonfiction	Myth Poetry Nonfiction Practical Reading

**ANet skills assessed on each interim with number of questions per skill indicated in parentheses**

**Genres assessed on each interim**



ANet Skills	Common Core State Standards for Language Arts	ANet Skills	DC Reading/English Language Arts Standards
	<p>RL.5.4. Determine the meaning of words and phrases as they are used in a text, including figurative language such as metaphors and similes.</p> <p>RI.5.4 Determine the meaning of general academic and domain-specific words and phrases in a text relevant to a grade 5 topic or subject area.</p> <p>Demonstrate understanding of figurative language, word relationships, and nuances in word meanings.</p> <p>Identify figurative language, including similes and metaphors, in text.</p> <p>Recognize and explain the meaning of common idioms, adages, and proverbs.</p> <p>Use the relationship between particular words (e.g., synonyms, antonyms, homographs) to better understand each of the words.</p>		<p>5.EL.1. Recognize that a word performs different functions according to its position in the sentence.</p> <p>LD-V.8. identify the meaning of common Greek and Latin roots and affixes to determine the meaning of unfamiliar words.</p> <p>Identify and apply the meanings of the terms in, synonym, and homophone.</p> <p>Determine the meaning of unfamiliar words in text using definitions and examples stated in the text.</p> <p>5.LD-V.11. Identify meanings, pronunciations, alternate word choices, correct spellings, and parts of speech of words using dictionaries and thesauri (printed and electronic).</p>

**Common Core State Standards & ANet Skills Crosswalk**

**DC Standards & ANet Skills Crosswalk**

# DC 2011-2012 Standards-Based Math Schedule of Assessed Standards: Guide to Interpreting the Document

List of DC Standards assessed on each interim—for each standard there will be 3 assessment questions

DC 2011-2012 Schedule of Assessed Standards, 5th Grade Math				
Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered	Assessment 5 Standards Covered
5.NSO-C.14 Add and Subtract Decimals 5.NSO-C.15 Multiply Whole Numbers 5.NSO-C.19 Multiply Decimals	5.OAP.1 Data and Central Tendency (mean) 5.O.1 Identify 2-D Shapes 5.O.2 Identify 3-D Shapes	5.OAP.2 Data in Plots, Tables, and Graphs 5.M.3 Unit Conversions (within a system) 5.M.5 Volume and Surface Area 5.M.6 Sum of Angles in Polygons	5.OAP.3 Probability 5.O.7 Graph Points with Coordinates 5.NSO-C.12 Negative Numbers 5.NSO-C.17 Multiply and Divide Fractions 5.NSO-C.20 Exponents	
5.NSO-N.1 Floor Value 5.NSO-N.2 Expanded Notation 5.NSO-N.5 & N.6 & N.7 Number Theory 5.PMA.1 Patterns	5.O.3 Lines 5.O.4 Symmetry 5.O.5 Congruency 5.O.6 Transformations 5.M.1 & M.2 & M.4 Area and Perimeter 5.M.7 Measure and Classify Angles 5.NSO-C.15 Divide Whole Numbers 5.NSO-C.16 Divide Decimals	5.NSO-C.18/P.11 Simplify Fractions 5.NSO-F.9 & F.10 & F.11/C.18 Equivalency 5.NSO-N.3 Number Line 5.PMA.2 Evaluate Expressions with Variables 5.PMA.3 Properties of Equality	5.NSO-C.21 Inverse Relationships 5.NSO-C.22/S.PMA.5 Order of Operations 5.NSO-E.2/P.N.1 Estimate (all numbers) 5.NSO-M.4 Compare and Order 5.PMA.4 Models, Tables, and Graphs 5.PMA.7 Interpret Graphs	

List of “Review Standards” that will be re-assessed

DC 2011-2012 Schedule of Assessed Standards, 5th Grade Math				
Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered	Assessment 5 Standards Covered
	5.NSO-E.27 Estimate (whole numbers) 5.NSO-N.2 Place Value 5.PMA.1 Patterns	5.OAP.1 Data and Central Tendency 5.O.2 Identify 3-D Shape 5.O.6 Time/Conversions 5.M.2 & M.2 & M.4 Area and Perimeter 5.PMA.1 Patterns	5.OAP.2 Data in Plots, Tables, and Graphs 5.M.7 Unit Conversions (within a system) 5.NSO-C.13 Add and Subtract Fractions 5.NSO-C.18/P.11 Simplify Fractions 5.NSO-C.20 Exponents 5.PMA.1 Patterns	5.OAP.3 Probability 5.O.7 Graph Points with Coordinates 5.NSO-C.12 Negative Numbers 5.NSO-C.17 Multiply and Divide Fractions 5.NSO-C.20 Exponents 5.PMA.1 Patterns

**DC 2011-2012 Schedule of Assessed Standards, 3rd Grade Math**

Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered
3.M.3 Time	3.DASP.1. Display and Match Data	3.G.1 & G.2 Attributes of 2-D Shapes & Identify 2-D and 3-D Shapes	3.DASP.3 & DASP.4 & DASP.5 Probability
3.NSO-C.10/11 Add Whole Numbers	3.DASP.2. Data in Plots, Tables and Graphs	3.G.5 Symmetry	3.G.3 Measure and Classify Angles
3.NSO-C.10/11 Subtract Whole Numbers	3.NSO-C.15/22 Inverse Relationships	3.G.6 Manipulate 2-D Shapes	3.G.4 Lines
3.NSO-E.23 & E.24 Estimate	3.NSO-C.14 & C.16 Multiplication and Division Facts	3.M.1. Select Appropriate Units	3.G.7 Graph Points with Coordinates
3.NSO-N.1 Place Value	3.NSO-N.4. Number Theory	3.M.2/PRA.4 Unit Conversions (within a system)	3.M.4 Area and Perimeter
3.NSO-N.2. Expanded Notation	3.PRA.2 & F.6. Symbols of Equality and Inequality & Number Line	3.NSO-C.13 & F.7 Money	3.NSO-F.5 & F.9 Understanding Fractions
3.NSO-N.3. Rounding	3.PRA.3. Properties of Equality	3.NSO-C.20 & C.21 Properties	3.NSO-F.8 & C.12 Add and Subtract Fractions
3.PRA.1 & PRA.5 Patterns		3.NSO-C.17/19 Multiply Whole Numbers	
		3.NSO-C.18. Divide Whole Numbers	

<b>Review Standards</b>	3.NSO-C.10/11 Add Whole Numbers	3.DASP.2. Data in Plots, Tables and Graphs	3.M.1 Select Appropriate Units
	3.NSO-N.1 Place Value	3.M.3 Time	3.NSO-C.13 & F.7 Money
	3.NSO-N.2. Expanded Notation	3.NSO-C.14 & C.16 Multiplication and Division Facts	3.NSO-C.17/19 Multiply Whole Numbers
	3.PRA.1 & PRA.5 Patterns	3.NSO-N.1 Place Value	3.NSO-C.18. Divide Whole Numbers
		3.PRA.2 & F.6. Symbols of Equality and Inequality & Number Line	3.NSO-N.1 Place Value
			3.PRA.3. Properties of Equality



### DC 2011-2012 Schedule of Assessed Standards, 4th Grade Math

Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered
4.NSO-C.14/15 Add and Subtract Whole Numbers	4.NSO-C.16. Add and Subtract Fractions	4.M.1 Select Appropriate Units	4.DASP.1 & DASP.2 & DASP.3 Display and Match Data
4.NSO-C.18 Multiplication and Division Facts	4.NSO-C.19/22 Multiply Whole Numbers	4.M.2 Unit Conversions (within a system)	4.DASP.4 & DASP.5 Probability
4.NSO-C.17/27 Inverse Relationships	4.NSO-C.20/22 Divide Whole Numbers	4.M.3 Time	4.G.1 & G.2 Attributes of 2-D and 3-D Shapes & Identify 2-D & 3-D Shapes
4.NSO-C.26. Properties	4.NSO-C.21. Multiply Fractions	4.M.4 & M.5 Area and Perimeter	4.G.3 Measure and Classify Angles
4.NSO-E.28 & E.29 & E.30 Estimate	4.NSO-C.23 Multiply and Divide Decimals	4.NSO-C.25. Select Appropriate Operations	4.G.4 Lines
4.NSO-N.1. Place Value	4.NSO-F.9. Understanding Fractions	4.PRA.1. Patterns	4.G.5 Similarity
4.NSO-N.2. Expanded Notation	4.NSO-N.5 & F.13 Understanding Decimals	4.PRA.2 Using Variables	4.G.6 Transformations
4.NSO-N.3. Rounding	4.NSO-F.10 & F.11 Equivalency	4.PRA.3 & PRA.4 & PRA.5 Models, Tables, and Graphs	4.G.7 Manipulate 2-D and 3-D Shapes
4.NSO-N.4 & N.6 & N.7 Number Theory	4.NSO-F.12. Fractional Models		4.G.8 Graph Points with Coordinates
			4.NSO-N.8 Negative Numbers

Review Standards	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered
	4.NSO-C.18 Multiplication and Division Facts	4.NSO-C.16. Add and Subtract Fractions	4.NSO-C.16. Add and Subtract Fractions
	4.NSO-E.28 & E.29 & E.30 Estimate	4.NSO-C.19/22 Multiply Whole Numbers	4.NSO-C.25. Select Appropriate Operations
	4.NSO-N.1. Place Value	4.NSO-C.20/22 Divide Whole Numbers	4.NSO-F.9. Understanding Fractions
		4.NSO-F.9. Understanding Fractions	4.NSO-N.5 & F.13 Understanding Decimals
		4.NSO-N.5 & F.13 Understanding Decimals	4.PRA.2 Using Variables
			4.PRA.3 & PRA.4 & PRA.5 Models, Tables, and Graphs

\*\*The Schedule of Assessed Standards is organized by Assessment and Standard. Standards are based on the standards in the DC State Standards.

### DC 2011-2012 Schedule of Assessed Standards, 5th Grade Math

Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered
5.NSO-C.14 Add and Subtract Decimals	5.DASP.1 Data and Central Tendency (mean)	5.DASP.2 Data in Plots, Tables, and Graphs	5.DASP.3 Probability
5.NSO-C.15 Multiply Whole Numbers	5.G.1 Identify 2-D Shapes	5.M.3 Unit Conversions (within a system)	5.G.7 Graph Points with Coordinates
5.NSO-C.19 Multiply Decimals	5.G.2 Identify 3-D Shapes	5.M.5 Volume and Surface Area	5.NSO-C.12 Negative Numbers
5.NSO-E.23 Estimate (whole numbers)	5.G.3 Lines	5.M.6 Sum of Angles in Polygons	5.NSO-C.17 Multiply and Divide Fractions
5.NSO-F.8 Understanding Fractions	5.G.4 Symmetry	5.NSO-C.13 Add and Subtract Fractions	5.NSO-C.20 Exponents
5.NSO-N.1 Place Value	5.G.5 Congruency	5.NSO-C.18/F.11 Simplify Fractions	5.NSO-C.21 Inverse Relationships
5.NSO-N.2 Expanded Notation	5.G.6 Transformations	5.NSO-F.9 & F.10 & F.11/C.18 Equivalency	5.NSO-C.22/5.PRA.5 Order of Operations
5.NSO-N.5 & N.6 & N.7 Number Theory	5.M.1 & M.2 & M.4 Area and Perimeter	5.NSO-N.3 Number Line	5.NSO-E.23/N.1 Estimate (all numbers)
5.PRA.1 Patterns	5.M.7 Measure and Classify Angles	5.PRA.2 Evaluate Expressions Given Variables	5.NSO-N.4 Compare and Order
	5.NSO-C.15 Divide Whole Numbers	5.PRA.3 Properties of Equality	5.PRA.4 Models, Tables, and Graphs
	5.NSO-C.16 Divide Decimals	5.PRA.6 Models, Tables, and Graphs (proportions)	5.PRA.7 Interpret Graphs

Review Standards	Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered
	5.NSO-E.23 Estimate (whole numbers)	5.DASP.1 Data and Central Tendency	5.DASP.2 Data in Plots, Tables, and Graphs	5.DASP.3 Probability
	5.NSO-N.1 Place Value	5.G.2 Identify 3-D Shapes	5.M.3 Unit Conversions (within a system)	5.G.7 Graph Points with Coordinates
	5.PRA.1 Patterns	5.G.6 Transformations	5.NSO-C.13 Add and Subtract Fractions	5.NSO-C.12 Negative Numbers
	5.M.1 & M.2 & M.4 Area and Perimeter	5.M.1 & M.2 & M.4 Area and Perimeter	5.NSO-C.18/F.11 Simplify Fractions	5.NSO-C.17 Multiply and Divide Fractions
	5.NSO-C.15 Divide Whole Numbers	5.PRA.1 Patterns	5.NSO-F.9 & F.10 & F.11/C.18 Equivalency	5.NSO-C.20 Exponents
	5.NSO-C.16 Divide Decimals	5.PRA.2 Evaluate Expressions Given Variables	5.NSO-N.3 Number Line	5.NSO-C.21 Inverse Relationships
		5.PRA.3 Properties of Equality	5.NSO-F.9 & F.10 & F.11/C.18 Equivalency	5.NSO-C.22/5.PRA.5 Order of Operations
		5.PRA.6 Models, Tables, and Graphs (proportions)	5.NSO-E.23/N.1 Estimate (all numbers)	5.NSO-E.23/N.1 Estimate (all numbers)
		5.PRA.7 Interpret Graphs	5.NSO-N.4 Compare and Order	5.NSO-N.4 Compare and Order

\*\*The Schedule of Assessed Standards is organized by Assessment and Standard. Standards are based on the standards in the DC State Standards.

### DC 2011-2012 Schedule of Assessed Standards, 6th Grade Math

	Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered
	6.DASP.1 Data and Central Tendency 6.DASP.2 & DASP.3 & DASP.5 Data in Plots, Tables, and Graphs 6.NSO-C.8 Select Appropriate Operations 6.NSO-C.9/N.3 Inverse Relationships 6.NSO-C.10/N.1 Add and Subtract Decimals 6.NSO-C.15 Exponents 6.NSO-C.17 Order of Operations 6.NSO-E.18 & N.7 Estimate Divide Fractions 6.NSO-N.2 Number Line 6.NSO-N.6 Number Theory	6.DASP.6 & DASP.7 Probability 6.NSO-C.9 Add and Subtract on a Number Line 6.NSO-C.9/16 Compute with Integers 6.NSO-C.10/N.1 Add and Subtract Decimals 6.NSO-C.10/N.1 Multiply and Divide Decimals 6.NSO-C.11/12/N.1 Add and Subtract Fractions 6.NSO-C.12/N.1 Multiply and Divide Fractions 6.NSO-C.13 Percents 6.NSO-C.14 Ratios and Proportions 6.NSO-N.2 Compare and Order 6.NSO-N.4 & N.5 Equivalency	6.DASP.X Probability (combinations) 6.G.1 2-D Representations of 3-D Shapes 6.G.2 Lines and Angles 6.G.3 Transformations 6.G.4 Graph Points with Coordinates 6.G.5 Distance Between Two Points 6.M.6 Measure and Classify Angles 6.M.9 Sum of Angles in Polygons 6.PRA.1 & PRA.5/6 Properties of Equality 6.PRA.2 Solve Linear Equations 6.PRA.4 & PRA.7 Evaluate Expressions Given Variables	6.DASP.4 Probability (multiple events) 6.M.1/3 Perimeter 6.M.2/3 Area 6.M.4 Unit Conversions (within a system) 6.M.5 & M.8 Volume and Surface Area 6.M.7 Circles 6.PRA.3 Constant Rate of Change 6.PRA.8 Models, Tables, and Graphs 6.PRA.9 Interpret Graphs
<b>Review Standards</b>		6.DASP.1 Data and Central Tendency 6.NSO-C.8 Select Appropriate Operations 6.NSO-E.18 Estimate (all numbers)	6.DASP.6 Probability (single event) 6.NSO-C.8 Select Appropriate Operations 6.NSO-C.10 Multiply and Divide Decimals 6.NSO-C.11/12/N.1 Add and Subtract Fractions 6.NSO-C.12/N.1 Multiply and Divide Fractions	6.DASP.1 Data and Central Tendency 6.G.1 2-D Representations of 3-D Shapes 6.G.2 Lines and Angles 6.G.3 Transformations 6.NSO-C.8 Select Appropriate Operations 6.PRA.4 & PRA.7 Evaluate Expressions Given Variables

\*\*The Schedule of Assessed Standards is organized by Assessment and Standard. Standards are based on the standards in the DC State Standards.

DC 2011-2012 Schedule of Assessed Standards, 7th Grade Math				
Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered	
7.DASP.1 Data and Central Tendency	7.DASP.3 Data Sampling	7.G.1 Identify 3-D Shapes	7.DASP.4 & DASP.5 Probability	
7.DASP.2 Data in Plots, Tables, and Graphs	7.NSO-C.10 Add and Subtract Fractions	7.M.1 Unit Conversions (between systems)	7.G.2/3 Congruency and Similarity	
7.NSO-C.10 Add and Subtract Decimals	7.NSO-C.10 Multiply and Divide Fractions	7.NSO-C.14/M.5 & N.8 Ratios and Proportions	7.G.4 Sides and Angles of Polygons	
7.NSO-C.10 Multiply and Divide Decimals	7.NSO-C.10 Compute with Integers	7.PRA.1 Patterns, Models, Tables, and Graphs	7.G.6 Graph Points with Coordinates	
7.NSO-C.12 Select Appropriate Operations	7.NSO-C.10/13 Compute with Percents	7.PRA.4 & PRA.5 Express Linear Relationships	7.G.6 Transformations	
7.NSO-C.19/PRA.3 & C.16 & N.6 & N.9 Exponents, Order of Operations	7.NSO-N.3 Absolute Value	7.PRA.6 & PRA.9 Solve Linear Equations	7.M.2 Area and Perimeter	
7.NSO-C.17 & C.18 Inverse Relationships	7.NSO-N.4 Scientific Notation	7.PRA.7 & M.3 Linear Relationships (rates of change)	7.M.2 Volume and Surface Area	
7.NSO-E.20 Estimate	7.PRA.2 Evaluate Expressions Given Variables	7.PRA.8 Linear Equations (proportional relationships)	7.M.4 Scale Drawings	
7.NSO-N.2/C.11 & N.1 & N.5 Compare and Order, Equivalency		7.PRA.10 Algebraic Terminology		
7.NSO-N.7 Number Theory		7.PRA.11 Plot Lines		

Review Standards	7.DASP.1 Data and Central Tendency	7.DASP.2 Data in Plots, Tables, and Graphs	7.DASP.2 Data in Plots, Tables, and Graphs
	7.DASP.2 Data in Plots, Tables, and Graphs	7.NSO-C.10 Multiply and Divide Fractions	7.DASP.2 Data in Plots, Tables, and Graphs
	7.NSO-C.12 Select Appropriate Operations	7.NSO-C.12 Select Appropriate Operations	7.NSO-C.12 Select Appropriate Operations
		7.NSO-C.19/PRA.3 & C.16 & N.6 & N.9 Exponents, Order of Operations	7.PRA.1 Patterns, Models, Tables, and Graphs
		7.PRA.2/10 Evaluate Expressions Given Variables	7.PRA.2 Evaluate Expressions Given Variables
			7.PRA.7 & M.3 Linear Relationships (rates of change)
			7.PRA.8/10 Linear Equations (proportional relationships)

\*\*The Schedule of Assessed Standards is organized by Assessment and Standard. Standards are based on the standards in the DC State Standards.

### DC 2011-2012 Schedule of Assessed Standards, 8th Grade Math

Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered
8.NSO-C.12 & N.6 Exponents, Roots, and Order of Operations 8.NSO-C.15 Select Appropriate Operations	8.M.1 Unit Conversions (between systems) 8.M.6 Ratios and Proportions in Figures	8.DASP.1 Data and Central Tendency 8.DASP.2 & DASP.5 Data in Plots, Tables, and Graphs 8.DASP.3 Data Sampling	8.G.1 Sides and Angles of Polygons 8.G.2 Lines and Angles 8.G.3 Congruency and Similarity 8.G.5 2-D Representations of 3-D Shapes 8.G.6 Pythagorean Theorem
8.NSO-E.16 & N.5 & N.2 Irrational Numbers 8.NSO-E.17 Estimate	8.NSO-C.9 Ratios and Proportions 8.NSO-C.13 Inverse Relationships (powers and roots) 8.NSO-N.7 Properties	8.DASP.4 Probability (predictions) 8.DASP.6 Probability (combinations)	8.G.5 2-D Representations of 3-D Shapes 8.G.6 Pythagorean Theorem
8.NSO-N.1 & C.8 & C.11 Computation	8.PRA.1 & PRA.9 Linear Equations (rates of change)	8.DASP.7 Probability (dependent and independent events) 8.M.2 Volume and Surface Area	8.M.4/5 Similar Figures and Scale Factors
8.NSO-N.4 & C.14 Scientific Notation	8.PRA.2 Solve Linear Equations and Inequalities	8.M.X Area and Perimeter	
8.PRA.6 Express Linear Relationships	8.PRA.3 Linear Equations (proportional relationships)	8.NSO-C.10 Rate Problems	
8.PRA.7 Identity $(-x)(-y) = xy$	8.PRA.4 Slope of a Line	8.PRA.8 Linear Equations (functions)	
	8.PRA.5 Role of Variables		

Review Standards	8.NSO-C.15 Select Appropriate Operations	8.NSO-C.15 Select Appropriate Operations	8.DASP.1 Data and Central Tendency
	8.NSO-N.1/C.8/C.11 Computation 8.PRA.7 Identity $(-x)(-y) = xy$	8.PRA.1/9 Linear Equations (rates of change) 8.PRA.2 Solve Linear Equations and Inequalities 8.PRA.3 Linear Equations (proportional relationships) 8.PRA.4 Slope of a Line	8.DASP.4/6/7 Probability 8.M.2 Volume and Surface Area 8.NSO-C.15 Select Appropriate Operations 8.PRA.1/9 Linear Equations (rates of change) 8.PRA.2 Solve Linear Equations and Inequalities

\*\*The Schedule of Assessed Standards is organized by Assessment and Standard. Standards are based on the standards in the DC State Standards.

# DC 2011-2012 Skills-Based ELA Schedule of Assessed Standards: Guide to Interpreting the Document

DC 2011-2012 Skills Based Schedule of Assessed Standards, 5th Grade ELA

Assessment 1	Assessment 2	Assessment 3	Assessment 4
Identify Details (4)	Identify Details (5)	Analyze Details and Draw Conclusions (5)	Analyze Details and Draw Conclusions (5)
Analyze Details and Draw Conclusions (4)	Analyze Details and Draw Conclusions (3)	Identify Details (4)	Main Idea (4)
Main Idea (4)	Style and Language (3)	Main Ideas (3)	Author's Purpose (3)
Character Traits (4)	Main Idea (2)	Author's Purpose (3)	Identify Details (2)
Author's Purpose (3)	Author's Purpose (2)	Character Traits (2)	Vocabulary (2)
Style and Language (3)	Sequence Detail (2)	Vocabulary (2)	Sequence Details (2)
Vocabulary (3)	Vocabulary (2)	Genre (2)	Style and Language (1)
Sequence Details (2)		Style and Language (1)	
Genres Assessed:			
Fiction	Myth	Fiction	Myth
Nonfiction	Poetry	Poetry	Poetry
	Nonfiction	Nonfiction	Nonfiction
			Practical Reading

ANet skills assessed on each interim with number of questions per skill indicated in parentheses

Genres assessed on each interim

ANet Skills	Common Core State Standards for Language Arts	ANet Skills	DC Reading/English Language Arts Standards
	<p>RL.5.4. Determine the meaning of words and phrases as they are used in a text, including figurative language such as metaphors and similes.</p> <p>RI.5.4 Determine the meaning of general academic and domain-specific words and phrases in a text relevant to a grade 5 topic or subject area.</p> <p>Demonstrate understanding of figurative language, word relationships, and nuances in word meanings.</p> <p>Identify figurative language, including similes and metaphors, in text.</p> <p>Recognize and explain the meaning of common idioms, adages, and proverbs.</p> <p>Use the relationship between particular words (e.g., synonyms, antonyms, homographs) to better understand each of the words.</p>		<p>5.EL.1. Recognize that a word performs different functions according to its position in the sentence.</p> <p>LD-V.8. identify the meaning of common Greek and Latin roots and affixes to determine the meaning of unfamiliar words.</p> <p>Identify and apply the meanings of the terms in, synonym, and homophone.</p> <p>Determine the meaning of unfamiliar words in text using definitions and examples stated in the text.</p> <p>5.LD-V.11. Identify meanings, pronunciations, alternate word choices, correct spellings, and parts of speech of words using dictionaries and thesauri (printed and electronic).</p>

Common Core State Standards & ANet Skills Crosswalk

DC Standards & ANet Skills Crosswalk

# DC 2011-2012 Standards-Based Math Schedule of Assessed Standards: Guide to Interpreting the Document

List of DC Standards assessed on each interim—for each standard there will be 3 assessment questions

DC 2011-2012 Schedule of Assessed Standards, 5th Grade Math				
Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered	Assessment 5 Standards Covered
5.NSO-C.14 Add and Subtract Decimals 5.NSO-C.15 Multiply Whole Numbers 5.NSO-C.19 Multiply Decimals	5.OAP.1 Data and Central Tendency (mean) 5.O.1 Identify 2-D Shapes 5.O.2 Identify 3-D Shapes	5.OAP.2 Data in Plots, Tables, and Graphs 5.M.3 Unit Conversions (within a system) 5.M.5 Volume and Surface Area 5.M.6 Sum of Angles in Polygons	5.OAP.3 Probability 5.O.7 Graph Points with Coordinates 5.NSO-C.12 Negative Numbers 5.NSO-C.17 Multiply and Divide Fractions 5.NSO-C.20 Exponents	
5.NSO-N.1 Floor Value 5.NSO-N.2 Expanded Notation 5.NSO-N.5 & N.6 & N.7 Number Theory 5.PMA.1 Patterns	5.O.3 Lines 5.O.4 Symmetry 5.O.5 Congruency 5.O.6 Transformations 5.M.1 & M.2 & M.4 Area and Perimeter 5.M.7 Measure and Classify Angles 5.NSO-C.15 Divide Whole Numbers 5.NSO-C.16 Divide Decimals	5.NSO-C.18/P.11 Simplify Fractions 5.NSO-F.9 & F.10 & F.11/C.18 Equivalency 5.NSO-N.3 Number Line 5.PMA.2 Evaluate Expressions with Variables 5.PMA.3 Properties of Equality	5.NSO-C.21 Inverse Relationships 5.NSO-C.22/S.PMA.5 Order of Operations 5.NSO-E.2/P.N.1 Estimate (all numbers) 5.NSO-M.4 Compare and Order 5.PMA.4 Models, Tables, and Graphs 5.PMA.7 Interpret Graphs	

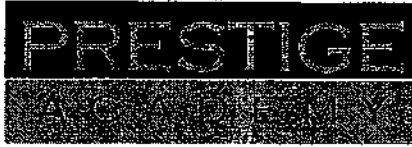
List of “Review Standards” that will be re-assessed

DC 2011-2012 Schedule of Assessed Standards, 5th Grade Math				
Assessment 1 Standards Covered	Assessment 2 Standards Covered	Assessment 3 Standards Covered	Assessment 4 Standards Covered	Assessment 5 Standards Covered
	5.NSO-E.22 Estimate (whole numbers) 5.NSO-N.2 Place Value 5.PMA.1 Patterns	5.OAP.1 Data and Central Tendency 5.O.2 Identify 3-D Shape 5.O.6 Time/Conversions 5.M.2 & M.2 & M.4 Area and Perimeter 5.PMA.1 Patterns	5.OAP.2 Data in Plots, Tables, and Graphs 5.M.7 Unit Conversions (within a system) 5.NSO-C.13 Add and Subtract Fractions 5.NSO-C.18/P.11 Simplify Fractions 5.NSO-C.20 Exponents 5.PMA.1 Patterns	5.OAP.3 Probability 5.O.7 Graph Points with Coordinates 5.NSO-C.12 Negative Numbers 5.NSO-C.17 Multiply and Divide Fractions 5.NSO-C.20 Exponents 5.PMA.1 Patterns

## Attachment J

Annual Performance Agreement 2008-2012





MAY 22 2009

A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

## Prestige Academy Charter School Performance Agreement

### **Effective Date:**

This agreement is in effect until August 30, 2012.

### **Goal 1**

During the term of this agreement, the school will demonstrate that its students are meeting/exceeding state standards as determined by performance on the DSTP and NWEA MAP assessment.

#### **Measureable Objective 1**

Each year, 50% of students in grade 6, 60% of students in grade 7, and 75% of students in grade 8 will meet or exceed proficiency standards on the DSTP in ELA and math.

#### **Measureable Objective 2**

Each year, average student performance will exceed the median growth rate of schools with similar populations taking the NWEA MAP test in a fall to spring analysis.

### **Goal 2**

During the term of this agreement, the school will demonstrate that its students exhibit Positive Student Behavior related to academic success through the following:

#### **Measurable Objective 1**

The school will maintain an average daily attendance of at least 95%.

#### **Measurable Objective 2**

Each year, the school will have fewer reportable incidents pursuant to Delaware Code, Title 14, Section 4112, than the state average.

#### **Measurable Objective 3**

Each year, the school will have a lower percentage of out-of-school suspensions than the year prior.

A handwritten signature in black ink, appearing to be a stylized 'D' followed by a horizontal line.

3707 N. MARKET ST · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782  
*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.  
In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

GIVING BOYS A REAL CHANCE FOR A REAL FUTURE

**Goal 3**

During the term of this agreement, the school will demonstrate accountability to parents and students and determine satisfaction through the following:

**Measurable Objective 1**

Each year, the school will conduct a survey of parents of students who attend the school. Each year, 80% of these parents who return the survey, will indicate overall satisfaction with the school.

**Goal 4**

During the term of this agreement, the school will demonstrate viability through enrollment.

**Measurable Objective 1**

Each year, the school will enroll +/- 5% of the students authorized by the charter.

**Goal 5**

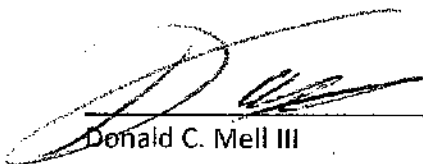
During the term of this agreement, the school will demonstrate adequate student retention by the following:

**Measurable Objective 1**

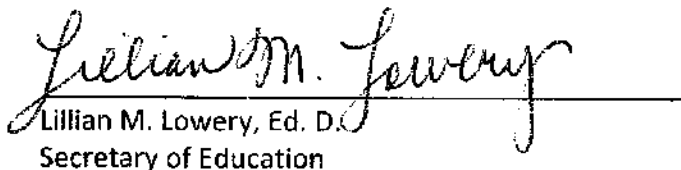
Each year, at least 85% of the students enrolled by the September 30 Statewide Student Count will be enrolled at the school through the end of the school year, excluding students who move out of State or those expelled from school.

**Measurable Objective 2**

Each year, at least 75% of non-graduating students will return to the school the following school year, excluding students who move out of State or those expelled from school.

  
Donald C. Mell III  
Board Chair

5-21-09  
Date

  
Lillian M. Lowery, Ed. D.  
Secretary of Education

5/26/2009  
Date

## Attachment K

### Annual Performance Report 2009 and 2010



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE  
*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

November 1, 2009

Dr. Julia Webster  
Department of Education  
401 Federal Street Suite 2  
Dover, Delaware 19901

In Re: Prestige Academy Charter School Annual Performance Report

Dear Dr. Webster:

Attached please find the Prestige Academy Charter School Annual Performance Report along with our annual financial report for the year ending June 2009, and a sample of the Parent Survey used in the 2008-2009 school year. Please contact me at 302.762.3240 should you require any further information.

Sincerely,

A handwritten signature in black ink, appearing to be "Jack L. Perry", written over a horizontal line.

Jack L. Perry  
Founder, Executive Director

Prestige Academy Charter School



November 1, 2009

**Prestige Academy Charter School Annual Performance Report**

**Student Achievement Goals and Targets**

Goal 1

During the term of this agreement, the school will demonstrate that its students are meeting/exceeding state standards as determined by performance on the DSTP and NWEA MAP assessment.

Measureable Objective 1

Each year, 50% of students in grade 6, 60% of students in grade 7, and 75% of students in grade 8 will meet or exceed proficiency standards on the DSTP in ELA and math.

*DSTP 2008-2009*

Not applicable as Prestige Academy only enrolled grade 5 from 2008-2009. Current 6<sup>th</sup> graders will take the DSTP in ELA and math in March of 2010. Below are the 2009 results of Prestige Academy 5<sup>th</sup> graders compared to 2009 state averages along with our plan to address student performance on the 2010 DSTP.

**Students At or Above Proficient on Spring 2009 DSTP**

	Prestige	State
Reading	46	85
Math	47	77
Writing	50	60

**Plan to Address Low DSTP Scores**

In order to support students who have not passed the Spring 2009 DSTP throughout the school year, Prestige implemented a number of measures in order to ensure these students were mastering 5<sup>th</sup> grade material.

**1) 6 Week Benchmark Assessments**

Every six weeks students will complete mock standardized assessments that cover the previous six week's worth of material and are cumulative over the course of the year.

Teachers will analyze the results of these tests in order to inform whole class, small group, and one on one remediation plans.

1121 THATCHER ST · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools. In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*

**2) NWEA MAP testing**

Scholars complete NWEA MAP testing three times a year. At the onset of the 2008 – 2009 school year, scholars were testing at a 3<sup>rd</sup> grade 4<sup>th</sup> month level on average, meaning that scholars were an average of one year and six months behind grade level. Students are tested again in the Winter and Spring in order to determine the amount of growth seen.

**3) Charter School of Wilmington Tutoring**

Through an established partnership with the Charter School of Wilmington (Charter), special education students along with some regular education students received tutoring every Monday for 75 minutes. There are two objectives for this tutoring:

- Remediate upon specific objectives based upon data analysis of individual student mastery.
- Pre-teach skills to increase accessibility for students.

Students are paired 1-1 or 1-2 with Charter students in order for them to receive individualized attention. Charter School of Wilmington students are trained on how to teach specific skills and use manipulatives where necessary to increase student comprehension.

**4) Daily Objective-Based Tutoring**

One way in which other supports are supplemented is through academic tutoring. Teachers are expected to tutor selected students, once per week, from 3:00pm-3:50pm. Each Wednesday, you will determine the math/English tutoring lists for the following week. This list needs to be submitted to the Christine before departure on Wednesday.

**5) Saturday Academy**

Saturday Academy, an intensive math and ELA tutoring program that seeks to ensure students have the basic skills needed to be successful in Prestige Academy's math and ELA classes, is held at Prestige Academy from 8:00am-12:00pm on Saturday mornings. Prestige's staff determined the Saturday Academy roster for each session based on quantitative performance on math and ELA assessments.

**6) Homework Club**

All homework assignments are collected each morning before the school day begins. Subject area teachers assign their students to Homework Club on the basis of completion of, and effort made, on the previous night's homework assignment. If a student has not satisfactorily completed his homework that is due on a given school day, he will be required to go to Homework Club from 3:45-4:30pm.

Homework Club is a quiet, constructive place where students complete missed or incomplete assignments, and then begin the successful completion of their next evening's homework assignments. During Homework Club, academic support is provided by staff members. The goals of Homework Club include increasing homework completion rates, improving homework quality, helping students achieve mastery of academic objectives, and building academic confidence.



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

### Measureable Objective 2

Each year, average student performance will exceed the median growth rate of schools with similar populations taking the NWEA MAP test in a fall to spring analysis.

#### *NWEA MAP Results 2008-2009*

**Math:** Students began the year with an average score of 201.6, representing a grade level average of 3.8 (3<sup>rd</sup> grade, 8<sup>th</sup> month). On average students who score this in Fall testing, will score 209.6 at the end of the year. We set a goal that students would display 150% of that growth and would average a 213.6 at EOY testing, representing growth of 1.5 years. The average score students achieved at the end of the year was 212.6 or 91.25% of the goal. A 212.6 represents an average grade level of 5.2 or 5<sup>th</sup> grade 2<sup>nd</sup> month. This represents an overall average growth of 1.4 years of growth this year.

**Reading:** Students began the year with an average score of 199.5, representing a grade level average of 4.0 (beginning 4<sup>th</sup> grade). On average students who score this in Fall testing, will score 205.5 at the end of the year. We set a goal that students would display 150% of that growth and would average a 208.5 at EOY testing, representing growth of 1.5 years. The average score students achieved at the end of the year was 208.5, representing 1.5 years of growth. A 208.5 represents an average grade level of 5.5 or 5<sup>th</sup> grade 5<sup>th</sup> month. This represents an overall average of 1.5 years in one year.

**Language Usage:** Students began the year with an average score of 198.0, representing a grade level average of 3.5 (3<sup>rd</sup> grade, 5<sup>th</sup> month). On average students who score this in Fall testing, will score a 204.0 by the end of the year. We set a goal that students display 150% of that growth and would average a 207.0 at EOY testing, representing growth of 1.5 years. The average score students achieved at the end of the year was 211.9 or 154% of the goal. A 211.9 represents an average grade level of 5.8 or 5<sup>th</sup> grade 8<sup>th</sup> month, representing 2.3 years of growth during the 2008 – 2009 school year.

### **Positive Behavior Goals and Targets**

#### Goal 2

During the term of this agreement, the school will demonstrate that its students exhibit Positive Student Behavior related to academic success through the following:

#### Measurable Objective 1

The school will maintain an average daily attendance of at least 95%.

Prestige Academy students achieved a daily attendance rate of 94%. We will continue to emphasize the importance of regular school attendance to students and parents. This year we have instituted daily phone calls to the homes of absent students in an effort to deter absenteeism.

#### Measurable Objective 2

Each year, the school will have fewer reportable incidents pursuant to Delaware Code, Title 14, Section 4112, than the state average.

1121 THATCHER ST · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

Prestige Academy reported 0 expulsions, 0 incidents for which police reports were mandatory and 69% of students suspended. While the number of students suspended was higher than the state average, it was very important that a culture of learning and respect was established at our school. In order to lower the number of students suspended in the 2009-2010 school year we have hired a Dean of Students and Families, a new Special Education Coordinator. We also provide ongoing guidance and support to staff members in the area of student behavior and classroom management.

### Measurable Objective 3

Each year, the school will have a lower percentage of out-of-school suspensions than the year prior.

Please see above.

### **Goal 3**

During the term of this agreement, the school will demonstrate accountability to parents and students and determine satisfaction through the following:

#### Measurable Objective 1

Each year, the school will conduct a survey of parents of students who attend the school. Each year, 80% of these parents who return the survey, will indicate overall satisfaction with the school.

A parent survey was provided to 96 students and/or parents to take home in May of 2009. Of the 96 parents surveyed, 6 did not return the survey completed. At least 80% of the parents surveyed indicated overall satisfaction with the school.

### **Goal 4**

During the term of this agreement, the school will demonstrate viability through enrollment.

#### Measurable Objective 1

Each year, the school will enroll +/- 5% of the students authorized by the charter.

In 2008 we enrolled 103 5<sup>th</sup> graders and met the goal authorized by the charter.

### **Goal 5**

During the term of this agreement, the school will demonstrate adequate student retention by the following:

#### Measurable Objective 1

Each year, at least 85% of the students enrolled by the September 30 Statewide Student Count will be enrolled at the school through the end of the school year, excluding students who move out of State or those expelled from school.

We have met this objective

1121 THATCHER ST · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools. In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



**Student Retention Goals and Targets**

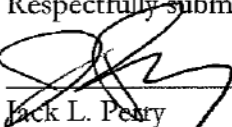
1. Seventy percent of students have re-enrolled from 2008-09 to 2009-10.
2. Approximately 9 students left Prestige Academy before the end of the school year. Three students moved out of the state, three students left during the first month of school due to better fit elsewhere, and three students transferred later in the school year due to better fit elsewhere.
3. Approximately 5<sup>th</sup> graders were retained due to absence and/or poor academic performance. Please see plan to address DSTP performance in Student Achievement Goals and Targets section for measures and strategies to address retention.

Measurable Objective 2

Each year, at least 75% of non-graduating students will return to the school the following school year, excluding students who move out of State or those expelled from school.

Approximately 70% of students have re-enrolled for the 2009-2010 school year. We believe that families have elected to leave the school in order to seek a school environment that will better serve their child. Charter schools are a choice and parents should be comfortable with the school their child attends.

Respectfully submitted by:

  
\_\_\_\_\_  
Jack L. Peery  
Founder, Executive Director  
Prestige Academy Charter School



**Parent/Guardian Survey**

Dear Parent/Guardian:

In order to be able to provide the best education to your son, we need your feedback. We would greatly appreciate you completing and returning this survey to us no later than **Wednesday, May 13<sup>th</sup>**.

Parent Name: \_\_\_\_\_

Student Name: \_\_\_\_\_

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Does Not Apply (i.e. no answer)
<b><i>I. How satisfied have you been with the following aspects of Prestige Academy Charter School?</i></b>							
a	Academic standards and expectations for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	Classroom management and student behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	Quality of the school's administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	Quality of the teachers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e	Quality of the instruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f	Level of individualized support for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g	Expectations of parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h	Level of communication with parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i	Level of parental/guardian involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j	School safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k	School hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l	School calendar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m	Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n	School building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o	Level of your child's engagement in school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p	Your child's overall progress at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q	Overall program at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><i>II. Please compare Prestige Academy with your child's previous school.</i></b>		Better		Same		Worse	
a	Academic standards and expectations for students	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
b	Classroom management and student behavior	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	

c	Quality of the school's administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	Quality of the teachers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>II. Please compare Prestige Academy with your child's previous school. (continued)</b>	<b>Better</b>	<b>Same</b>	<b>Worse</b>
e	Quality of the instruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f	Level of individualized support for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g	Expectations of parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h	Level of communication with parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i	Level of parental/guardian involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j	School safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k	School hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l	School calendar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m	Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n	School building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o	Level of your child's engagement in school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p	Your child's overall progress at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q	Overall program at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**III. Why did you choose to send your child to Prestige? (please check all that apply)**

- |                                 |                          |                                      |                          |
|---------------------------------|--------------------------|--------------------------------------|--------------------------|
| Prestige is all-boys            | <input type="checkbox"/> | Prestige has stricter discipline     | <input type="checkbox"/> |
| Higher academic standards       | <input type="checkbox"/> | Child was doing poorly at old school | <input type="checkbox"/> |
| Better teachers                 | <input type="checkbox"/> | Small size of school and/or classes  | <input type="checkbox"/> |
| Prestige is a safer school      | <input type="checkbox"/> | Location of the school               | <input type="checkbox"/> |
| More attention to special needs | <input type="checkbox"/> |                                      |                          |

**IV. Please list three strengths of Prestige Academy Charter School.**

- 1.
- 2.
- 3.

**V. Please list three areas in which Prestige Academy Charter School can improve.**

- 1.
- 2.
- 3.



**PRESTIGE ACADEMY CHARTER SCHOOL  
(A Component Unit of the State of Delaware)**

**ANNUAL FINANCIAL REPORT**

*Year Ended June 30, 2009*

## **INTRODUCTORY SECTION**

TABLE OF CONTENTS

	<u>Page No.</u>
INTRODUCTORY SECTION	
Table of Contents .....	1
FINANCIAL SECTION	
Independent Auditors' Report.....	3
Management's Discussion and Analysis (Unaudited) .....	5
Basic Financial Statements	
<b><i>Government-Wide Financial Statements</i></b>	
Statement of Net Assets .....	12
Statement of Activities .....	13
<b><i>Fund Financial Statements</i></b>	
<b><i>Governmental Fund</i></b>	
Balance Sheet.....	14
Reconciliation of Total Governmental Fund Balance to Net Assets of Governmental Activities .....	15
Statement of Revenues, Expenditures and Changes in Fund Balance .....	16
Reconciliation of the Governmental Fund Statement of Revenues, Expenditures and Changes in Fund Balance to the Statement of Activities .....	17
<b><i>Notes to the Basic Financial Statements</i></b> .....	18

TABLE OF CONTENTS

	<u>Page No.</u>
<b>Required Supplementary Information</b>	
Budgetary Comparison Schedule .....	28
Notes to the Required Supplementary Information .....	29
<b>SUPPLEMENTARY INFORMATION SECTION</b>	
<i>Governmental Fund</i>	
Combining Balance Sheet.....	30
Combining Schedule of Revenues, Expenditures and Changes in Fund Balance.....	31
Schedule of Expenditures by Natural Classification.....	32
<b>INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS.....</b>	<b>33</b>



## **FINANCIAL SECTION**



# MAILLIE, FALCONIERO & COMPANY, LLP

*Certified Public Accountants and Business Counselors*

www.maillie.com

PO Box 680  
Oaks, PA 19456-0680  
610-935-1420  
Fax: 610-935-1632

PO Box 3068  
West Chester, PA 19380-3068  
610-696-4353  
Fax: 610-430-8811

## **Independent Auditors' Report**

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

We have audited the accompanying financial statements of the governmental activities and the major fund of Prestige Academy Charter School (a component unit of the State of Delaware), Wilmington, Delaware, as of and for the year ended June 30, 2009, which collectively comprise the School's basic financial statements as listed in the table of contents. These financial statements are the responsibility of Prestige Academy Charter School, Wilmington, Delaware's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of Prestige Academy Charter School, Wilmington, Delaware, as of June 30, 2009, and the changes in financial position thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated September 15, 2009, on our consideration of Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

The management's discussion and analysis on pages 5 through 11 and budgetary comparison information on pages 28 and 29 are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise Prestige Academy Charter School, Wilmington, Delaware's basic financial statements. The supplementary information listed in the table of contents is presented for purposes of additional analysis and is not a required part of the basic financial statements. The supplementary information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

*Maille, Falconiero + Company*

West Chester, Pennsylvania  
September 15, 2009

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2009*

We offer readers of Prestige Academy Charter School (the "School") statements this narrative overview and analysis of the financial activities of the School for the fiscal year ended June 30, 2009.

### **FINANCIAL HIGHLIGHTS**

- The assets of the School exceeded its liabilities at the close of the most recent fiscal year by \$319,611 (net assets); this is an increase of \$207,427 over the prior fiscal year.
- Program revenues accounted for \$352,010 or 19% of total revenue of which the primary source is private foundations. General revenues accounted for \$1,463,326 or 81% of funding received.
- As of the close of the current fiscal year, the School's Governmental Fund reported an ending fund balance of \$280,995, an increase of \$168,811.

### **OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the School's basic financial statements. The School's basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements and (3) notes to the financial statements. This report also contains required and other supplementary information in addition to the basic financial statements. The notes to the financial statements are an integral part of the financial statements and should be read in conjunction with the financial statements.

### **REPORTING PRESTIGE ACADEMY CHARTER SCHOOL AS A WHOLE**

Prestige Academy Charter School was legally formed and obtained its 501(c)(3) status in 2007. The fiscal years ended June 30, 2007 and 2008, served as strategic planning and implementation years. In July 2008, the School obtained its initial charter and became a component unit of the State of Delaware. The fiscal year ended June 30, 2009, was the first year that the School enrolled students (103 students) and was fully operational as a school. As a result, the revenue and expenses of the School increased significantly during the current fiscal year in comparison to the fiscal year ended June 30, 2008.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2009*

**REPORTING PRESTIGE ACADEMY CHARTER SCHOOL'S MOST SIGNIFICANT FUND**

Most of the School's activities are reported in the Governmental Fund. The Governmental Fund is used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, Governmental Fund financial statements focus on the near term inflows and outflows of available resources, as well as the availability of resources remaining (balance) to be expended. The modified accrual basis of accounting is used to account for the activities within the Governmental Fund compared to the accrual method for government-wide financial statements. Expenditures that are recognized under the modified accrual basis are the amounts that would normally be liquidated with expendable available financial resources of the School. The differences between the government-wide activities (reported in the Statement of Net Assets and the Statement of Activities) and the Governmental Fund is reconciled in the basic financial statements.

**GOVERNMENT-WIDE FINANCIAL ANALYSIS**

Net assets may serve over time as a useful indicator of an entity's financial position. In the case of the School, assets exceeded liabilities by \$319,611 at the close of the fiscal year. The School has \$140,622 of net assets restricted for the use of capital costs associated with the purchase of the School's current building and possible future purchase of the adjacent land to the building. This is a funder-imposed restriction. \$38,616 of net assets is invested in capital assets net of its related debt. The remaining \$140,373 or 44% of net assets is unrestricted and may be used at the School's discretion.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2009*

A comparative net asset analysis of fiscal year 2009-2008 follows:

**Statements of Net Assets**  
**(Amounts Expressed in Thousands)**

	Governmental Activities	
	2009	2008
<b>ASSETS</b>		
Current assets	\$ 475	\$ 118
Noncurrent assets	3,039	-
<b>TOTAL ASSETS</b>	<u>3,514</u>	<u>118</u>
<b>LIABILITIES</b>		
Current liabilities	194	6
Noncurrent liabilities	3,000	-
<b>TOTAL LIABILITIES</b>	<u>3,194</u>	<u>6</u>
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	39	-
Restricted	141	-
Unrestricted	140	112
<b>TOTAL NET ASSETS</b>	<u>\$ 320</u>	<u>\$ 112</u>

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)  
June 30, 2009

**Statements of Activities**  
**(Amounts Expressed in Thousands)**

	<u>Governmental Activities</u>	
	<u>2009</u>	<u>2008</u>
<b>REVENUES</b>		
General revenues		
Charges to school districts	\$ 317	\$ -
State aid not restricted	710	-
Federal aid not restricted	417	-
Earnings on cash and investments	3	-
Other local sources	17	-
Program revenues		
Charges for services	1	-
Operating grants and contributions	51	245
Capital grants and contributions	300	-
	<u>1,816</u>	<u>245</u>
<b>TOTAL REVENUES</b>		
	<u>1,816</u>	<u>245</u>
<b>EXPENSES</b>		
Instructional services	1,280	139
Support services		
Operation and maintenance of facilities	142	-
Transportation	119	-
School lunch service	67	-
	<u>1,608</u>	<u>139</u>
<b>TOTAL EXPENSES</b>		
	<u>1,608</u>	<u>139</u>
<b>CHANGE IN NET ASSETS</b>	208	106
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u>112</u>	<u>6</u>
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 320</u>	<u>\$ 112</u>

For 2009, the Statement of Activities shows the cost of programs and support services are offset primarily with general revenues, with program revenues serving as subsidy of remaining expenses. In fiscal year 2009, the School obtained its charter from the State of Delaware and became a component unit of the State of Delaware. The School doors opened in fall 2008, and the School enrolled its first class of students (103 fifth grade students). With student enrollment, revenues increased in 2009 as a result of the School receiving state, federal and local school district funding. 2008 was a planning and implementation year for the School in which all costs were supported with private foundation contributions.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)  
June 30, 2009

**THE SCHOOL'S FUNDS**

As noted earlier, the School uses fund accounting to ensure and demonstrate compliance with statutory requirements. The purpose of the School's Governmental Fund is to provide information on near term inflows, outflows and balances of available resources. Such information is useful in assessing the School's net resources at the end of the fiscal year. As of the end of the current fiscal year, the School reported a fund balance of \$280,995, an increase of \$168,811 in comparison to the prior year. Ninety-seven percent, \$274,795, constitutes unreserved fund balance. The unreserved balance, for the most part, is available for new spending. The remainder of the fund balance is reserved to indicate that it is not available for new spending due to commitments to liquidate purchase orders of the prior period.

**Governmental Fund**

The table that follows assists in illustrating the financial activities of the General Fund (amounts expressed in thousands).

	<u>2009</u>	<u>2008</u>
<b>REVENUES</b>		
Charges to school districts	\$ 317	\$ -
State aid	710	-
Federal aid	417	-
Earnings on cash and investments	3	-
Contributions	308	245
Rental and sales	53	-
School lunch fees	1	-
Other local sources	<u>6</u>	<u>-</u>
<b>TOTAL REVENUES</b>	<b>\$ <u>1,815</u></b>	<b>\$ <u>245</u></b>
<b>EXPENDITURES</b>		
Current		
Instructional services	\$ 1,280	\$ 139
Operation and maintenance of facilities	142	-
Transportation	119	-
Food services	67	-
Capital outlays		
Building, net of related debt	<u>3,039</u>	<u>-</u>
	<b>\$ <u>4,647</u></b>	<b>\$ <u>139</u></b>



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)  
June 30, 2009

The majority of the School's revenue, 80%, comes from state and federal sources and local school districts. State and local revenue are contingent upon the School's total enrollment and the students' residential districts. Contributions account for 17% of total revenue. The reliance on this revenue is to support program and facility expenditures that are not funded for in federal, state and local funds.

**General Fund Budget Information**

The School's budget is prepared in accordance with the modified accrual basis of accounting. The most significant budgeted fund is the General Fund.

Appropriate adjustments are made to the budget based on unanticipated revenue increases or shortfalls due to federal, state and Delaware Department of Education requirements and/or legislation, lack of contributions, etc.

The following are explanations for the more significant variances between budget versus actual revenues and expenditures as shown in the Budgetary Comparison Schedule within the financial statements.

***Revenues***

**Federal Aid** - The unfavorable variance of \$51,444 is attributable to the grant period covering expenditures occurring in fiscal year 2009 and in the first month of the next fiscal year and the anticipation that those expenses would be incurred prior to the current fiscal year-end. This is a timing difference of the anticipated expenditure matching the grant period.

**Contributions** - The favorable variance of \$158,773 is the result of the successful fund development efforts of the School to raise funds to support the capital costs associated with the purchase of the School's current facilities. Funding was greater than anticipated.

***Expenditures***

**Salaries** - The favorable variance of \$32,394 is attributable to the cost savings of the resignation of one teacher halfway through the school year and the allocation of the teaching responsibilities among existing teaching and administrative staff.

**Capital Outlay, Building** - The unfavorable variance of \$3,038,616 is the result of unbudgeted capital cost associated with the purchase of the School's facilities. The purchase occurred the day before the close of the current fiscal year and anticipated costs data was received in the short period prior to the purchase making it not feasible to amend the budget prior to the close of the current year.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2009*

**Capital Assets**

The School has \$3,038,616 invested in capital assets and associated loan acquisition costs that are depreciated over the useful life of the asset and amortized over the life of the loan, respectively. The assets were acquired at year-end and, as a result, depreciation and amortization expense will be incurred during the 2010 fiscal year. All assets are attributable to governmental activities. Detailed information regarding capital asset activity is included in the notes to the basic financial statements.

**Long-Term Debt**

On June 29, 2009, The Prestige Academy Foundation, LLC, a component unit of the Prestige Academy Charter School, acquired a mortgage in the amount of \$3,000,000 at an interest rate of 6.00% to purchase the School's current facility at 1121 Thatcher Street. The loan matures in July 2014. Detailed information regarding long-term debt activity is included in the notes to the basic financial statements.

**FACTORS EXPECTED TO HAVE AN EFFECT ON FUTURE OPERATIONS**

The School anticipates enrollment to grow by 108 students per year for the next three years. This enrollment growth is a result of introducing sixth, seventh and eighth grade classes to the current fifth grade being served. Management has developed a five-year budget to adequately forecast the cost associated with the growth and needed funding to support such growth. Additional resources will need to be acquired to support program expenses not adequately funded at the federal and state level. In anticipation of these events, the School is taking steps to increase the percentage of funding from nongovernmental resources.

**REQUESTS FOR INFORMATION**

The financial report is designed to provide a general overview of Prestige Academy Charter School's finances to all interested parties. If you have questions about the report or need additional financial information, contact the School's Business Office at 302-762-3240.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**STATEMENT OF NET ASSETS**  
*June 30, 2009*

	<u>Governmental Activities</u>
<b>ASSETS</b>	
Cash and cash equivalents	
Unrestricted	\$ 423,650
Deposits	18,295
Receivables	
Due from Brandywine School District	3,366
Other receivables	29,732
Capital assets	
Nondepreciable	430,000
Depreciable	<u>2,608,616</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>3,513,659</u></b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>LIABILITIES</b>	
Accounts payable	
Trade	\$ 70,690
Due to State of Delaware, pension costs	15,246
Accrued salaries	108,112
Long-term debt	
Portion due or payable within one year	79,100
Portion due or payable after one year	<u>2,920,900</u>
<b>TOTAL LIABILITIES</b>	<b><u>3,194,048</u></b>
<b>NET ASSETS</b>	
Invested in capital assets, net of related debt	38,616
Restricted	
Building/land capital costs	140,622
Unrestricted	<u>140,373</u>
<b>TOTAL NET ASSETS</b>	<b><u>319,611</u></b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ <u>3,513,659</u></b>

*See accompanying notes to the basic financial statements.*

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**STATEMENT OF ACTIVITIES**  
**Year Ended June 30, 2009**

Functions/Programs	Expenses	Charges for Services	Program Revenues	Capital Grants and Contributions	Net (Expense) Revenue and Changes in Net Assets
			Operating Grants and Contributions		Governmental Activities
<b>GOVERNMENTAL ACTIVITIES</b>					
Instructional services	\$ 1,280,463	-	\$ 8,773	-	\$ (1,271,690)
Support services					
Operation and maintenance of facilities	141,530	-	-	300,000	158,470
Transportation	119,386	-	-	-	(119,386)
School lunch service	66,530	1,111	42,126	-	(23,293)
		1,111	42,126	-	
<b>TOTAL GOVERNMENTAL ACTIVITIES</b>	<b>\$ 1,607,909</b>	<b>\$ 1,111</b>	<b>\$ 50,899</b>	<b>\$ 300,000</b>	<b>(1,255,899)</b>
<b>GENERAL REVENUES</b>					
Charges to school districts					317,002
State aid not restricted to specific purposes					710,353
Federal aid not restricted to specific purposes					416,756
Earnings on cash and investments					2,709
Other local sources					16,506
					1,463,326
<b>TOTAL GENERAL REVENUES</b>					<b>207,427</b>
<b>CHANGE IN NET ASSETS</b>					<b>112,184</b>
<b>NET ASSETS AT BEGINNING OF YEAR</b>					<b>\$ 319,611</b>
<b>NET ASSETS AT END OF YEAR</b>					<b>\$ 319,611</b>

See accompanying notes to the basic financial statements.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**BALANCE SHEET**  
**GOVERNMENTAL FUND**  
*June 30, 2009*

	<u>General Fund</u>
<b>ASSETS</b>	
Cash and cash equivalents	
Unrestricted	\$ 283,029
Restricted	140,621
Deposits	18,295
Receivables	
Due from Brandywine School District	3,366
Other receivables	<u>29,732</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>475,043</u></b>
<b>LIABILITIES AND FUND BALANCE</b>	
<b>LIABILITIES</b>	
Accounts payable	
Trade	\$ 70,690
Due to State of Delaware, pension costs	15,246
Accrued salaries	<u>108,112</u>
<b>TOTAL LIABILITIES</b>	<b><u>194,048</u></b>
<b>FUND BALANCE</b>	
Reserved for encumbrances	6,200
Unreserved	<u>274,795</u>
<b>TOTAL FUND BALANCE</b>	<b><u>280,995</u></b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ <u>475,043</u></b>

*See accompanying notes to the basic financial statements.*

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**RECONCILIATION OF TOTAL GOVERNMENTAL FUND BALANCE**  
**TO NET ASSETS OF GOVERNMENTAL ACTIVITIES**  
*June 30, 2009*

TOTAL GOVERNMENTAL FUND BALANCE \$ 280,995

Amounts reported for governmental activities in the statement of net assets are different because:

Capital assets used in governmental activities are not financial resources and therefore are not reported in the fund. Capital assets, net of accumulated depreciation as detailed in the footnotes, are included in the statement of net assets. 3,038,616

Long-term liabilities applicable to governmental activities are not due and payable in the current period and therefore are not reported as fund liabilities. Those liabilities consist of:  
Mortgage payable (3,000,000)

NET ASSETS OF GOVERNMENTAL ACTIVITIES \$ 319,611

*See accompanying notes to the basic financial statements.*

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**STATEMENT OF REVENUES, EXPENDITURES AND**  
**CHANGES IN FUND BALANCE**  
**GOVERNMENTAL FUND**  
*Year Ended June 30, 2009*

	<u>General Fund</u>
<b>REVENUES</b>	
Charges to school districts	\$ 317,002
State aid	710,353
Federal aid	416,756
Earnings on cash and investments	2,709
Contributions	308,773
Rentals and sales	52,975
School lunch fees	1,111
Other local sources	<u>5,657</u>
<b>TOTAL REVENUES</b>	<u>1,815,336</u>
<b>EXPENDITURES</b>	
Current	
Instructional services	1,280,463
Support services	
Operation and maintenance of facilities	141,530
Transportation, buses	119,386
Food services	66,530
Capital outlays	
Building and loan acquisition costs	<u>3,038,616</u>
<b>TOTAL EXPENDITURES</b>	<u>4,646,525</u>
<b>DEFICIENCY OF REVENUES OVER EXPENDITURES</b>	(2,831,189)
<b>OTHER FINANCING SOURCES</b>	
Proceeds from long-term debt issuance	<u>3,000,000</u>
<b>NET CHANGE IN FUND BALANCE</b>	168,811
<b>FUND BALANCE AT BEGINNING OF YEAR</b>	<u>112,184</u>
<b>FUND BALANCE AT END OF YEAR</b>	<u>\$ 280,995</u>

*See accompanying notes to the basic financial statements.*

**PRESTIGE ACADEMY CHARTER SCHOOL  
(A Component Unit of the State of Delaware)**

**RECONCILIATION OF THE GOVERNMENTAL FUND STATEMENT OF  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
TO THE STATEMENT OF ACTIVITIES**

*Year Ended June 30, 2009*

NET CHANGE IN FUND BALANCE - TOTAL GOVERNMENTAL FUND \$ 168,811

Amounts reported for governmental activities in the statement of activities are different because:

The Governmental Fund reports capital outlays as expenditures. However, in the statement of activities, assets with an initial, individual cost of more than \$5,000 are capitalized and the cost is allocated over their estimated useful lives and reported as depreciation expense.

Capital outlays, building and loan acquisition costs 3,038,616

Long-term liabilities applicable to the Governmental Fund are shown as financing sources; however, in the statement of net assets, the liabilities are shown as long-term liabilities.

Mortgage payable (3,000,000)

CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES \$ 207,427

*See accompanying notes to the basic financial statements.*



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
June 30, 2009

NOTE A      **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Description of the Charter School**

Prestige Academy Charter School (the "School") is organized under Delaware Code, Title 14, Chapter 5 of the State of Delaware. The Charter School Law grants authority for independent public schools to be created for the purpose of increasing choices for parents of public school students and increasing academic performance. A charter school is an independent public school governed by an independent Board of Directors. In Delaware, charter schools have the same basic standing as a school district with some exceptions--they may not levy taxes. To encourage innovation, charter schools operate free from a number of state laws and regulations. An initial charter is granted for a three-year period, renewable every five years thereafter. The Prestige Academy Charter School obtained its initial charter in July 2008.

Charter schools are funded similarly to other public schools in that state and local funds are allocated for each enrolled student. Public funds are not provided for facilities. Charter schools may charge for selected additional costs consistent with those permitted by other school districts. Because a charter school receives local, state and federal funds, they may not charge tuition.

The financial statements of the Prestige Academy Charter School have been prepared in conformity with generally accepted accounting principles as applied to local governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The more significant accounting policies of the Prestige Academy Charter School are described below.

**Reporting Entity**

The School is considered a component unit of the State of Delaware. A component unit, although a legally separate entity, is, in substance, part of the State of Delaware's operations. The School has one blended component unit, The Prestige Academy Foundation, LLC (the "Foundation"), for which it is considered to be financially accountable. The Foundation was legally formed on June 24, 2009, with the sole purpose of purchasing real estate for the use of the School. The School is the sole member of the Foundation. The assets, liabilities, revenues and expenses of the Foundation have been consolidated and reported on the School's financial statements herein.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
June 30, 2009

**Government-Wide and Fund Financial Statements**

The government-wide financial statements (the statement of net assets and the statement of activities) report information on all of the non-fiduciary activities of the School. For the most part, the effect of interfund activity has been removed from these financial statements.

The statement of activities demonstrates the degree to which the direct expenses of a given program are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific program. Program revenues include grants and contributions that are restricted for meeting the operational or capital requirements of a particular function.

Separate financial statements are provided for the Governmental Fund.

**Measurement Focus, Basis of Accounting and Financial Statements Presentation**

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Charges to the School are recognized as revenues in the year for which they are billed. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met.

Amounts reported as program revenues include (1) charges to students for special fees, supplies, or services provided; (2) operating grants and contributions; and (3) capital grants and contributions. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include charges to school districts.

When both restricted and unrestricted resources are available for use, it is the School's policy to use restricted resources first, then unrestricted resources as they are needed.

The Governmental Fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measureable and available.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
June 30, 2009

Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the School considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

Charges to the School and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when the School receives cash.

The School reports the following major Governmental Fund:

- The *General Fund* is the School's primary operating fund. It accounts for all financial resources of the School.

**Budgetary Data**

General Fund budgets are presented on the modified accrual basis of accounting. Annual appropriations lapse at fiscal year-end with the exception of those indicated as a fund balance reserve.

Encumbrance accounting is employed in the Governmental Fund. Encumbrances (e.g., purchase orders and contracts) outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitments will be re-appropriated and honored during the subsequent year. There was a \$6,200 encumbrance outstanding as of June 30, 2009.

**Cash and Cash Equivalents**

Cash and cash equivalents are considered to be cash on hand and demand deposits.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
June 30, 2009

**Capital Assets**

The School defines capital assets as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated cost if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the lives of the assets are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest cost incurred during construction is not capitalized.

Capital assets of the School are depreciated using the straight-line method over the estimated useful lives of the related assets. The School generally uses the following estimated useful lives:

	<u>Years</u>
Buildings	40
Furniture and fixtures	5-7
Leasehold improvements	8

**Deferred Revenues**

Deferred revenues represent funds received in advance, which will be recognized in future years when the revenue recognition criteria are met. There were no deferred revenues as of June 30, 2009.

**Compensated Absences**

Vacation pay plus related payroll taxes is accrued when incurred in the government-wide financial statements. Availability for these amounts is reported in the Governmental Fund only when the liability matures, for example, as a result of employee resignations and retirements.

**Vacation** - Vacation cannot be accumulated from year to year. Any unused vacation days as of June 30 of each year lapse and are unpaid.

**Sick Leave** - Sick leave allowances are ten days per full-time employee and cannot be accumulated from year to year.

There were no compensated absences as of June 30, 2009.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
June 30, 2009

**Fund Balance**

In the fund financial statements, the Governmental Fund reports reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a restricted purpose. Designations of fund balance represent tentative plans for future use of financial resources that are subject to change.

**Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**NOTE B CASH AND CASH EQUIVALENTS**

At June 30, 2009, the School had a cash and cash equivalents balance of \$423,650. Of this amount, \$102,773 is part of an investment pool controlled by the personnel of the State Treasurer's Office in Dover, Delaware, and all investment decisions are made by the State Treasurer's Office. These funds are considered to be highly liquid and available for immediate use and, thus, are recorded as cash equivalents in these financial statements.

Custodial credit risk is the risk that, in the event of a bank failure, the School's deposits may not be returned to it. The School does not have a deposit policy for custodial credit risk.

The funds held by the State of Delaware investment pool, an internal investment pool, are specifically identified for the School, but the credit risk cannot be categorized for these funds. Credit risk for such investments depends on the financial stability of the State of Delaware. The State reports that its investment securities are stated at quoted market prices, except that investment securities with a remaining maturity at the time of purchase of one year or less are stated at cost or amortized.

The remaining \$320,877 of cash on hand as of June 30, 2009, is held at Wilmington Savings Fund Bank. The cash balances are uncollateralized but are secured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per institution. From time to time in the normal course of business, the School's cash balances may exceed this amount and be exposed to custodial credit risk. Management believes that the risk of loss is remote.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
 NOTES TO THE BASIC FINANCIAL STATEMENTS  
 June 30, 2009

**NOTE C CAPITAL ASSETS**

Capital asset activity for the year ended June 30, 2009, is as follows:

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
<b>GOVERNMENTAL ACTIVITIES</b>				
Capital assets not being depreciated				
Land	\$ -	\$ 430,000	\$ -	\$ 430,000
Capital assets being depreciated				
Building	<u>-</u>	<u>2,608,616</u>	<u>-</u>	<u>2,608,616</u>
<b>GOVERNMENTAL ACTIVITIES CAPITAL ASSETS, net</b>	<u>\$ -</u>	<u>\$ 3,038,616</u>	<u>\$ -</u>	<u>\$ 3,038,616</u>

The capital assets were purchased on June 29, 2009. The first year of depreciation will occur in fiscal year 2010.

**NOTE D PENSION PLAN**

**Plan Description**

School employees are considered state employees and are covered under the State of Delaware Employees' Pension Plan, which is a cost-sharing, multiple-employer defined benefit public employees' retirement system (the "State PERS"). The State of Delaware General Assembly is responsible for setting benefits and amending plan provisions. The State Board of Pension Trustees determines the contributions required. All eligible State employees are required to contribute to the pension plan according to Chapter 55, Title 29 of the Delaware Code. All full-time and regular part-time employees are eligible to participate in the State PERS. The State PERS provides pension, disability and death benefits.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
June 30, 2009

Certain significant plan provisions are as follows:

- **Early Retirement**
  - 15 years service - age 55
  - 25 years service - any age
  
- **Service Retirement**
  - 15 years service - age 60
  - 30 years service - any age
  - 5 years service - age 62
  
- **Disability Retirement**
  - 5 years service and proof of disability
  
- **Vested Pension**
  - An employee can vest pension rights after five years of service.

The State PERS issues a publicly available financial report that includes the financial statements and required supplementary information. That report may be obtained by writing to the State of Delaware Public Employee Retirement System at the McArdle Building, 860 Silver Lake Boulevard, Suite 1, Dover, DE 19904, by calling 1-800-722-7300, or visiting the website at [www.delawarepensions.com/information/financials.shtml](http://www.delawarepensions.com/information/financials.shtml).

**Funding Policy**

Employees of the School are required to contribute 3% of earnings in excess of \$6,000. The School's contribution to the State PERS for the year ended June 30, 2009, was \$83,966.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
*June 30, 2009*

**NOTE E LEASING ARRANGEMENTS**

During the School's first year of operation, it leased its facility from the Police Athletic League of Wilmington, Inc. under an 11-month operating lease arrangement commencing August 1, 2008 and expiring June 30, 2009. The Police Athletic League of Wilmington, Inc. served as a temporary facility until the purchase of the current building located at 1121 Thatcher Street, Wilmington, Delaware, that occurred on June 29, 2009. The School had an obligation to the Police Athletic League of Wilmington, Inc. to pay rent on the building. The rent was payable in monthly installments of \$12,500. The total rental expense for the fiscal year ended June 30, 2009, was \$138,750.

At June 30, 2009, no future rental payments are remaining.

**NOTE F LONG-TERM DEBT**

On June 29, 2009, the Foundation acquired a mortgage in the amount of \$3,000,000 at an interest rate of 6.00% to purchase the School's current facility at 1121 Thatcher Street. The loan matures in July 2014.

An analysis of debt service requirements to maturity on these obligations is as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2010	\$ 79,100	\$ 149,542
2011	91,387	172,768
2012	97,024	167,131
2013	103,008	161,147
2014	109,361	154,794
2015	<u>2,520,120</u>	<u>25,154</u>
	<u>\$ 3,000,000</u>	<u>\$ 830,536</u>

Interest expense begins in fiscal year 2010. There was no interest expense for the year ended June 30, 2009.



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2009*

**NOTE G RISK MANAGEMENT**

The School has purchased commercial insurance policies for various risks of loss related to torts; theft of, damage to, or destruction of assets; errors or omissions; injuries to employees; or acts of God. Payments of premiums for these policies are recorded as expenses of the School.

**NOTE H COMMITMENTS AND CONTINGENCIES**

In the normal course of business, there are various outstanding commitments and contingent liabilities in addition to the normal encumbrances for the purchase of goods and services. The School does not anticipate losses from these transactions.

**Grants**

The School receives financial assistance from federal and private agencies in the form of grants. The disbursement of funds received under these programs generally requires compliance with terms and conditions specified in the grant agreements and is subject to audit by the State Office of Auditor of Accounts and the respective local private agency. Any disallowed claims resulting from such audits could become a liability of the General Fund. The School's administration believes such disallowance, if any, would be immaterial.

**NOTE I ECONOMIC DEPENDENCY**

School revenues that constitute in excess of 10% of total revenues are comprised of the following:

State subsidy.....	39%
Federal subsidy.....	23%
Local sources (primarily charges to school districts) .....	38%

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE BASIC FINANCIAL STATEMENTS  
*June 30, 2009*

**NOTE J      EXCESS OF EXPENDITURES OVER APPROPRIATIONS**

The School overspent budgetary appropriations in the following functions:

Travel	\$	16,414
Contractual services		2,803
Communications		28,169
Insurance		2,060
Transportation, buses		10,414
Land/building/facilities		1,250
Supplies and materials		13,868
Building, net of related debt		<u>38,616</u>
	\$	<u>113,594</u>

**REQUIRED SUPPLEMENTARY INFORMATION**

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**BUDGETARY COMPARISON SCHEDULE**  
**GENERAL FUND**  
*Year Ended June 30, 2009*

	Budgeted Amounts		Actual Amounts	Variance With Final Budget Favorable (Unfavorable)
	Original	Final		
<b>REVENUES</b>				
Charges to school districts	\$ 324,540	\$ 324,540	\$ 317,002	\$ (7,538)
State aid	675,384	675,384	710,353	34,969
Federal aid	468,200	468,200	416,756	(51,444)
Earnings on cash and investments	-	-	2,709	2,709
Contributions	150,000	150,000	308,773	158,773
Rentals and sales	49,518	49,518	52,975	3,457
School lunch fees	-	-	1,111	1,111
Other local sources	-	-	5,657	5,657
<b>TOTAL REVENUES</b>	<u>1,667,642</u>	<u>1,667,642</u>	<u>1,815,336</u>	<u>147,694</u>
<b>EXPENDITURES</b>				
Current				
Salaries	875,901	875,901	843,507	32,394
Travel	1,000	1,000	17,414	(16,414)
Contractual services	273,555	273,555	276,358	(2,803)
Communications	8,520	8,520	36,689	(28,169)
Insurance	23,000	23,000	25,060	(2,060)
Transportation, buses	108,972	108,972	119,386	(10,414)
Land/building/facilities	137,500	137,500	138,750	(1,250)
Repairs and maintenance	5,000	5,000	2,780	2,220
Furniture/equipment	68,500	68,500	67,542	958
Supplies and materials	66,555	66,555	80,423	(13,868)
Capital outlays				
Building and loan acquisition costs	-	-	3,038,616	(3,038,616)
<b>TOTAL EXPENDITURES</b>	<u>1,568,503</u>	<u>1,568,503</u>	<u>4,646,525</u>	<u>(3,078,022)</u>
<b>OTHER FINANCING SOURCES</b>				
Proceeds from long-term debt issuance	-	-	3,000,000	3,000,000
<b>NET CHANGE IN FUND BALANCE</b>	<u>\$ 99,139</u>	<u>\$ 99,139</u>	168,811	69,672
<b>FUND BALANCE AT BEGINNING OF YEAR</b>			<u>112,184</u>	<u>112,184</u>
<b>FUND BALANCE AT END OF YEAR</b>			<u>\$ 280,995</u>	<u>\$ 181,856</u>

*See accompanying notes to the required supplementary information.*

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
NOTES TO THE REQUIRED SUPPLEMENTARY INFORMATION  
*Year Ended June 30, 2009*

**NOTE A BASIS OF ACCOUNTING**

The accompanying budgetary comparison schedule is prepared on the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the School considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

**NOTE B EXCESS OF EXPENDITURES OVER APPROPRIATIONS**

These excess expenditures were funded by various functions that were under budget in the General Fund.

## **SUPPLEMENTARY INFORMATION SECTION**

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**COMBINING BALANCE SHEET**  
**GOVERNMENTAL FUND**

June 30, 2009

	General Fund			Total Governmental Fund
	State Allocation	Local Funding	Federal Funding	
<b>ASSETS</b>				
Cash and cash equivalents				
Unrestricted	\$ 6,518	\$ 276,511	\$ -	\$ 283,029
Restricted	-	140,621	-	140,621
Deposits	-	18,295	-	18,295
Receivables				
Due from Brandywine School District	-	3,366	-	3,366
Other receivables	-	4,403	25,329	29,732
<b>TOTAL ASSETS</b>	<b>\$ 6,518</b>	<b>\$ 443,196</b>	<b>\$ 25,329</b>	<b>\$ 475,043</b>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>LIABILITIES</b>				
Accounts payable				
Trade	-	69,150	1,540	70,690
Due to State of Delaware, pension costs	-	11,319	3,927	15,246
Accrued salaries	-	88,250	19,862	108,112
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>168,719</b>	<b>25,329</b>	<b>194,048</b>
<b>FUND BALANCE</b>				
Reserved for encumbrances	6,200	-	-	6,200
Unreserved	318	274,477	-	274,795
<b>TOTAL FUND BALANCE</b>	<b>6,518</b>	<b>274,477</b>	<b>-</b>	<b>280,995</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 6,518</b>	<b>\$ 443,196</b>	<b>\$ 25,329</b>	<b>\$ 475,043</b>

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**COMBINING SCHEDULE OF REVENUES, EXPENDITURES AND**  
**CHANGES IN FUND BALANCE**  
**GOVERNMENTAL FUND**  
*Year Ended June 30, 2009*

	General Fund			Total Governmental Fund
	State Allocation	Local Funding	Federal Funding	
<b>REVENUES</b>				
Charges to school districts	\$ -	\$ 317,002	\$ -	\$ 317,002
State aid	710,353	-	-	710,353
Federal aid	-	-	416,756	416,756
Earnings on cash and investments	-	2,709	-	2,709
Contributions	-	308,773	-	308,773
Rentals and sales	-	52,975	-	52,975
School lunch fees	-	1,111	-	1,111
Other local sources	-	5,657	-	5,657
<b>TOTAL REVENUES</b>	<b>710,353</b>	<b>688,227</b>	<b>416,756</b>	<b>1,815,336</b>
<b>EXPENDITURES</b>				
Current				
Instructional services	484,880	378,827	416,756	1,280,463
Support services				
Operation and maintenance of facilities	115,996	25,534	-	141,530
Transportation, buses	57,977	61,409	-	119,386
Food services	44,982	21,548	-	66,530
Capital outlays				
Building and loan acquisition costs	-	3,038,616	-	3,038,616
<b>TOTAL EXPENDITURES</b>	<b>703,835</b>	<b>3,525,934</b>	<b>416,756</b>	<b>4,646,525</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>6,518</b>	<b>(2,837,707)</b>	<b>-</b>	<b>(2,831,189)</b>
<b>OTHER FINANCING SOURCES</b>				
Proceeds from long-term debt issuance	-	3,000,000	-	3,000,000
<b>NET CHANGE IN FUND BALANCE</b>	<b>6,518</b>	<b>162,293</b>	<b>-</b>	<b>168,811</b>
<b>FUND BALANCE AT BEGINNING OF YEAR</b>	<b>-</b>	<b>112,184</b>	<b>-</b>	<b>112,184</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 6,518</b>	<b>\$ 274,477</b>	<b>\$ -</b>	<b>\$ 280,995</b>



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**SCHEDULE OF EXPENDITURES BY NATURAL CLASSIFICATION**  
**GOVERNMENTAL FUND**  
*Year Ended June 30, 2009*

	<u>General Fund</u>
<b>EXPENDITURES</b>	
Current	
Salaries	\$ 617,353
Employment costs	226,154
Travel	17,414
Contractual services	276,358
Communications	36,689
Insurance	25,060
Transportation, buses	119,386
Land/building/facilities	138,750
Repairs and maintenance	2,780
Furniture/equipment	67,542
Supplies and materials	80,423
Capital outlays	<u>3,038,616</u>
 <b>TOTAL EXPENDITURES</b>	 \$ <u><u>4,646,525</u></u>



# MAILLIE, FALCONIERO & COMPANY, LLP

*Certified Public Accountants and Business Counselors*

www.maillie.com

PO Box 680  
Oaks, PA 19456-0680  
610-935-1420  
Fax: 610-935-1632

PO Box 3068  
West Chester, PA 19380-3068  
610-696-4353  
Fax: 610-430-8811

## **Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards**

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

We have audited the financial statements of the governmental activities and the major fund of Prestige Academy Charter School, Wilmington, Delaware, as of and for the year ended June 30, 2009, which collectively comprise Prestige Academy Charter School, Wilmington, Delaware's basic financial statements and have issued our report thereon dated September 15, 2009. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

### **INTERNAL CONTROL OVER FINANCIAL REPORTING**

In planning and performing our audit, we considered Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects Prestige Academy Charter School, Wilmington, Delaware's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of Prestige Academy Charter School, Wilmington, Delaware's financial statements that is more than inconsequential will not be prevented or detected by Prestige Academy Charter School, Wilmington, Delaware's internal control.

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by Prestige Academy Charter School, Wilmington, Delaware's internal control.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

### **COMPLIANCE AND OTHER MATTERS**

As part of obtaining reasonable assurance about whether Prestige Academy Charter School, Wilmington, Delaware's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

This report is intended solely for the information and use of the Board of Directors, management, the Department of Education, Office of the Governor, Office of the Controller General, Office of Attorney General, Office of Management and Budget, Office of Auditor of Accounts and the Department of Finance and is not intended to be and should not be used by anyone other than these specified parties. However, under 29 Del. C., Section 10002(d), this report is a public record and its distribution is not limited.

*Maille, Falconiero + Company*

West Chester, Pennsylvania  
September 15, 2009



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

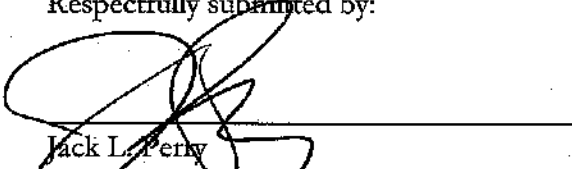
October 27, 2010

Mr. John Carwell  
Charter Schools Office  
Department of Education  
401 Federal Street Suite 2  
Dover, Delaware 19901

Dear Mr. Carwell:

Attached please find the Prestige Academy Charter School Annual Performance Report along with our annual financial report for the year ending June 30, 2010, and a sample of the Parent Survey used in the 2009-2010 school year. Please contact me at 302.762.3240 should you require any further information.

Respectfully submitted by:



---

Jack L. Perry  
Founder, Executive Director  
Prestige Academy Charter School

1121 THATCHER ST • WILMINGTON, DE 19802 • PHONE: 302.762.3240 • FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools. In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*

October 27, 2010

## Prestige Academy Charter School Annual Performance Report

### Student Achievement Goals and Targets

#### Goal 1

During the term of this agreement, the school will demonstrate that its students are meeting/exceeding state standards as determined by performance on the DSTP and NWEA MAP assessment. **This goal will be updated to reflect the new state assessment system, DCAS.**

#### Measureable Objective 1

Each year, students who have attended Prestige for 2 or more years will achieve the following proficiency rates, 50% of students in grade 6, 60% of students in grade 7, and 75% of students in grade 8 will meet or exceed proficiency standards on the DSTP in ELA and math.

#### *DSTP 2009 – 2010*

5<sup>th</sup> Grade DSTP scores rose from the 2008 – 2009 school year at Prestige while decreasing at the state level.

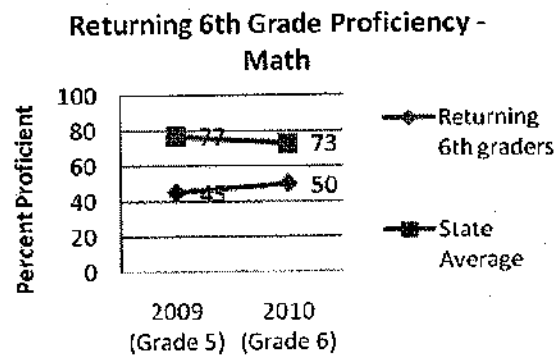
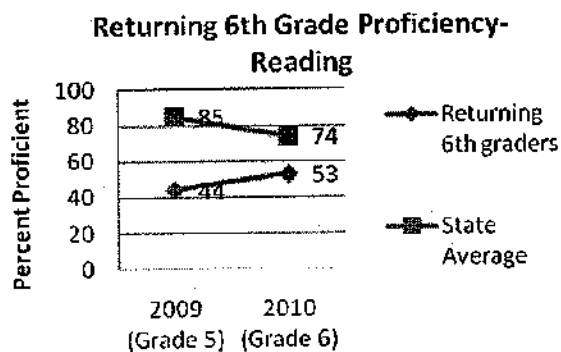
	Prestige Spring 2009	State Average 2009	Prestige Spring 2010	State Average 2010
Reading	47	85	47	75
Math	47	77	53	70

Current 6<sup>th</sup> graders scored 49% proficient in math and 47% proficient in reading on the Spring 2010 DSTP.

#### **6<sup>th</sup> Grade Results Students At or Above Proficient on Spring 2010 DSTP**

	6 <sup>th</sup> Prestige
Reading	47
Math	49

Scholars at Prestige for their second year saw increased growth in both math and reading. These scholars also closed the gap with the state average, moving from a gap of 41 pts to 21 pts in reading and 32 pts to 23 pts in math. This is a 20 pt gain in reading and a 9 pt gain in math scores. **With 53% in reading and 50% in math, this goal meets the achievement target above that scholars at Prestige for 2+ years in the 6<sup>th</sup> grade, 50% would meet or exceed the standard on the DSTP.**



### Plan to Address Low DSTP Scores

Although the achievement target for grade 6<sup>th</sup> grade was met, scholars are not yet performing at the state average. In order to support students who have not passed the Spring 2010 DSTP throughout the school year, Prestige implemented a number of measures in order to ensure these students were mastering 5<sup>th</sup> – 7<sup>th</sup> grade material.

#### 1) Achievement Network Interim Assessments

Every six weeks students will complete mock standardized assessments that cover the previous six week's worth of material and are cumulative over the course of the year. Teachers will analyze the results of these tests in order to inform whole class, small group, and one on one remediation plans.

#### 2) NWEA MAP testing

Scholars complete NWEA MAP testing three times a year. At the onset of the 2009 - 2010 school year, scholars were testing at a 3<sup>rd</sup> grade 4<sup>th</sup> month level on average, meaning that scholars were on average, one year and six months behind grade level. Students are tested again in the Winter and Spring in order to determine the amount of growth in a school year.

#### 3) Charter School of Wilmington Tutoring

Through an established partnership with the Charter School of Wilmington (Charter), special education students along with some regular education students received tutoring each Tuesday for 60 minutes. There are two objectives for this tutoring:

- Remediate upon specific objectives based upon data analysis of individual student mastery.
- Pre-teach skills to increase accessibility for students.

Students are paired 1 -1 or 1-2 with Charter students in order for them to receive individualized attention. Charter School of Wilmington students are trained on how to teach specific skills and use manipulatives where necessary to increase student comprehension.

#### 4) Daily Objective-Based Tutoring

One way in which other supports are supplemented is through academic tutoring. Teachers are expected to tutor selected students, once per week, from 3:00pm-3:50pm. Each

Wednesday, staff determines whole group tutoring needs and this is posted for the upcoming week in each staff room.

**5) Saturday Academy**

Saturday Academy, an intensive math and ELA tutoring program that seeks to ensure students have the basic skills needed to be successful in Prestige Academy's math and ELA classes, and is held at Prestige Academy from 8:00am-12:00pm on the 1<sup>st</sup> and 3<sup>rd</sup> Saturday of the month. Prestige's staff determined the Saturday Academy roster for each session based on quantitative performance on math and ELA assessments.

**6) Homework Club**

All homework assignments are collected each morning before the school day begins. Subject area teachers assign their students to Homework Club on the basis of completion of, and effort made, on the previous night's homework assignment. If a student has not satisfactorily completed his homework that is due on a given school day, he will be required to go to HWC during lunch and recess in order to complete homework.

Homework Club is a quiet, constructive place where students complete missed or incomplete assignments, and then begin the successful completion of their next evening's homework assignments. During Homework Club, academic support is provided by staff members. The goals of Homework Club include increasing homework completion rates, improving homework quality, helping students achieve mastery of academic objectives, and building academic confidence.

Measureable Objective 2

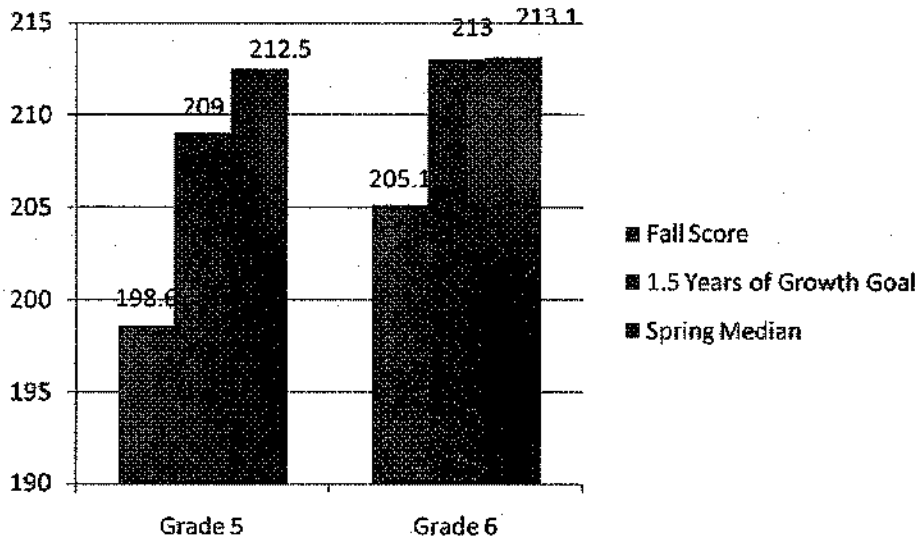
Each year, average student performance will exceed the median growth rate of schools with similar populations taking the NWEA MAP test in a fall to spring analysis.

*NWEA MAP Results 2009 – 2010*

**This objective was also met during the 2009 – 2010 school year.** Prestige set a school wide goal that scholars would grow on average, 1.5 years in reading and math. This exceeded the goal of the objective above.

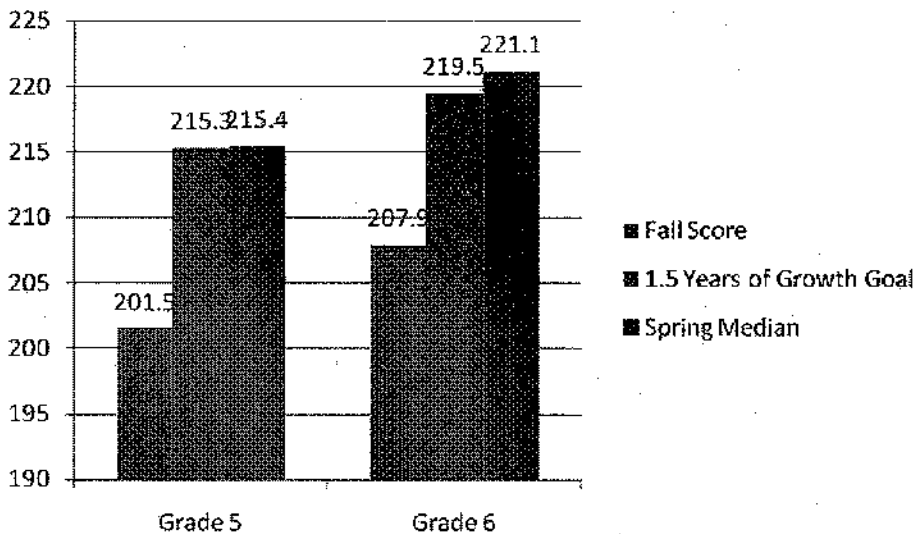
**Reading Results.** During the 2009 – 2010 school year, Prestige scholars met the growth goal of 1.5 years in both 5<sup>th</sup> and 6<sup>th</sup> grade. Sixth grade scholars grew 1.6 years in their reading ability, and 5<sup>th</sup> grade scholars grew 1.9 years in their reading ability.

### 2009 – 2010 MAP Reading Results



**Math Results.** During the 2009 – 2010 school year, Prestige scholars met the growth goal in both 5<sup>th</sup> and 6<sup>th</sup> grade. Sixth grade scholars grew 1.8 years in their math ability and 5<sup>th</sup> graders grew 1.5 years in their math ability.

### 2009 – 2010 MAP Math Results





## RETENTION:

During the 2009 – 2010 school year, 3 students in 6<sup>th</sup> grade and 3 students in 5<sup>th</sup> grade were retained and remained at Prestige for the 2010 – 2011 school year. In total, 6 students were retained in the 6<sup>th</sup> grade and 4 students were retained in the 5<sup>th</sup> grade. These 10 students represent 5.6 percent of the entire student population from the 2009 – 2010 school year.

## Positive Behavior Goals and Targets

### Goal 2

During the term of this agreement, the school will demonstrate that its students exhibit Positive Student Behavior related to academic success through the following:

#### Measurable Objective 1

The school will maintain an average daily attendance of at least 95%.

Prestige Academy students achieved a daily attendance rate of 96%. We will continue to emphasize the importance of regular school attendance to students and parents. This year we have instituted daily phone calls to the homes of absent students in an effort to deter absenteeism.

#### Measurable Objective 2

Each year, the school will have fewer reportable incidents pursuant to Delaware Code, Title 14, Section 4112, than the state average.

Prestige Academy reported 1 expulsion, and 3 incident for which police reports were mandatory and 70% of students suspended. While the number of students suspended was higher than the state average, it was very important that a culture of learning and respect was established at our school.

## WHAT WE ARE DOING TO INCREASE POSITIVE STUDENT BEHAVIOR

In order to lower the number of students suspended in the 2010-2011 school year we have hired a Student Support Staff to assist the Dean of Students and Families and rely heavily on behavior plans created by our Special Education Coordinator. We also provide ongoing guidance and support to staff members in the area of student behavior and classroom management.

At Prestige, there are positive motivators that accompany the positive decisions students make and negative consequences that accompany the negative decisions a student makes. Students quickly learn that when they do good things, good things tend to happen, and when they do bad things, bad things tend to happen. This is the basis of our student Code of Conduct. Thereby, students who choose not to meet the school community's clearly defined standards for reasonable and acceptable behavior will not be permitted to disrupt the education of others. Without a firm and consistent discipline policy, none of what we envision for the school can happen.

Straight forward rules coupled with **consistently applied consequences** make clear to students what is expected of them and what is unacceptable. No misbehavior goes unchecked at any time for any reason. We must acknowledge misbehavior, address it, and offer a consequence every time. Studies show that it is not the severity of the punishment that deters people from breaking rules, but the consistent application of consequences.

In order to increase positive student behavior, our discipline system has more **positive motivators** than negative consequences. These positive motivators can be intrinsic or extrinsic. Although intrinsic motivators work and are central to our mission, we decided to be even more intentional in exalting the "joy factor" in our school. One of the ways we recognized we could do this is through

extrinsic motivators. With this in mind, we have instituted several initiatives to improve overall student behavior which include:

1. Modifying our school wide token system which includes:
  - a. Hallway and classroom visuals that act as a reminder to students
  - b. Leveling rewards in order to make them more attainable for all students
  - c. Adding more appealing rewards
  - d. Awarding weekly consistent rewards
2. A weekly discussion of all staff (teacher, support and administration) focused on student behavior, positive and negative.
3. The creation of a student leadership team to serve as models, peer mentors, and representatives of our school's core values. Students will help other students reach and maintain the behavioral and academic standards.

### Measurable Objective 3

Each year, the school will have a lower percentage of out-of-school suspensions than the year prior.

Please see above.

### Goal 3

During the term of this agreement, the school will demonstrate accountability to parents and students and determine satisfaction through the following:

#### Measurable Objective 1

Each year, the school will conduct a survey of parents of students who attend the school. Each year, 80% of these parents who return the survey, will indicate overall satisfaction with the school.

A parent survey was provided to 177 students and/or parents to take home in May of 2010. Of the 177 parents surveyed, 69 did not return the survey completed. At least 70% of the parents surveyed indicated overall satisfaction with the school and 18% were undecided.

### Goal 4

During the term of this agreement, the school will demonstrate viability through enrollment.

#### Measurable Objective 1

Each year, the school will enroll +/- 5% of the students authorized by the charter.

In the 2009-2010 school year we enrolled 177 5<sup>th</sup> and 6<sup>th</sup> graders.

### Goal 5

During the term of this agreement, the school will demonstrate adequate student retention by the following:

Measurable Objective 1

Each year, at least 85% of the students enrolled by the September 30 Statewide Student Count will be enrolled at the school through the end of the school year, excluding students who move out of State or those expelled from school.

We have met this objective

**Student Retention Goals and Targets**

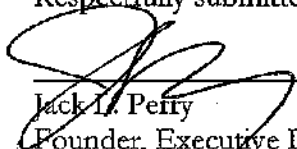
1. Seventy-nine percent of students re-enrolled for the 2009-10.
2. Approximately 9 students left Prestige Academy before the end of the school year. Four students moved out of the state, four students left school due to better behavior/academic fit elsewhere, and three students transferred later in the school year due to better fit elsewhere, and one student was expelled.
3. During the 2009 – 2010 school year, 3 students in 6<sup>th</sup> grade and 3 students in 5<sup>th</sup> grade were retained and remained at Prestige for the 2010 – 2011 school year. In total, 6 students were retained in the 6<sup>th</sup> grade and 4 students were retained in the 5<sup>th</sup> grade. These 10 students represent 5.6 percent of the entire student population from the 2009 – 2010 school year.

Measurable Objective 2

Each year, at least 75% of non-graduating students will return to the school the following school year, excluding students who move out of State or those expelled from school.

Approximately 79% of students have re-enrolled for the 2010-2011 school year. We believe that families have elected to leave the school in order to seek a school environment that will better serve their child. Charter schools are a choice and parents should be comfortable with the school their child attends.

Respectfully submitted by:



---

Jack L. Perry  
Founder, Executive Director  
Prestige Academy Charter School

**PRESTIGE ACADEMY CHARTER SCHOOL  
(A Component Unit of the State of Delaware)**

**ANNUAL FINANCIAL REPORT**

*Year Ended June 30, 2010*

**DRAFT**

**DRAFT**

**INTRODUCTORY SECTION**

TABLE OF CONTENTS

Page No.

INTRODUCTORY SECTION

Table of Contents.....

FINANCIAL SECTION

Independent Auditors' Report.....

Management's Discussion and Analysis (Unaudited).....

Basic Financial Statements

***Government-Wide Financial Statements***

Statement of Net Assets.....

Statement of Activities.....

***Fund Financial Statements***

***Governmental Fund***

Balance Sheet.....

Reconciliation of Total Governmental Fund Balance to  
Net Assets of Governmental Activities .....

Statement of Revenues, Expenditures and Changes in  
Fund Balance .....

Reconciliation of the Governmental Fund Statement of  
Revenues, Expenditures and Changes in Fund Balance  
to the Statement of Activities .....

***Notes to the Basic Financial Statements***.....

**TABLE OF CONTENTS**

Page No.

**Required Supplementary Information**

**Budgetary Comparison Schedule** .....

**Notes to the Required Supplementary Information** .....

**SUPPLEMENTARY INFORMATION SECTION**

*Governmental Fund*

**Combining Balance Sheet** .....

**Combining Schedule of Revenues, Expenditures and  
Changes in Fund Balance** .....

**Schedule of Expenditures by Natural Classification** .....

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL  
OVER FINANCIAL REPORTING AND ON COMPLIANCE AND  
OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL  
STATEMENTS PERFORMED IN ACCORDANCE WITH  
GOVERNMENT AUDITING STANDARDS** .....

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE WITH  
REQUIREMENTS APPLICABLE TO EACH MAJOR PROGRAM  
AND ON INTERNAL CONTROL OVER COMPLIANCE IN  
ACCORDANCE WITH OMB CIRCULAR A-133** .....



**TABLE OF CONTENTS**

Page No.

**ADDITIONAL INFORMATION – MAJOR FEDERAL AWARD  
PROGRAMS AUDIT**

Schedule of Expenditures of Federal Awards .....  
Note to the Schedule of Expenditures of Federal Awards.....  
Schedule of Findings and Questioned Costs.....

**DRAFT**

**DRAFT**

**FINANCIAL SECTION**

## Independent Auditors' Report

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

We have audited the accompanying financial statements of the governmental activities and the major fund of the Prestige Academy Charter School (a component unit of the State of Delaware), Wilmington, Delaware, as of and for the year ended June 30, 2010, which collectively comprise the School's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Prestige Academy Charter School, Wilmington, Delaware's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of the Prestige Academy Charter School, Wilmington, Delaware, as of June 30, 2010, and the respective changes in financial position, and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated \_\_\_\_\_, on our consideration of the Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 5 through 9, budgetary comparison information on pages 28 and 29 and postemployment benefits other than pension funding progress on page \_\_\_\_\_ be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Prestige Academy Charter School, Wilmington, Delaware's financial statements as a whole. The introductory section, combining and individual nonmajor fund financial statements and statistical section are presented for purposes of additional analysis and are not a required part of the financial statements. The accompanying schedule of expenditures of federal and state awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is also not a required part of the financial statements. The combining and individual nonmajor fund financial statements and the schedule of expenditures of federal awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole. The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and, accordingly, we do not express an opinion or provide any assurance on them.

West Chester, Pennsylvania

---

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2010*

We offer readers of Prestige Academy Charter School (the "School") statements this narrative overview and analysis of the financial activities of the School for the fiscal year ended June 30, 2010.

## **FINANCIAL HIGHLIGHTS**

- The assets of the School exceeded its liabilities at the close of the most recent fiscal year by \$19,984 (net assets); this is a decrease of \$298,794 over the prior fiscal year.
- Program revenues accounted for \$265,918 or 11% of total revenue of which the primary source is private foundations. General revenues accounted for \$2,080,282 or 89% of funding received.
- As of the close of the current fiscal year, the School's Governmental Fund reported an ending fund balance of \$19,984, a decrease of \$261,011.

## **OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the School's basic financial statements. The School's basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements and (3) notes to the financial statements. This report also contains required and other supplementary information in addition to the basic financial statements. The notes to the financial statements are an integral part of the financial statements and should be read in conjunction with the financial statements.

## **REPORTING PRESTIGE ACADEMY CHARTER SCHOOL AS A WHOLE**

Prestige Academy Charter School was legally formed and obtained its 501(c)(3) status in 2007. The fiscal years ended June 30, 2007 and 2008, served as strategic planning and implementation years. In July 2008, the School obtained its initial charter and became a component unit of the State of Delaware. The fiscal year ended June 30, 2010, was the second year that the School enrolled students (178 students in total) serving 5<sup>th</sup> and 6<sup>th</sup> grade. As a result, the revenue and expenses of the School increased significantly during the current fiscal year in comparison to the fiscal year ended June 30, 2009.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2010*

**REPORTING PRESTIGE ACADEMY CHARTER SCHOOL'S MOST SIGNIFICANT FUND**

Most of the School's activities are reported in the Governmental Fund. The Governmental Fund is used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, Governmental Fund financial statements focus on the near term inflows and outflows of available resources, as well as the availability of resources remaining (balance) to be expended. The modified accrual basis of accounting is used to account for the activities within the Governmental Fund compared to the accrual method for government-wide financial statements. Expenditures that are recognized under the modified accrual basis are the amounts that would normally be liquidated with expendable available financial resources of the School. The differences between the government-wide activities (reported in the Statement of Net Assets and the Statement of Activities) and the Governmental Fund is reconciled in the basic financial statements.

**GOVERNMENT-WIDE FINANCIAL ANALYSIS**

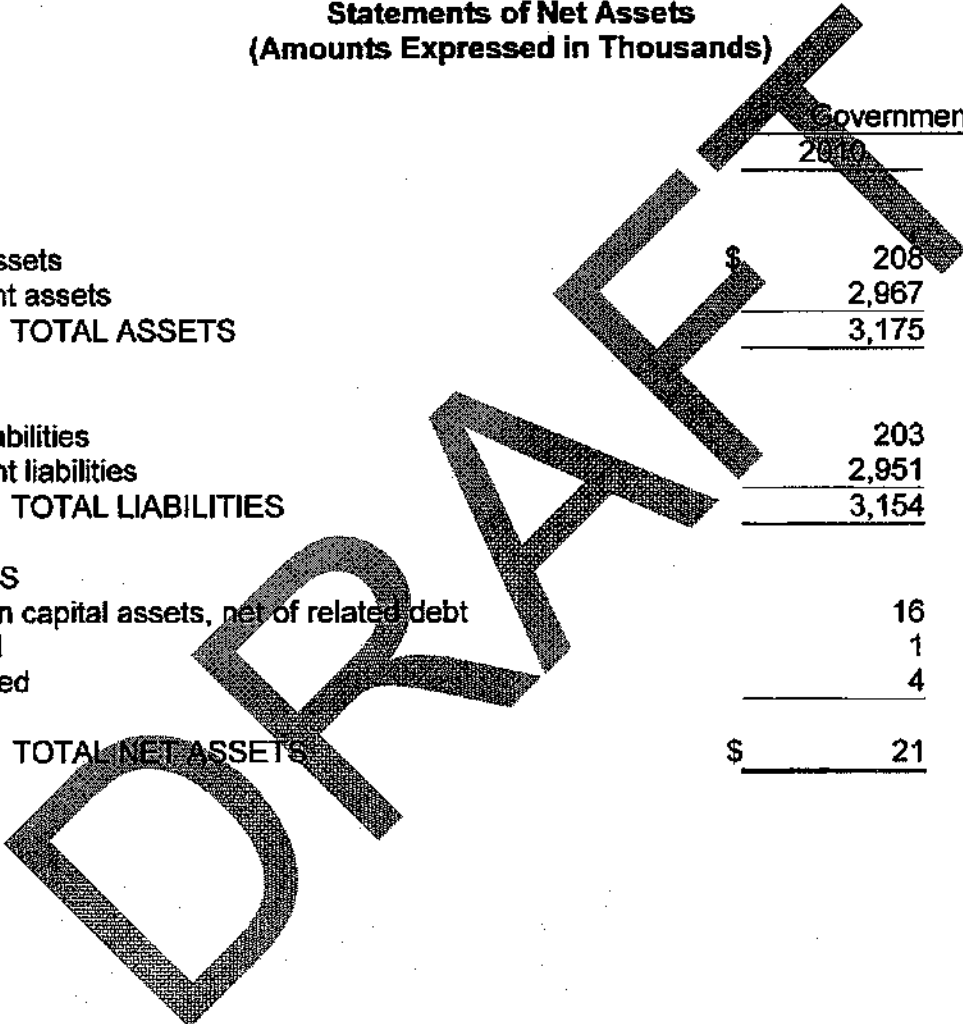
Net assets may serve over time as a useful indicator of an entity's financial position. In the case of the School, assets exceeded liabilities by \$20,817 at the close of the fiscal year. The School has \$919 of net assets restricted for the purchase of student uniforms. This is a funder-imposed restriction. \$15,589 of net assets is invested in capital assets net of its related debt. The remaining \$4,309 or 21% of net assets is unrestricted and may be used at the School's discretion.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2010*

A comparative net asset analysis of fiscal year 2010-2009 follows:

**Statements of Net Assets**  
**(Amounts Expressed in Thousands)**

	Governmental Activities	
	2010	2009
<b>ASSETS</b>		
Current assets	\$ 208	\$ 475
Noncurrent assets	2,967	3,039
<b>TOTAL ASSETS</b>	<u>3,175</u>	<u>3,514</u>
<b>LIABILITIES</b>		
Current liabilities	203	194
Noncurrent liabilities	2,951	3,000
<b>TOTAL LIABILITIES</b>	<u>3,154</u>	<u>3,194</u>
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	16	39
Restricted	1	141
Unrestricted	4	140
<b>TOTAL NET ASSETS</b>	<u>\$ 21</u>	<u>\$ 320</u>



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
**June 30, 2010**

**Statements of Activities**  
**(Amounts Expressed in Thousands)**

	Governmental Activities	
	2010	2009
<b>REVENUES</b>		
General revenues		
Charges to school districts	\$ 545	\$ 317
State aid not restricted	1,085	710
Federal aid not restricted	402	417
Earnings on cash and investments		3
Other local sources	47	17
Program revenues		
Charges for services	6	1
Operating grants and contributions	260	51
Capital grants and contributions	-	300
<b>TOTAL REVENUES</b>	<b>2,345</b>	<b>1,816</b>
<b>EXPENSES</b>		
Instructional services	1,743	1,280
Support services		
Operation and maintenance of facilities	421	142
Transportation	206	119
School lunch service	96	67
Interest on long-term debt	178	-
<b>TOTAL EXPENSES</b>	<b>2,644</b>	<b>1,608</b>
<b>CHANGE IN NET ASSETS</b>	<b>(299)</b>	<b>208</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>320</b>	<b>112</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 21</b>	<b>\$ 320</b>

For 2010, the Statement of Activities shows the cost of programs and support services are offset primarily with general revenues, with program revenues serving as subsidy of remaining expenses. In fiscal year 2010, the School enrolled its second class of students (178 total 5<sup>th</sup> & 6<sup>th</sup> grade). With the increase in student enrollment, revenues increased in 2010 as a result of the School receiving increased state, federal and local school district funding.



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2010*

**THE SCHOOL'S FUNDS**

As noted earlier, the School uses fund accounting to ensure and demonstrate compliance with statutory requirements. The purpose of the School's Governmental Fund is to provide information on near term inflows, outflows and balances of available resources. Such information is useful in assessing the School's net resources at the end of the fiscal year. As of the end of the current fiscal year, the School reported a fund balance of \$19,984, a decrease of \$261,011 in comparison to the prior year. One hundred percent constitutes unreserved fund balance. The unreserved balance, for the most part, is available for new spending.

**Governmental Fund**

The table that follows assists in illustrating the financial activities of the General Fund (amounts expressed in thousands).

	<u>2010</u>	<u>2009</u>
<b>REVENUES</b>		
Charges to school districts	\$ 545	\$ 317
State aid	1,089	710
Federal aid	402	417
Earnings on cash and investments	-	3
Contributions	161	308
Rental and sales	141	53
School lunch fees	6	1
Other local sources	6	6
<b>TOTAL REVENUES</b>	<b>\$ 2,346</b>	<b>\$ 1,815</b>
<b>EXPENDITURES</b>		
Current		
Instructional services	\$ 1,743	\$ 1,280
Operation and maintenance of facilities	349	142
Transportation	206	119
Food services	96	67
Debt Service		
Principal	49	-
Interest	164	-
Capital outlays		
Building, net of related debt	-	3,039
	<u>\$ 2,607</u>	<u>\$ 4,647</u>

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2010*

The majority of the School's revenue, 87%, comes from state and federal sources and local school districts. State and local revenue are contingent upon the School's total enrollment and the students' residential districts. Contributions account for 6% of total revenue. The reliance on this revenue is to support program and facility expenditures that are not funded for in federal, state and local funds.

**General Fund Budget Information**

The School's budget is prepared in accordance with the modified accrual basis of accounting. The most significant budgeted fund is the General Fund.

Appropriate adjustments are made to the budget based on unanticipated revenue increases or shortfalls due to federal, state and Delaware Department of Education requirements and/or legislation, lack of contributions, etc.

The following are explanations for the more significant variances between budget versus actual revenues and expenditures as shown in the Budgetary Comparison Schedule within the financial statements.

***Revenues***

**Federal Aid** - The unfavorable variance of \$47,890 is attributable to the grant period covering expenditures occurring in fiscal year 2010 and in the first month of the next fiscal year and the anticipation that those expenses would be incurred prior to the current fiscal year-end. This is a timing difference of the anticipated expenditure matching the grant period.

**Contributions** - The favorable variance of \$51,506 is the result of the successful fund development efforts of the School to raise funds to support the general operations of the school. Funding was greater than anticipated.

**Rental & Sales** - The favorable variance \$59,748 is attributable to lunch sales being greater than anticipated.

***Expenditures***

**Land/building/facilities** - The favorable variance of \$42,524 is attributable to the debt service being less than anticipated and the budget not being amended for the difference. The debt service is a result of the mortgage on the school facility that was acquired on June 29, 2010.

**Transportation, buses** - The unfavorable variance of \$27,504 is the result of greater than anticipated student participation in after school academic support activities.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)**  
*June 30, 2010*

**Capital Assets**

The School has \$2,966,761 invested in capital assets and associated loan acquisition costs net of depreciation and amortization, respectively. All assets are attributable to governmental activities. Detailed information regarding capital asset activity is included in the notes to the basic financial statements.

**Long-Term Debt**

On June 29, 2009, The Prestige Academy Foundation, LLC, a component unit of the Prestige Academy Charter School, acquired a mortgage in the amount of \$3,000,000 at an interest rate of 6.00% to purchase the School's current facility at 1121 Thatcher Street. The loan matures in July 2014. Detailed information regarding long-term debt activity is included in the notes to the basic financial statements.

**FACTORS EXPECTED TO HAVE AN EFFECT ON FUTURE OPERATIONS**

The School anticipates enrollment to grow by 108 students per year for the next two years. This enrollment growth is a result of introducing seventh and eighth grade classes to the current fifth & sixth grade being served. Management has developed a five-year budget to adequately forecast the cost associated with the growth and needed funding to support such growth. Additional resources will need to be acquired to support program expenses not adequately funded at the federal and state level. In anticipation of these events, the School is taking steps to increase the percentage of funding from nongovernmental resources.

**REQUESTS FOR INFORMATION**

The financial report is designed to provide a general overview of Prestige Academy Charter School's finances to all interested parties. If you have questions about the report or need additional financial information, contact the School's Business Office at 302-762-3240.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**STATEMENT OF NET ASSETS**  
*June 30, 2010*

	<u>Governmental Activities</u>
<b>ASSETS</b>	
Cash and cash equivalents	
Unrestricted	\$ 165,950
Deposits	7,894
Receivables	
Due from Brandywine School District	3,366
Other receivables	31,059
Capital assets	
Nondepreciable	430,000
Depreciable	<u>2,536,761</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>3,175,030</u></b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>LIABILITIES</b>	
Accounts payable	
Trade	\$ 32,984
Due to State of Delaware	20,271
Accrued salaries	135,030
Accrued interest	14,756
Long-term debt	
Portion due within one year	56,413
Portion due thereafter	<u>2,894,759</u>
<b>TOTAL LIABILITIES</b>	<b><u>3,154,213</u></b>
<b>NET ASSETS</b>	
Invested in capital assets, net of related debt	15,589
Restricted	
Student Uniforms	919
Unrestricted	<u>4,309</u>
<b>TOTAL NET ASSETS</b>	<b><u>20,817</u></b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ <u>3,175,030</u></b>

*See accompanying notes to the basic financial statements.*



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**BALANCE SHEET**  
**GOVERNMENTAL FUND**  
*June 30, 2010*

	<u>General Fund</u>
<b>ASSETS</b>	
Cash and cash equivalents	
Unrestricted	\$ 165,031
Restricted	919
Deposits	7,894
Receivables	
Due from Brandywine School District	3,366
Other receivables	<u>31,059</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>208,269</u></b>
<b>LIABILITIES AND FUND BALANCE</b>	
<b>LIABILITIES</b>	
Accounts payable	
Trade	\$ 32,984
Due to State of Delaware pension costs	20,271
Accrued salaries	<u>135,030</u>
<b>TOTAL LIABILITIES</b>	<b><u>188,285</u></b>
<b>FUND BALANCE</b>	
Unreserved	<u>19,984</u>
<b>TOTAL FUND BALANCE</b>	<b><u>19,984</u></b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ <u>208,269</u></b>

DRAFT

*See accompanying notes to the basic financial statements.*

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**RECONCILIATION OF TOTAL GOVERNMENTAL FUND BALANCE**  
**TO NET ASSETS OF GOVERNMENTAL ACTIVITIES**  
*June 30, 2010*

TOTAL GOVERNMENTAL FUND BALANCE \$ 19,984

Amounts reported for governmental activities in the statement of net assets are different because:

Capital assets used in governmental activities are not financial resources and therefore are not reported in the fund. Capital assets net of accumulated depreciation as detailed in the footnotes, are included in the statement of net assets. 2,966,761

Long-term liabilities applicable to governmental activities are not due and payable in the current period and therefore are not reported as fund liabilities. Those liabilities consist of:

Accrued Interest (14,756)  
Mortgage payable (2,951,172)

NET ASSETS OF GOVERNMENTAL ACTIVITIES \$ 20,817

*See accompanying notes to the basic financial statements.*

**DRAFT**

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**STATEMENT OF REVENUES, EXPENDITURES AND**  
**CHANGES IN FUND BALANCE**  
**GOVERNMENTAL FUND**  
*Year Ended June 30, 2010*

	<u>General Fund</u>
<b>REVENUES</b>	
Charges to school districts	\$ 545,518
State aid	1,084,773
Federal aid	402,170
Earnings on cash and investments	155
Contributions	161,506
Rentals and sales	140,903
School lunch fees	5,587
Other local sources	<u>5,588</u>
<b>TOTAL REVENUES</b>	<u><b>2,346,200</b></u>
<b>EXPENDITURES</b>	
Current	
Instructional services	1,743,428
Support services	
Operation and maintenance of facilities	348,659
Transportation, buses	206,097
Food services	96,408
Debt Service	
Principal	48,828
Interest	163,791
<b>TOTAL EXPENDITURES</b>	<u><b>2,607,211</b></u>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(261,011)</b>
<b>FUND BALANCE AT BEGINNING OF YEAR</b>	<u><b>280,995</b></u>
<b>FUND BALANCE AT END OF YEAR</b>	<u><u><b>\$ 19,984</b></u></u>

*See accompanying notes to the basic financial statements.*



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**RECONCILIATION OF THE GOVERNMENTAL FUND STATEMENT OF**  
**REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**  
**TO THE STATEMENT OF ACTIVITIES**  
*Year Ended June 30, 2010*

**NET CHANGE IN FUND BALANCE - TOTAL GOVERNMENTAL FUND** **\$ (261,011)**

Amounts reported for governmental activities in the statement of activities are different because:

The Governmental Fund reports capital outlays as expenditures. However, in the statement of activities, assets with an initial, individual cost of more than \$5,000 are capitalized and the cost is allocated over their estimated useful lives and reported as depreciation expense.

Depreciation expense (71,855)

Some expenses reported in the government-wide statement of activities do not require the use of current financial resources, and, therefore, are not reported as expenditures in governmental funds.

Accrued interest on long-term debt (14,756)

The issuance of long-term debt provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds.

Payment of Note Principal 48,828

**CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES** **\$ (298,794)**

*See accompanying notes to the basic financial statements.*

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**NOTE A      SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Description of the Charter School**

Prestige Academy Charter School (the "School") is organized under Delaware Code, Title 14, Chapter 5 of the State of Delaware. The Charter School Law grants authority for independent public schools to be created for the purpose of increasing choices for parents of public school students and increasing academic performance. A charter school is an independent public school governed by an independent Board of Directors. In Delaware, charter schools have the same basic standing as a school district with some exceptions—they may not levy taxes. To encourage innovation, charter schools operate free from a number of state laws and regulations. An initial charter is granted for a three-year period, renewable every five years thereafter. The Prestige Academy Charter School obtained its initial charter in July 2008.

Charter schools are funded similarly to other public schools in that state and local funds are allocated for each enrolled student. Public funds are not provided for facilities. Charter schools may charge for selected additional costs consistent with those permitted by other school districts. Because a charter school receives local, state and federal funds, they may not charge tuition.

The financial statements of the Prestige Academy Charter School have been prepared in conformity with generally accepted accounting principles as applied to local governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The more significant accounting policies of the Prestige Academy Charter School are described below.

**Reporting Entity**

The School is considered a component unit of the State of Delaware. A component unit, although a legally separate entity, is, in substance, part of the State of Delaware's operations. The School has one blended component unit, The Prestige Academy Foundation, LLC (the "Foundation"), for which it is considered to be financially accountable. The Foundation was legally formed on June 24, 2009, with the sole purpose of purchasing real estate for the use of the School. The School is the sole member of the Foundation. The assets, liabilities, revenues and expenses of the Foundation have been consolidated and reported on the School's financial statements herein.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**Government-Wide and Fund Financial Statements**

The government-wide financial statements (the statement of net assets and the statement of activities) report information on all of the non-fiduciary activities of the School. For the most part, the effect of interfund activity has been removed from these financial statements.

The statement of activities demonstrates the degree to which the direct expenses of a given program are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific program. Program revenues include grants and contributions that are restricted for meeting the operational or capital requirements of a particular function.

Separate financial statements are provided for the Governmental Fund.

**Measurement Focus, Basis of Accounting and Financial Statements Presentation**

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Charges to the School are recognized as revenues in the year for which they are billed. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met.

Amounts reported as program revenues include (1) charges to students for special fees, supplies, or services provided; (2) operating grants and contributions; and (3) capital grants and contributions. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include charges to school districts.

When both restricted and unrestricted resources are available for use, it is the School's policy to use restricted resources first, then unrestricted resources as they are needed.

The Governmental Fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measureable and available.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the School considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

Charges to the School and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when the School receives cash.

The School reports the following major Governmental Fund:

- The *General Fund* is the School's primary operating fund. It accounts for all financial resources of the School.

**Budgetary Data**

General Fund budgets are presented on the modified accrual basis of accounting. Annual appropriations lapse at fiscal year-end with the exception of those indicated as a fund balance reserve.

Encumbrance accounting is employed in the Governmental Fund. Encumbrances (e.g., purchase orders and contracts) outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitments will be re-appropriated and honored during the subsequent year. There was a \$6,623 encumbrance outstanding as of June 30, 2010.

**Cash and Cash Equivalents**

Cash and cash equivalents are considered to be cash on hand and demand deposits.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**Capital Assets**

The School defines capital assets as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated cost if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the lives of the assets are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest cost incurred during construction is not capitalized.

Capital assets of the School are depreciated using the straight-line method over the estimated useful lives of the related assets. The School generally uses the following estimated useful lives:

	<u>Years</u>
Buildings	40
Furniture and fixtures	5-7
Leasehold improvements	8

**Deferred Revenues**

Deferred revenues represent funds received in advance, which will be recognized in future years when the revenue recognition criteria are met. There were no deferred revenues as of June 30, 2010.

**Compensated Absences**

Vacation pay plus related payroll taxes is accrued when incurred in the government-wide financial statements. Availability for these amounts is reported in the Governmental Fund only when the liability matures, for example, as a result of employee resignations and retirements.

**Vacation** - Vacation cannot be accumulated from year to year. Any unused vacation days as of June 30 of each year lapse and are unpaid.

**Sick Leave** - Sick leave allowances are ten days per full-time employee and cannot be accumulated from year to year.

There were no compensated absences as of June 30, 2010.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**Fund Balance**

In the fund financial statements, the Governmental Fund reports reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a restricted purpose. Designations of fund balance represent tentative plans for future use of financial resources that are subject to change.

**Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from these estimates.

**NOTE B CASH AND CASH EQUIVALENTS**

At June 30, 2010, the School had a cash and cash equivalents balance of \$165,950. Of this amount, \$54,875 is part of an investment pool controlled by the personnel of the State Treasurer's Office in Dover, Delaware, and all investment decisions are made by the State Treasurer's Office. These funds are considered to be highly liquid and available for immediate use and, thus, are recorded as cash equivalents in these financial statements.

Custodial credit risk is the risk that, in the event of a bank failure, the School's deposits may not be returned to it. The School does not have a deposit policy for custodial credit risk.

The funds held by the State of Delaware investment pool, an internal investment pool, are specifically identified for the School, but the credit risk cannot be categorized for these funds. Credit risk for such investments depends on the financial stability of the State of Delaware. The State reports that its investment securities are stated at quoted market prices, except that investment securities with a remaining maturity at the time of purchase of one year or less are stated at cost or amortized.

The remaining \$111,075 of cash on hand as of June 30, 2010, is held at Wilmington Savings Fund Bank. The cash balances are uncollateralized but are secured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per institution. From time to time in the normal course of business, the School's cash balances may exceed this amount and be exposed to custodial credit risk. Management believes that the risk of loss is remote.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**NOTE C CAPITAL ASSETS**

Capital asset activity for the year ended June 30, 2010, is as follows:

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
<b>GOVERNMENTAL ACTIVITIES</b>				
Capital assets not being depreciated				
Land	\$ 430,000	\$ -	\$ -	\$ 430,000
Capital assets being depreciated				
Building/Loan costs	<u>2,608,616</u>	-	-	<u>2,608,616</u>
Accumulated depreciation				
Building/Loan costs		<u>(71,855)</u>	-	<u>(71,855)</u>
<b>TOTAL CAPITAL ASSETS BEING DEPRECIATED, net</b>	<u>2,608,616</u>	<u>(71,855)</u>	-	<u>2,536,761</u>
<b>GOVERNMENTAL ACTIVITIES CAPITAL ASSETS, net</b>	<u>\$ 3,038,616</u>	<u>\$ (71,855)</u>	<u>\$ -</u>	<u>\$ 2,966,761</u>

The capital assets were purchased on June 29, 2009.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**NOTE D PENSION PLAN**

**Plan Description**

School employees are considered state employees and are covered under the State of Delaware Employees' Pension Plan, which is a cost-sharing, multiple-employer defined benefit public employees' retirement system (the "State PERS"). The State of Delaware General Assembly is responsible for setting benefits and amending plan provisions. The State Board of Pension Trustees determines the contributions required. All eligible State employees are required to contribute to the pension plan according to Chapter 55, Title 29 of the Delaware Code. All full-time and regular part-time employees are eligible to participate in the State PERS. The State PERS provides pension, disability and death benefits

Certain significant plan provisions are as follows:

- **Early Retirement**
  - 15 years service - age 55
  - 25 years service - any age
- **Service Retirement**
  - 15 years service - age 60
  - 30 years service - any age
  - 5 years service - age 62
- **Disability Retirement**
  - 5 years service and proof of disability
- **Vested Pension**
  - An employee can vest pension rights after five years of service.

The State PERS issues a publicly available financial report that includes the financial statements and required supplementary information. That report may be obtained by writing to the State of Delaware Public Employee Retirement System at the McArdle Building, 860 Silver Lake Boulevard, Suite 1, Dover, DE 19904, by calling 1-800-722-7300, or visiting the website at [www.delawarepensions.com/information/financials.shtml](http://www.delawarepensions.com/information/financials.shtml).



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**Funding Policy**

Employees of the School are required to contribute 3% of earnings in excess of \$6,000. The School's contribution to the State PERS for the year ended June 30, 2010, was \$137,469.

**NOTE E LEASING ARRANGEMENTS**

The School leased its facility from its wholly owned component unit Prestige Academy Foundation under a 5 year operating lease arrangement commencing July 1, 2009 and expiring June 30, 2014. The rental revenue & corresponding rental expense is eliminated in the consolidated financial statements as an intergovernmental activity.

**NOTE F LONG-TERM DEBT**

On June 29, 2009, the Foundation acquired a mortgage in the amount of \$3,000,000 at an interest rate of 6.00% to purchase the School's current facility at 1121 Thatcher Street. The loan matures in July 2014.

An analysis of debt service requirements to maturity on these obligations is as follows:

<u>Year Ending</u> <u>June 30,</u>	<u>Principal</u>	<u>Interest</u>
2011	\$ 56,413	\$ 175,536
2012	59,892	172,056
2013	63,586	168,362
2014	67,508	164,440
2015	<u>2,703,773</u>	<u>13,519</u>
	<u>\$ 2,951,172</u>	<u>\$ 693,913</u>

Interest expense begins in fiscal year 2010. There interest expense for the year ended June 30, 2010 \$163,791.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**NOTE G RISK MANAGEMENT**

The School has purchased commercial insurance policies for various risks of loss related to torts; theft of, damage to, or destruction of assets; errors or omissions; injuries to employees; or acts of God. Payments of premiums for these policies are recorded as expenses of the School.

**NOTE H COMMITMENTS AND CONTINGENCIES**

In the normal course of business, there are various outstanding commitments and contingent liabilities in addition to the normal encumbrances for the purchase of goods and services. The School does not anticipate losses from these transactions.

**Grants**

The School receives financial assistance from federal and private agencies in the form of grants. The disbursement of funds received under these programs generally requires compliance with terms and conditions specified in the grant agreements and is subject to audit by the State Office of Auditor of Accounts and the respective local private agency. Any disallowed claims resulting from such audits could become a liability of the General Fund. The School's administration believes such disallowance, if any, would be immaterial.

**NOTE I ECONOMIC DEPENDENCY**

School revenues that constitute in excess of 10% of total revenues are comprised of the following:

State subsidy.....	46%
Federal subsidy.....	17%
Local sources (primarily charges to school districts).....	37%

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
*June 30, 2010*

**NOTE J      EXCESS OF EXPENDITURES OVER APPROPRIATIONS**

The School overspent budgetary appropriations in the following functions:

Travel	\$	7,441
Contractual services		14,169
Communications		2,171
Repairs/maintenance		15,159
Transportation, buses		27,504
Furniture and Equipment		160
Supplies and materials		<u>3,435</u>
	\$	<u>71,039</u>

**DRAFT**

**REQUIRED SUPPLEMENTARY INFORMATION**

**DRAFT**

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**BUDGETARY COMPARISON SCHEDULE**  
**GENERAL FUND**  
*Year Ended June 30, 2010*

	Budgeted Amounts		Actual Amounts	Variance With Final Budget Favorable (Unfavorable)
	Original	Final		
<b>REVENUES</b>				
Charges to school districts	\$ 625,040	\$ 545,235	\$ 515,518	\$ 283
State aid	1,307,444	1,070,901	1,084,773	13,872
Federal aid	362,400	450,000	402,170	(47,830)
Earnings on cash and investments	-	-	155	155
Contributions	135,000	110,000	151,506	51,506
Rentals and sales	95,368	81,256	140,903	59,748
School lunch fees	-	-	5,588	5,587
Other local sources	-	-	5,588	5,588
<b>TOTAL REVENUES</b>	<b>2,525,252</b>	<b>2,257,292</b>	<b>2,346,200</b>	<b>88,909</b>
<b>EXPENDITURES</b>				
<b>Current</b>				
Salaries and employment costs	1,390,260	1,248,107	1,233,927	14,180
Travel	3,000	3,000	10,441	(7,441)
Contractual services	407,788	366,977	381,146	(14,169)
Communications	11,160	10,720	12,891	(2,171)
Insurance	23,000	21,000	14,956	6,044
Transportation, buses	209,872	178,593	206,097	(27,504)
Land/building/facilities	280,000	255,143	212,619	42,524
Repairs and maintenance	318,990	333,500	348,659	(15,159)
Furniture/equipment	75,897	64,100	65,260	(1,160)
Supplies and materials	134,141	117,780	121,215	(3,435)
Capital outlays	-	-	-	-
Building and land acquisition costs	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,649,178</b>	<b>2,598,920</b>	<b>2,607,211</b>	<b>(8,291)</b>
<b>OTHER FINANCING SOURCES</b>				
Proceeds from long-term debt issuance	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ (123,926)</b>	<b>\$ (341,629)</b>	<b>(261,011)</b>	<b>80,618</b>
<b>FUND BALANCE AT BEGINNING OF YEAR</b>	<b>415,000</b>	<b>415,000</b>	<b>280,995</b>	<b>280,995</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>291,074</b>	<b>73,371</b>	<b>\$ 19,984</b>	<b>\$ 361,613</b>

See accompanying notes to the required supplementary information.

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTES TO THE REQUIRED SUPPLEMENTARY INFORMATION**  
*Year Ended June 30, 2009*

**NOTE A BASIS OF ACCOUNTING**

The accompanying budgetary comparison schedule is prepared on the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the School considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

**NOTE B EXCESS OF EXPENDITURES OVER APPROPRIATIONS**

These excess expenditures were funded by various functions that were under budget in the General Fund.

**DRAFT**

**SUPPLEMENTARY INFORMATION SECTION**

**DRAFT**

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**COMBINING BALANCE SHEET**  
**GOVERNMENTAL FUND**  
*June 30, 2010*

	General Fund			Total
	State Allocation	Local Funding	Federal Funding	Governmental Fund
<b>ASSETS</b>				
Cash and cash equivalents				
Unrestricted	\$ 54,875	\$ 110,156	-	\$ 165,031
Restricted	-	919	-	919
Deposits	-	7,894	-	7,894
Receivables				
Due from Brandywine School District		3,366	-	3,366
Other receivables		11,340	19,719	31,059
<b>TOTAL ASSETS</b>	<b>\$ 54,875</b>	<b>\$ 133,675</b>	<b>\$ 19,719</b>	<b>\$ 208,269</b>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>LIABILITIES</b>				
Accounts payable				
Trade	17,084	12,856	3,044	32,984
Due to State of Delaware, pension costs	4,728	13,314	2,229	20,271
Accrued salaries	28,940	91,644	14,446	135,030
<b>TOTAL LIABILITIES</b>	<b>\$ 50,752</b>	<b>\$ 117,814</b>	<b>\$ 19,719</b>	<b>\$ 188,285</b>
<b>FUND BALANCE</b>				
Reserved for encumbrances	-	-	-	-
Unreserved	4,123	15,861	-	19,984
<b>TOTAL FUND BALANCE</b>	<b>\$ 4,123</b>	<b>\$ 15,861</b>	<b>\$ -</b>	<b>\$ 19,984</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 54,875</b>	<b>\$ 133,675</b>	<b>\$ 19,719</b>	<b>\$ 208,269</b>



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**COMBINING SCHEDULE OF REVENUES, EXPENDITURES AND**  
**CHANGES IN FUND BALANCE**  
**GOVERNMENTAL FUND**  
*Year Ended June 30, 2010*

	General Fund			Total Governmental Fund
	State Allocation	Local Funding	Federal Funding	
<b>REVENUES</b>				
Charges to school districts	\$ -	\$ 545,518	-	\$ 545,518
State aid	1,084,773	-	-	1,084,773
Federal aid	-	-	402,170	402,170
Earnings on cash and investments	-	155	-	155
Contributions	-	161,506	-	161,506
Rentals and sales	-	140,903	-	140,903
School lunch fees	-	5,587	-	5,587
Other local sources	-	5,588	-	5,588
<b>TOTAL REVENUES</b>	<b>1,084,773</b>	<b>869,257</b>	<b>402,170</b>	<b>2,346,200</b>
<b>EXPENDITURES</b>				
Current				
Instructional services	745,175	536,083	402,170	1,743,428
Support services				
Operation and maintenance of facilities	227,155	121,504	-	348,659
Transportation, buses	114,838	91,259	-	206,097
Food services	-	96,408	-	96,408
Debt Service				
Principal		48,828		48,828
Interest		163,791		163,791
<b>TOTAL EXPENDITURES</b>	<b>1,087,168</b>	<b>1,117,873</b>	<b>402,170</b>	<b>2,607,211</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(2,395)</b>	<b>(258,616)</b>	<b>-</b>	<b>(261,011)</b>
<b>FUND BALANCE AT BEGINNING OF YEAR</b>	<b>6,518</b>	<b>274,477</b>	<b>-</b>	<b>280,995</b>
<b>FUND BALANCE AT END OF YEAR</b>	<b>\$ 4,123</b>	<b>\$ 15,861</b>	<b>\$ -</b>	<b>\$ 19,984</b>

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**SCHEDULE OF EXPENDITURES BY NATURAL CLASSIFICATION**  
**GOVERNMENTAL FUND**  
*Year Ended June 30, 2010*

	<u>General Fund</u>
<b>EXPENDITURES</b>	
Current	
Salaries	\$ 897,137
Employment costs	336,790
Travel	10,441
Contractual services	381,146
Communications	12,891
Insurance	14,956
Transportation, buses	206,097
Land/building/facilities	212,619
Repairs and maintenance	348,659
Furniture/equipment	65,260
Supplies and materials	<u>121,215</u>
 <b>TOTAL EXPENDITURES</b>	 <b>\$ <u>2,607,211</u></b>

DRAFT

**Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards**

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

We have audited the financial statements of the governmental activities and the major fund of the Prestige Academy Charter School, Wilmington, Delaware, as of and for the year ended June 30, 2010, which collectively comprise the Prestige Academy Charter School, Wilmington, Delaware's basic financial statements and have issued our report thereon dated \_\_\_\_\_. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

**INTERNAL CONTROL OVER FINANCIAL REPORTING**

In planning and performing our audit, we considered the Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Prestige Academy Charter School, Wilmington, Delaware's internal control over financial reporting.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis.

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

#### **COMPLIANCE AND OTHER MATTERS**

As part of obtaining reasonable assurance about whether the Prestige Academy Charter School, Wilmington, Delaware's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

This report is intended solely for the information and use of the Board of Directors, management, the Department of Education, Office of the Governor, Office of the Controller General, Office of Attorney General, Office of Management and Budget, Office of Auditor of Accounts and the Department of Finance and is not intended to be and should not be used by anyone other than these specified parties. However, under 29 Del. C., Section 1 0002(e), this report is a public record and its distribution is not limited.

West Chester, Pennsylvania

**Independent Auditors' Report on Compliance With Requirements  
Applicable to Each Major Program and on Internal Control Over  
Compliance in Accordance With OMB Circular A-133**

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

**COMPLIANCE**

We have audited the compliance of the Prestige Academy Charter School, Wilmington, Delaware, with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) Circular A-133 *Compliance Supplement* that are applicable to each of its major federal programs for the year ended June 30, 2010. Prestige Academy Charter School, Wilmington, Delaware's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of the Prestige Academy Charter School, Wilmington, Delaware's management. Our responsibility is to express an opinion on the Prestige Academy Charter School, Wilmington, Delaware's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America, the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Prestige Academy Charter School, Wilmington, Delaware's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination of the Prestige Academy Charter School, Wilmington, Delaware's compliance with those requirements.

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

In our opinion, the Prestige Academy Charter School, Wilmington, Delaware, complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 2010.

#### **INTERNAL CONTROL OVER COMPLIANCE**

Management of the Prestige Academy Charter School, Wilmington, Delaware, is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered the Prestige Academy Charter School, Wilmington, Delaware's internal control over compliance with the requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Prestige Academy Charter School, Wilmington, Delaware's internal control over compliance.

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented or detected and corrected on a timely basis.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above.

Prestige Academy Charter School, Wilmington, Delaware's responses to the findings identified in our audit are described in the accompanying schedule of findings and questioned costs. We did not audit Prestige Academy Charter School, Wilmington, Delaware's responses, and, accordingly, we express no opinion on the responses.

To the Board of Directors  
Prestige Academy Charter School  
Wilmington, Delaware

This report is intended solely for the information and use of the Board of Directors, management, the Department of Education, Office of the Governor, Office of the Controller General, Office of Attorney General, Office of Management and Budget, Office of Auditor of Accounts and the Department of Finance and is not intended to be and should not be used by anyone other than these specified parties. However, under 29 Del. C., Section 1 0002(d), this report is a public record and its distribution is not limited.

West Chester, Pennsylvania

**DRAFT**

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
*Year Ended June 30, 2010*

<u>Federal Grantor/Project Title</u>	<u>Federal CFDA Number</u>	<u>Pass- Through Grantor's Number</u>	<u>Federal Expenditures</u>
<b>U.S. DEPARTMENT OF AGRICULTURE</b>			
Passed through State of Delaware Department of Education			
National School Lunch Program	10.555	N/A	\$ <u>98,825</u>
<b>U.S. DEPARTMENT OF EDUCATION</b>			
Passed through State of Delaware Department of Education			
Title I Grants to Local Educational Agencies	84.010	N/A	39,298
Title I Grants to Local Educational Agencies - ARRA	84.389A	N/A	35,608
State Fiscal Stabilization Fund - ARRA	84.389A	N/A	65,763
Special Education - Grants to States	84.027	N/A	14,758
Charter Schools	84.282	N/A	239,619
Title II Improving Teacher Quality State Grants	84.367	N/A	<u>7,126</u>
<b>TOTAL U.S. DEPARTMENT OF EDUCATION</b>			<u>402,172</u>
<b>TOTAL EXPENDITURES OF FEDERAL AWARDS</b>			<u>\$ 500,997</u>

*See accompanying note to the schedule of expenditures of federal awards.*



**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
**NOTE TO THE SCHEDULE OF EXPENDITURES OF**  
**FEDERAL AWARDS**  
*Year Ended June 30, 2010*

**NOTE A BASIS OF PRESENTATION**

The accompanying schedule of expenditures of federal awards is presented on the accrual basis of accounting, which is described in Note A of the School's basic financial statements.

**DRAFT**

**PRESTIGE ACADEMY CHARTER SCHOOL**  
**(A Component Unit of the State of Delaware)**  
 SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
 Year Ended June 30, 2010

**A. SUMMARY OF AUDITORS' RESULTS**

1. The auditors' report expresses an unqualified opinion on the financial statements of the Prestige Academy Charter School.
2. No significant deficiencies relating to the audit of the financial statements are reported in the Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards*.
3. No instances of noncompliance material to the financial statements of the Prestige Academy Charter School were disclosed during the audit.
4. No significant deficiencies relating to the audit of the major federal awards programs are reported in the Independent Auditors' Report on Compliance With Requirements Applicable to Each Major Program and on Internal Control Over Compliance in Accordance With OMB Circular A-133.
5. The auditors' report on compliance for the major federal awards programs of the Prestige Academy Charter School expresses an unqualified opinion on all major federal programs.
6. There are no audit findings that are required to be disclosed under OMB Circular A-133, Section 510(a).
7. The programs tested as major programs included:
 

Program	CFDA
IDEA	84.027
Charter School Start Up Grant	84.282
8. The threshold for distinguishing Types A and B programs was \$300,000.
9. Prestige Academy Charter School did not qualify as a low-risk auditee.

**B. FINDINGS - FINANCIAL STATEMENTS AUDIT**

None.

**C. FINDINGS AND QUESTIONED COSTS - MAJOR FEDERAL AWARD PROGRAMS AUDIT**

None.



**Parent/Guardian Survey**

Dear Parent/Guardian:

In order to be able to provide the best education to your son, we need your feedback. We would greatly appreciate you completing and returning this survey to us no later than **Monday March 1, 2010**.

Parent Name: \_\_\_\_\_

Student Name: \_\_\_\_\_

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Does Not Apply (i.e. no answer)
<b><i>I. How satisfied have you been with the following aspects of Prestige Academy Charter School?</i></b>							
a	Academic standards and expectations for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	Classroom management and student behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	Quality of the school's administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	Quality of the teachers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e	Quality of the instruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f	Level of individualized support for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g	Expectations of parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h	Level of communication with parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i	Level of parental/guardian involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j	School safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k	School hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l	School calendar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m	Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n	School building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o	Level of your child's engagement in school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p	Your child's overall progress at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q	Overall program at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><i>II. Please compare Prestige Academy with your child's previous school.</i></b>		Better		Same		Worse	
a	Academic standards and expectations for students	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
b	Classroom management and student behavior	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	

c	Quality of the school's administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	Quality of the teachers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>II. Please compare Prestige Academy with your child's previous school. (continued)</b>	<b>Better</b>	<b>Same</b>	<b>Worse</b>
e	Quality of the instruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f	Level of individualized support for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g	Expectations of parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h	Level of communication with parents/guardians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i	Level of parental/guardian involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j	School safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k	School hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l	School calendar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m	Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n	School building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o	Level of your child's engagement in school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p	Your child's overall progress at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q	Overall program at Prestige Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**III. Why did you choose to send your child to Prestige? (please check all that apply)**

- |                                 |                          |                                      |                          |
|---------------------------------|--------------------------|--------------------------------------|--------------------------|
| Prestige is all-boys            | <input type="checkbox"/> | Prestige has stricter discipline     | <input type="checkbox"/> |
| Higher academic standards       | <input type="checkbox"/> | Child was doing poorly at old school | <input type="checkbox"/> |
| Better teachers                 | <input type="checkbox"/> | Small size of school and/or classes  | <input type="checkbox"/> |
| Prestige is a safer school      | <input type="checkbox"/> | Location of the school               | <input type="checkbox"/> |
| More attention to special needs | <input type="checkbox"/> |                                      |                          |

**IV. Please list three strengths of Prestige Academy Charter School.**

- 1.
- 2.
- 3.

**V. Please list three areas in which Prestige Academy Charter School can improve.**

- 1.
- 2.
- 3.



# Attachment L

## Performance Report 2012-2017



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

## **Prestige Academy Charter School Performance Agreement**

### **Effective Date:**

This agreement is in effect until August 30, 2017.

### **Goal 1**

During the term of this agreement, the school will demonstrate that its students are meeting/exceeding state standards as determined by performance on the Delaware Comprehensive Assessment System (DCAS)

#### **Measureable Objective 1**

Each year, 50% of students in grade 6, 60% of students in grade 7, and 75% of students in grade 8 will meet or exceed proficiency standards on the DCAS in ELA and math.

### **Goal 2**

During the term of this agreement, the school will demonstrate that its students exhibit Positive Student Behavior related to academic success through the following:

#### **Measurable Objective 1**

The school will maintain an average daily attendance of at least 95%.

#### **Measurable Objective 2**

Each year, the school will have fewer reportable incidents pursuant to Delaware Code, Title 14, Section 4112, than the year prior.

#### **Measurable Objective 3**

Each year, the school will have a lower percentage of out-of-school suspensions than the year prior.

### **Goal 3**

During the term of this agreement, the school will demonstrate accountability to parents and students and determine satisfaction through the following:

#### **Measurable Objective 1**

Each year, the school will conduct a survey of parents of students who attend the school. Each year, 80% of these parents who return the survey, will indicate overall satisfaction with the school.

### **Goal 4**

During the term of this agreement, the school will demonstrate viability through enrollment.

1121 THATCHER STREET · WILMINGTON, DE 19802 · PHONE: 302.762.3240 · FAX: 302.762.4782

*Prestige Academy prepares young men in grades 5-8 for admission to and success in demanding college preparatory high schools.*

*In a highly structured, achievement-oriented school culture, Prestige Academy students develop a strong academic foundation in the core subjects and the REAL values necessary for success: Respect and Responsibility, Excellence in Behavior, Academic Mastery, and Leadership.*



A COLLEGE PREPARATORY CHARTER SCHOOL  
FOR BOYS  
WILMINGTON, DELAWARE

*GIVING BOYS A REAL CHANCE FOR A REAL FUTURE*

Measurable Objective 1

Each year, the school will enroll +/- 5% of the students authorized by the charter.

Goal 5

During the term of this agreement, the school will demonstrate adequate student retention by the following:

Measurable Objective 1

Each year, at least 85% of the students enrolled by the September 30 Statewide Student Count will be enrolled at the school through the end of the school year, excluding students who move out of State or those expelled from school.

Measurable Objective 2

Each year, at least 75% of non-graduating students will return to the school the following school year, excluding students who move out of State or those expelled from school.

A handwritten signature in black ink, appearing to read "Donald C. Mell III".

Donald C. Mell III  
Board Chair

10/12/11

Date

Lillian M. Lowery, Ed. D.  
Secretary of Education

Date



Attachment M

Wednesday Tutoring Letter

# Wednesday Tutoring Parent Letter

The document below is a sample of how school wide goals were communicated to parents, how extra time was identified for struggling scholars, and the basic plan for remediation for a targeted group of students.

## 85/30 is in our reach and WE NEED YOUR SON!

Dear Parent or Guardian of \_\_\_\_\_,

As you know, we set out at the beginning of the year to achieve the ambitious goal of 85/30: 85 percent of our students will be at least proficient, and 30 of those students will be advanced on the DCAS. The DCAS is just 10 weeks away! **We have identified your son as being very close to proficient in reading or math, and we want to push him even harder over the next ten weeks to make sure that he will score proficient or advanced when he takes the DCAS.** In addition to his regular school day and the tutoring he'll receive during that time, we have two additional times for him to receive support:

**85/30 Wednesdays** from 1:00 – 3:00 (March 16 – May 11, except April 27) – Your son will receive specific skill building based on the areas he needs it most. He will be in small groups, working with one of our teachers for two hours. Transportation would be required.

**Saturday Academy** from 8:00 – 12:00 (April 2, April 16, May 7) – Your son will work on Reading and Math Skills in a small group of scholars who are specifically grouped based on need.

We want your son to attend both 85/30 Wednesdays and Saturday Academies so that he can increase his DCAS score as much as possible. Please let us know that he can attend by returning the bottom of this sheet.

Sincerely,

Christine Rowland  
Director of Curriculum and Instruction

-----

Yes! My son, \_\_\_\_\_, will attend Saturday Academies and 85/30 Wednesdays to help him further increase his score on the DCAS. I understand that I will need to pick him up on Wednesdays and provide transportation to and from Saturday Academy.

Parent Name

\_\_\_\_\_  
Parent Signature

\_\_\_\_\_  
Phone Number

## Attachment N

### Wednesday Tutoring Skills Sheet

# Wednesday Tutoring Student Skill Sheet

The document below is a sample of the grouping of students based upon specific skills for Wednesday tutoring.

## WEEK 7 SKILLS: May 4, 2011 (BY GROUP)

Any students not listed should report to Jacobs (Reading) or Versaci (5 Math)/ Murphy (6/7 Math)

	Gr.	Subject	Skill	Students	LOCATION
Marsella	5	Reading	Informational Text	[REDACTED]	Science
Baltimore	5	Math	Converting Fractions to Decimals	[REDACTED]	PITT
Versaci	5	Math	Operations with Decimals	[REDACTED]	Rowland office
Campagna	5	Reading	Poems	[REDACTED]	GW
Jacobs	6	Reading	Informational Text	[REDACTED]	UVA
Burks	6	Reading	Poems	[REDACTED]	2 <sup>nd</sup> floor
Webster	6	Reading	Analyze Details	[REDACTED]	Temple
Murphy	6/7	Math	Evaluate Given Values	[REDACTED]	Yale

Ambriz/ Wiley	6	Math	Converting Fractions to Decimals		<b>CSLA</b>
Strawbridge	7	Reading	Poems		<b>BU</b>
Fulcher	7	Reading	Informational Text		<b>Lincoln</b>
Cole	7	Math	<b>Circles</b>		<b>MU</b>
Mahler	7	Math	<b>Circles</b>		<b>Delaware</b>

