

# **Triumph Academy**



**Submitted to Lucerne Valley Unified  
School District**

**Submitted: June 13, 2019**

## TABLE OF CONTENTS

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TABLE OF CONTENTS.....	2
AFFIRMATIONS/ASSURANCES.....	4
INTRODUCTION .....	6
FOUNDING GROUP .....	8
ELEMENT ONE: EDUCATIONAL PROGRAM.....	10
Mission Statement .....	10
Educational Philosophy .....	11
What it Means to be an Educated Person in the 21 <sup>st</sup> Century .....	12
How Learning Best Occurs.....	13
Transferability of Courses .....	27
Plan for Students Who are Academically Low-Achieving .....	28
Plan for Students Who Are Academically High Achieving .....	30
Plan for English Learners.....	30
Plan for Serving Students with Disabilities.....	33
<i>Services for Students Under the “IDEIA”</i> .....	35
ELEMENTS TWO AND THREE: MEASURABLE STUDENT OUTCOMES AND METHODS OF MEASUREMENT .....	50
Measurable Student Outcomes .....	50
Methods of Assessment.....	51
Use and Reporting of Data .....	53
ELEMENT FOUR: GOVERNANCE STRUCTURE.....	54
Non-Profit Public Benefit Corporation.....	54
Board of Directors .....	54
Board Duties.....	55
Board Meetings .....	55
Board Training .....	56
Board Delegation of Duties .....	56
Charter Senior Director .....	56
Organizational Chart .....	57
Parent & Teacher Participation in Governance .....	57
ELEMENT FIVE: EMPLOYEE QUALIFICATIONS .....	59
ELEMENT SIX: HEALTH AND SAFETY POLICIES .....	64
Health and Safety .....	64
ELEMENT SEVEN: RACIAL AND ETHNIC BALANCE .....	67
ELEMENT EIGHT: ADMISSIONS REQUIREMENTS.....	68
ELEMENT NINE: INDEPENDENT FINANCIAL AUDITS .....	70
ELEMENT TEN: SUSPENSION AND EXPULSION PROCEDURES .....	71
ELEMENT ELEVEN: RETIREMENT SYSTEMS .....	86
ELEMENT TWELVE: PUBLIC SCHOOL ATTENDANCE ALTERNATIVES .....	88
ELEMENT THIRTEEN: EMPLOYEE RETURN RIGHTS.....	89
ELEMENT FOURTEEN: DISPUTE RESOLUTION.....	90
ELEMENT FIFTEEN: CLOSURE PROCEDURES.....	92

MISCELLANEOUS PROVISIONS .....	94
Budgets.....	94
Financial Reporting.....	94
Insurance .....	95
Administrative Services .....	96
Facilities.....	96
CIVIL LIABILITY IMPACT .....	98
CONCLUSION .....	99

## Appendices

- A. Independent Study Policy
- B. Teacher Signature Page
- C. Bylaws and Conflict of Interest Code
- D. 2019-2020 School Calendar
- E. Course Descriptions
- F. Five Year Budget, Three Year Cash Flow, and Assumptions

## AFFIRMATIONS/ASSURANCES

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As the authorized lead petitioners, we, Deborah Cruthers and Kathryn Fagundo, hereby certify that the information submitted in this petition for a California public charter school to be named Triumph Academy (“TA” or the “Academy” or the “Charter School”), to be authorized by the Lucerne Valley Unified School District (the “District”) is true to the best of our knowledge and belief; we also certify that this petition does not constitute the conversion of a private school to the status of a public charter school; and further, we understand that if awarded a charter, the Academy will follow any and all federal, state, and local laws and regulations that apply to the Academy, including but not limited to:

- The Academy shall be deemed the exclusive public school employer of the Academy employees for purposes of the Educational Employment Relations Act (“EERA”). The Academy shall comply with the EERA.
- In addition to any other requirement imposed under this part, a charter school shall be nonsectarian in its programs, admission policies, employment practices, and all other operations, shall not charge tuition, and shall not discriminate against any pupil on the basis of the characteristics listed in Section 220 (actual or perceived disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code, including immigration status, or association with an individual who has any of the aforementioned characteristics). Except as provided in Education Code Section 47605(d)(2), admission to a charter school shall not be determined according to the place of residence of the pupil, or of his or her parent or legal guardian, within this state, except that an existing public school converting partially or entirely to a charter school under this part shall adopt and maintain a policy giving admission preference to pupils who reside within the former attendance area of that public school.
- Student enrollment and admissions.
  - A. Triumph Academy shall admit all pupils who wish to attend the school. Special education students will not be excluded in accordance with Education Code Section 47605(d)(2)(B)(iii).
  - B. However, if the number of pupils who wish to attend the charter school exceeds the school's capacity, attendance, except for existing pupils of the charter school, shall be determined by a public random drawing. Preference shall be extended to pupils currently attending the charter school and pupils who reside in the district except as provided for in Section 47614.5. Preferences, including, but not limited to, siblings of pupils admitted or attending the charter school, children of charter school teachers, staff, or founders named in the initial charter, may be permitted by the chartering school district on an individual charter school basis. The priority

order for any admissions preferences shall be determined in the charter petition and shall comply with all or the following:

- a. Each preference type shall be approved by the District at a public hearing;
  - b. Preferences shall be consistent with federal law, the California Constitution, and Education Code Section 200; and
  - c. Preferences shall not result in limiting enrollment access for students with disabilities, academically low-achieving students, English Learners, neglected or delinquent students, homeless or economically disadvantaged students, foster youth, or based on a student's nationality, race, ethnicity, or sexual orientation.
- C. In the event of a drawing, the chartering authority shall make reasonable efforts to accommodate the growth of the charter school and in no event shall take any action to impede the charter school from expanding enrollment to meet pupil demand.
- D. In accordance with Education Code Sections 47605(d)(2)(B)(iv) and 49011, there are no mandatory volunteer hours or donations.
- Notice of requirements when student is expelled or leaves school.

If a pupil is expelled or leaves the charter school without graduating or completing the school year for any reason, the charter school shall notify the superintendent of the school district of the pupil's last known address within 30 days, and shall, upon request, provide that school district with a copy of the cumulative record of the pupil, including a transcript of grades or report cards, and health information. This paragraph applies only to pupils subject to compulsory full-time education pursuant to Section 48200.

- The Academy shall meet or exceed the legally required minimum of school days. [Ref. Title 5 California Code of Regulations Section 11960]
- The Academy shall comply with the requirements of the Brown Act, the California Public Records Act, and applicable Government Code conflict of interest prohibitions.

**By the Lead Petitioners:**

Deborah Cruthers

Name



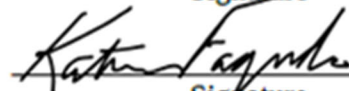
Signature

5/8/19

Date

Kathryn Fagundo

Name



Signature

5/8/19

Date

## INTRODUCTION

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In 1992, the California State Legislature passed the Charter Schools Act, creating the vehicle for parents/guardians and educators to collaborate on innovative educational opportunities for children throughout the state of California. Pursuant to Education Code Section 47601, charter schools were created as a method to accomplish all of the following:

- Improve pupil learning.
- Increase learning opportunities for all pupils with special emphasis on expanded learning opportunities for pupils who are identified as academically low achieving.
- Encourage the use of different and innovative teaching methods.
- Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the school site.
- Provide parents/guardians and pupils with expanded choices in the types of educational opportunities that are available within the public school system.
- Hold the schools accountable for meeting measurable pupil outcomes and provide the schools with a method to change from rule-based to performance-based accountability systems.
- Provided vigorous competition within the public school system to stimulate continual improvements in all public schools.

**Triumph Academy (TA)** fully embraces the Legislative intent of the Charter Schools Act, and its mandate. Specifically, the Academy will:

- *Improve pupil learning, with special emphasis on expanded learning experiences for those identified as academically low achieving and high-risk.* TA's innovative program is specifically designed for those who have most struggled to succeed and earn a high school diploma in traditional school models. TA adapts to each student rather than expecting students to adapt to our school.
- *Increase learning opportunities for academically low-achieving pupils by allowing them to do credit recovery through online technology.*
- *Encourage the use of different and innovative teaching methods.* TA integrates real-world, project-based learning across the curriculum to help motivate disconnected youth and help them find meaning in their education. Through Personalized Learning Plans for every student, our student support teams continuously adapt the standards-aligned curriculum delivery and pacing to help each student meet high expectations for success.
- *Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the school site.* TA facilitates regular professional development and teacher collaboration, both with their teaching peers as well as college faculty, social service providers and other experts, all working to help teachers continuously improve their practice to meet individual student needs.

- *Provide a performance-based accountability system.* TA focuses on student mastery of standards-aligned content and critical 21st century competencies. We encourage students to demonstrate their mastery of learning goals in numerous ways, including online courses, seeking to inspire them and discover how they best learn. While credit attainment, standardized tests, and more “traditional” accountability metrics have a role in our model, TA is designed to be flexible, including offering multiple pathways to graduation and preparation for various post-secondary plans.
- *Provide competition to other school programs to stimulate continual improvements in all public schools in the region.* There is a tremendous need in San Bernardino County to better serve our most disconnected youth. It is our hope that as we demonstrate success with our innovative model of serving high-risk students, we will add value to the ongoing conversation about how to best serve these members of our community.

### **Dashboard Alternative School Status (DASS)**

California’s 1999 Public Schools Accountability Act required that all schools be held accountable under systems developed by the California Department of Education (CDE). Accordingly, the California Education Code Section 52052(d) requires: *The Superintendent, with the approval of the State Board of Education, shall develop an alternative accountability system for schools under the jurisdiction of a county board of education or a county superintendent of schools, community day schools, . . . and alternative schools serving high-risk pupils, including continuation high schools and opportunity schools.*

With the adoption of the Local Control Funding Formula (LCFF) in 2013, the State Board of Education (SBE) directed the CDE to explore the development of modified methods, where appropriate, for alternative schools. The CDE developed the Dashboard Alternative School Status (DASS) program to hold alternative schools and alternative schools of choice accountable for modified methods of measurement of accountability indicators that are aligned with the evaluation rubrics of LCFF to evaluate the success or progress of schools that serve high-risk students.

As is described above, and as is allowed under California State Law, Triumph Academy intends to apply and qualify as a DASS school.

## FOUNDING GROUP

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The following school faculty provide the background and necessary expertise in the above areas to ensure the success of the Academy:

### **Co-Lead Petitioner – Deborah Cruthers**

Deborah Cruthers' career in the field of education spans over 14 years. Her passion in education is to equip students to reach their goals by meeting their individual needs, discovering their preferences, and identifying their learning styles. When it comes to student success, Deborah believes that there is always a way to overcome obstacles that students face when a team of qualified and caring adults are willing to partner together to make a difference in that child's life. Over the course of her career she has worked with elementary, Middle School, High School, at risk, Special Education, and English Language learners. Reaching and empowering at risk students toward high school success that can lead to future advancement in college and in life are of vital importance to Deborah. She endeavors to prepare students for success by helping them build foundational skills. Deborah has served as a lead teacher/teacher mentor, written courses for approval in the area of high school psychology and Advanced Placement, trained teachers, and worked as an adjunct professor for Azusa Pacific University. She has a B.A. in Psychology and a M.A. in Education from Azusa Pacific University. Deborah's current employer is Inspire Charter Schools where she serves as an Assistant Director in San Bernardino County. She is a strong advocate for developing trust and mutual respect with her students and endeavors to show compassion, grace, and patience as an educator.

### **Co-Lead Petitioner – Kathryn Fagundo**

Kathryn Fagundo serves as the Senior High School Director for an independent study homeschool charter school. She has extensive experience in both education and private industry, having earned her Bachelor of Science in Computer Science from the University of California, Riverside and a single subject teaching credential from Azusa Pacific University. In education Kathryn has served as a math teacher and educational leader. Prior to entering the education field, Kathryn was an information technology consultant serving Fortune 500 companies. She is passionate about student use of technology and believes that all students should have the tools they need to reach their potential available to them.



## **Ongoing Support and Assistance**

### **Charter School Development Center**

Founded in 1992, the Charter School Development Center (CSDC) is the nation's oldest non-profit resource center to charter schools. CSDC provides expert technical assistance informed by close involvement with law, regulation and practice related to all aspects of charter schools operations and oversight. CSDC's charter school development staff members each have over 20 years of experience working in and advising schools. Eric Premack, founding Director of CSDC, is a leading expert in charter school operations and governance, with special expertise in finance, law, and policy. Susanne Coie, Development Services Manager, has expertise in curriculum, instruction and assessment as well as charter school finance, governance and operations. Their vision is to help public education change from a highly regulated, process-based system to one that allows and encourages schools to be more creative, performance-based centers of effective teaching and learning. They aim to achieve this by providing technical assistance to the charter school reform movement in California, nationally, and internationally.

### **California Charter Schools Association**

The California Charter Schools Association (CCSA) is dedicated to advancing the charter school movement through state and local advocacy. CCSA provides a variety of operational, academic, and support services to its members, including information, resources, financial and legal services, training and networking opportunities. CCSA seeks to build the policy environment needed to increase the number of students who can attend quality charter schools.

## ELEMENT ONE: EDUCATIONAL PROGRAM

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*Governing Law: A description of the educational program of the school, designed, among other things, to identify those whom the school is attempting to educate, what it means to be an "educated person" in the 21st century, and how learning best occurs. The goals identified in that program shall include the objective of enabling pupils to become self-motivated, competent, and lifelong learners. A description, for the charter school, of annual goals, for all pupils and for each subgroup of pupils identified pursuant to Section 52052, to be achieved in the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school, and specific annual actions to achieve those goals. A charter petition may identify additional school priorities, the goals for the school priorities, and the specific annual actions to achieve those goals. --California Education Code Section 47605 (b)(5)(A)(i)*

*Governing Law: If the proposed school will serve high school pupils, a description of the manner in which the charter school will inform parents about the transferability of courses to other public high schools and the eligibility of courses to meet college entrance requirements. Courses offered by the charter school that are accredited by the Western Association of Schools and Colleges may be considered transferable and courses approved by the University of California or the California State University as creditable under the "A" to "G" admissions criteria may be considered to meet college entrance requirements. A description, for the charter school, of annual goals, for all pupils and for each subgroup of pupils identified pursuant to Section 52052, to be achieved in the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school, and specific annual actions to achieve those goals. A charter petition may identify additional school priorities, the goals for the school priorities, and the specific annual actions to achieve those goals. --California Education Code Section 47605(b)(5)(A)(ii)*

## Mission Statement

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The mission of Triumph Academy is to develop the individual gifts of students in San Bernardino County and adjacent counties to become proficient in Common Core State Standards and become critical thinkers, responsible citizens and innovative leaders prepared for academic and real-life achievement in the 21<sup>st</sup> Century. The mission will be accomplished in a personalized environment that fosters successful achievement through quality, personalized, standards-based education, which could include online coursework, offline textbook work, and unique hands-on and experiential learning experiences facilitated in partnership with students, parents, staff, and community.

Triumph Academy will provide a learning environment that allows high-risk students to increase resiliency, triumph over adversity, graduate from high school, and be career or college ready. This will be a school that meets students where they are, focuses on their strengths, and partners with them to develop the whole self.

### Whom The School Is Attempting To Educate

The Academy will serve approximately 217 students in grades 9-12 in its first year of operation. All pupils will meet the minimum and maximum age requirements as provided by law. Our educational program is based on the instructional needs of our target student profile. TA is targeting students who are academically low-achieving; those who may have stopped attending school regardless of achievement levels; and those whose families prefer to educate their children at home for any variety of philosophical and programmatic reasons. We expect the demographics to be consistent with the data from Lucerne Valley Unified School District. We expect the racial and ethnic demographics to be consistent with the data from Lucerne Valley Unified School District. Since Triumph Academy is a non-classroom based, Independent Study program it is entitled to enroll students throughout San Bernardino County and adjacent counties. To ensure that actual demographics mirror the authorizing district, TA will monitor enrollment by sub-group. When sub-groups are under-represented, TA will target marketing campaigns in areas where said sub-groups represent the majority of the community to recruit students and balance the charter school's demographics.

TA is designed to meet the needs of many different types of students:

- Students missing credits to either complete grade levels or to graduate on time.
- Students who have dropped out of school but now wish to graduate.
- Students with scheduling conflicts and students who are not well-suited to a traditional classroom setting.
- Students whose life circumstances often prevent them from participating in traditional public school instructional activities in a meaningful way.
- Students who are Foster Youth or Homeless Youth.
- Students being homeschooled whose parents/guardians still want them to earn a high school diploma.
- Students have the flexibility to spend more time on learning content than may be available in the traditional classroom-based setting.
- Students who desire to learn at an accelerated pace.
- Students who have experienced social aggression can have the opportunity to learn and excel in a safe environment that fosters healthy emotional and physical well-being.

In education, one size does not fit all, and Triumph Academy is dedicated to providing students and families with a personalized learning environment that can meet an individual student's unique needs. TA will provide a personalized learning environment that increases the resiliency of students experiencing credit deficiency; foster and transition-aged youth; out-of-school youth; and other students disconnected from traditional educational options to help them overcome adversity, to develop a strong sense of self and value of community, to think critically about the world around them, and to become self-motivated, competent, and lifelong learners.

## Projected Five-Year Growth Plan

Grade	Year 1	Year 2	Year 3	Year 4	Year 5
9	18	23	27	36	45
10	54	60	67	74	83
11	72	77	84	89	94
12	73	79	85	90	96
Total Enrollment	217	239	263	289	318

## What it Means to be an Educated Person in the 21<sup>st</sup> Century

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An educated person in the 21<sup>st</sup> Century will be proficient in Common Core State Standards (CCSS) and California Content Standards (CCS), including Next Generation Science Standards (NGSS), and will also be proficient in the use of technology. The SBE recently approved California's first-ever computer science content standards for K-12 and is in the process of developing a new California Computer Science Strategic Implementation Plan ensuring access and equity for all students. By doing school work online, including numerous technology-based applications that TA will use to deliver rich curricula, students will learn how to be proficient with the use of the same technology that they will be expected to utilize later in the workplace or in pursuit of their life-long learning objectives. Students will also be proficient in the use of technology, especially electronic mail, and other major computer applications.

Triumph Academy will prepare self-motivated, competent, life-long learners for the 21<sup>st</sup> Century. As discussed in greater detail below, the Academy believes that learning best occurs in an environment that fosters successful outcomes. The Academy will employ personalized learning methods to ensure all students gain the knowledge and skills that are valued in the modern workplace and necessary for future success.

Triumph Academy shares the vision of Partnership for 21<sup>st</sup> Century Skills (P-21) that students are part of an increasingly complex, demanding, and competitive 21<sup>st</sup> Century. The Academy's approach aligns with P-21's view of needed skills, which are embodied in the 4C's (critical thinking, communication, collaboration, and creativity):

1. Communication – Triumph Academy students share thoughts, questions, ideas, and solutions through virtual, phone and in person conversations between peers and teachers. We will achieve this through group projects, clubs, and student- and teacher-initiated meetings.
2. Collaboration – Triumph Academy students work together to reach a goal, putting talent and expertise in projects that require collaboration with other students and/or family and community members. We will achieve this through collaborative science fair projects, group web-conference sessions, and clubs such as Yearbook.

3. Critical Thinking – Triumph Academy students look at problems in a new way by reaching conclusions based on evidence, and also cross-curriculum learning of subjects and disciplines as demonstrated by students giving detailed written responses that show their thought process and understanding of the material. Students are engaged with curriculum that challenges them to use higher level thinking skills by analyzing patterns and ethics within interdisciplinary subjects.
4. Creativity – Triumph Academy students try new approaches to get things done, including exercising innovation and invention through projects that call on students to exercise the higher levels of thinking. Students can participate in various extracurricular activities such as clubs, talent shows, and winter programs to showcase their abilities.

Proficiency in the above skills will give students the knowledge and skills they will need in typical 21<sup>st</sup> Century communities and workplaces. As P-21 indicates, students with these skills are ready to “successfully face rigorous higher education coursework, career challenges and globally competitive workforces.” The 4Cs are embedded in the CCSS and CCS and in Triumph Academy’s instructional delivery model. Students cannot avoid communication as they might in lecture-based formats – they must communicate with teachers and with peers using virtual (and phone and in-person) conversations. Triumph Academy will embed collaboration through selected projects in which students must work in teams. Just as in the modern work world, students will learn to use electronic technology, including Internet- and phone-based communication to collaborate across distance to accomplish their projects. As a result, it is Triumph Academy’s aim that students graduating from the school demonstrate the four core characteristics of an educated person in the 21<sup>st</sup> Century:

1. Proficiency in California-adopted CCSS and CCS.
2. Communication skills.
3. Problem solving skills.
4. Proficiency in 21<sup>st</sup> Century Tools: Students will graduate with proficient use of digital technology and communication tools to access, manage, integrate, and evaluate information; and effectively communicate with others.

Upon graduation, students will apply these in postsecondary education and in the workplace. The content standards provide a base of academic skills and content knowledge needed for success in the broad array of paths students will take. P-21’s findings are based on extensive surveys of the skills identified by employers as critical workforce needs.

### How Learning Best Occurs

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The Academy believes that learning best occurs when students do the following:

- Are stimulated by challenging and interesting problems.
- Are encouraged to seek solutions and answers to real world situations, rather than memorize ideas, concepts or facts.
- Have a relationship with teachers built on trust, mutual respect and the facilitation of problem solving.
- Respect each other; Bonding with other students is built upon a foundation of mutual support and cooperation to reach common goals, in lieu of friendship or competition.
- Are actively engaged in projects that weave in content objectives and/or standards that combine learning across the curriculum.
- Are taught skills and/or ideas not in isolation, but rather as steps of a ladder where each rung builds to greater understanding and depth.
- See technology as a tool to further the process of inquiry and knowledge acquisition instead of as a means to an end.
- Focus on their future goals while receiving counseling regarding careers, colleges and personal options available to them as well as long term planning on how to achieve them.
- Are in a supportive, caring, and safe environment.

### **Educational Program**

#### **Overview**

Triumph Academy prides itself on the proficiency-based learning model being implemented through instructional pathways. Triumph Academy provides the following instructional pathways as options for students to have a truly personalized education:

- online pathway
- textbook pathway
- custom-designed pathway

The **online pathway** gives students flexibility as well as structured support through 100% web-based curriculum, such as Edgenuity. The online platforms combine direct-instruction content, rigorous assignments, assessments, and progress tracking tools to ensure students achieve subject-area mastery. The **textbook pathway** utilizes a conventional textbook package, such as McGraw-Hill, or Starline Press in which course readings and assignments can be completed almost completely offline. Students in high school can opt to complete their coursework in packets to efficiently interact with content with minimal distraction. The **custom-designed pathway** is a customizable learning program that allows families to choose curriculum and classes that fit their specific needs and interests. Families who wish to design and create a custom learning plan work with their teacher and curriculum coaches to use various combinations of online and textbook material, vendor classes, and special projects and experiences aligned with Common Core state standards checklists to verify course completion.

Our instructional pathways employ online learning methods, rich curriculum, project-based learning, unique and specialized education opportunities, and technology-based applications in our independent study program to address the diverse needs of the student population and connect learning to student interests and learning styles. TA teachers lead students through specific learning tasks to demonstrate mastery of each subject. Highly-Qualified TA high school teachers in all instructional pathways hold daily virtual instruction opportunities and office hours. The curricula, in conjunction with personalized instruction, help students become proficient in the CCSS and prepare for college and career.

Triumph Academy offers learning platforms to meet the diverse learning needs of our students such as Odysseyware, Edgenuity and eDynamic. In addition, students will be able to use the McGraw-Hill or Starline press textbook program for credit recovery.

Odysseyware is a robust online learning program that includes a course library of standards-aligned, dynamic and pedagogically sound curriculum. The curriculum is designed to empower students to build proficiency, achieve content mastery, and engage in rich and challenging real-world applications. Students have a variety of embedded instructional supports at their fingertips in every lesson, including literacy, fluency, and audio scaffolds. They also receive immediate feedback throughout lessons and assessments to guide their learning. Odysseyware courses are developed by Odysseyware Learning Solutions.

Edgenuity offers a full suite of core curriculum, AP, honors, elective, dual credit, and concept and credit recovery courses for grades 9-12. Edgenuity courses are Common Core, NGSS, and state-standards aligned. The courses combine direct-instruction videos featuring expert, on-screen teachers with rigorous assignments, performance tasks, and assessments to engage students and ensure subject-area mastery. Edgenuity courses are developed by Edgenuity, Inc.

eDynamic Learning offers high school career and elective courses. There are over 100 specialized, high-interest courses from Forensic Science to Culinary Arts, American Sign Language to Game Design and everywhere in between. The personalized learning system encourages students to take increased ownership in their overall learning experience and allows them the opportunity to study subjects and career options that appeal specifically to them. Career exploration will allow students to leave high school with an understanding of their interests and aptitudes and the preparation necessary to make college and career.

Starline Press is a character-based, state standards aligned, individualized and independent learning curriculum. Aligned to California state standards. Each course provides self-directed instruction with minimal teacher supervision. Students complete 5 booklets per semester/10 per year. Consumable booklets are colorfully illustrated and soft cover. Each grade level incorporates vocabulary lists, fill in the blank questions, chapter reviews, and unit tests, and writing assignments including reports and term papers.

Triumph allocates each student with a curriculum funds account from which teachers select and approve curriculum, tutoring services, technology items, and enrichment classes to fit each

student's goals. Teachers consider students' learning styles and interests when determining each student's instructional plan. Curriculum costs vary, but each student's allotment of curriculum funds covers the learning pathways.

TA's graduation pathway allows for students to choose courses based on academic, career, and personal interests. The graduation requirements help students prepare to enter the workforce, attend community college, or enter military service directly after high school. The graduation requirements allow students to have greater flexibility in the classes they take and allow students to explore individual interests.

Subject Area	Graduation Requirements	Total Credits
Social Studies	6 semester courses <i>(Must include 1 year of US History, 1 year World History, 1 semester of Government, and 1 semester of Economics)</i>	30
English	6 semester courses	30
Math	4 semester courses <i>(Algebra 1 must be completed)</i>	20
Science	4 semester courses <i>(Must include 1 year of Physical Science and 1 year of Life Science)</i>	20
Visual & Performing Arts	2 semester courses	10
World Language		
Electives	18 semester courses	90
<b>Total =</b>		<b>200 Credits</b>

Students who plan to apply to a 4-year college right after high school graduation will need to meet A-G requirements. These requirements are mandatory for students who apply to the CSU



or UC systems, and recommended for students who plan to apply to private and out-of-state colleges and universities. The A-G requirements are summarized below:

A-G	Subject Area	Subject Requirement
A	History   Social Science	2 years <i>(1 year of World History and 1 year of US History, or ½ year of US History and ½ year of Government)</i>
B	English	4 years
C	Mathematics	3 years <i>(Algebra or higher)</i>
D	Laboratory Science	2 years <i>(At least 2 of the 3 disciplines of Biology, Chemistry, and Physics)</i>
E	Language Other Than English	2 years <i>(Must be 2 years of the same language)</i>
F	Visual & Performing Arts	1 year
G	College-Preparatory Elective	1 year

Triumph Academy teachers, support staff, and counselors advise students on A-G requirements and help students schedule courses based on their individual goals. Counselors monitor the completion of A-G requirements. Teachers and counselors revise graduation plans according to individual student goals and needs.

Instructional pathways are aligned with the needs and interests of the target student population through a number of strategic features:

- All programs are highly engaging and interactive.
- All programs emphasize individualization based on learning needs. This can be achieved through teacher-created pacing guides and learning plans.
- Online and textbook pathways have built-in features to support English learners, such as vocabulary support, audio-visual features, and scaffolding.
- The courses include tests, animations, streaming video, and educational games.
- All programs include lessons, unit, and end of course assessments to provide instant feedback on student progress.
- All programs have supplemental instructional supports.

Instructional practices are aligned to the student population because they are highly customized to meet each student's needs. Students come to TA with needs that may not be addressed in traditional school settings, and TA's individualized instruction is well-aligned with their particular needs. For example, students are engaged in the interactive curriculum, they have choice in assignments and have the opportunity to delve deeper in subjects based on their interest. The students can meet the learning the objectives in several different ways such as creating a brochure, completing a reading guide or visiting a museum.

### **Personalized Support**

TA will support parents/guardians in how to support students without doing work for them by providing tips, workshops and trainings in effective parent support.

All students are academically supported by teachers to the extent needed by the student to succeed. For example, a student may need little support in reading but struggle with math. He or she may meet with his or her teacher several times a week for personalized one-on-one support. Also, some students succeed with very little assistance from teachers, while others benefit from more intensive support.

Students who need support with any specific part of the coursework or assignment receive individual assistance and instruction from their teachers as needed. The individual learning needs of all students are met through this differentiated instructional strategy. Students take personal responsibility for their learning in various ways:

- Utilizing planning tools and strategies.
- Demonstrating self-motivation needed to complete daily tasks.
- Tracking their work, developing a clear sense of the level of effort needed to complete their tasks.

Assessment data guides each student's individual learning plan and instruction. Students will be assessed twice a year with the Star 360 assessments. These benchmark diagnostics help teachers and schools determine how students are performing on important ELA and Math skills.

Most of TA's students will be high-risk students who have not experienced academic success in traditional educational settings due to various factors and life circumstances. According to Abraham Maslow's motivation theory on the Hierarchy of Need, individuals are unlikely to meet their full potential if their basic needs are unmet. Some TA students will need support from staff in meeting their basic needs before they can focus on academics. Finding shelter, three meals per day, medical and mental health services, legal assistance, childcare provision, and security are all critical basic needs that would need to be addressed.

## **Program Structure**

In addition, to the monthly in-person conferences, staff will check in with students weekly or more via text, phone, in person or virtually to build relationships and trust. Regular check-ins will also be used to identify and support the needs of students. Building relationships with students is the core value of Triumph Academy. As stated by Dr. Kiti Freier Randall, "relationships with students is the most important piece of helping students to succeed."

The monthly in-person conferences, as required in each student's Master Agreement, will be scheduled between the student, parent, and advisory teacher. Meetings will occur at safe public locations such as libraries or coffee shops, or the family's residence. If a meeting in person is not possible, then a virtual conference using a web-conference platform such as Zoom will be scheduled. TA staff will monitor student work completion and progress toward proficiency through a variety of means. Students submit work and assessments each week or as requested by the teacher. Teachers will review student work in front of the parent and student in meetings. Teachers will review student progress and formative assessments on an ongoing basis. The advisory teacher emails each family a regular newsletter, progress reports, school information and other pertinent communication on a regular basis.

TA teachers create Personalized Learning Plans for students each semester. Each student's learning plan describes the daily lessons to be completed during a specified time frame and can be modified at any time. For example, students will be taking a STAR 360 benchmark diagnostic assessment, a computer adaptive test that lets you quickly pinpoint the proficiency level of students, across a range of subject. With that data, teachers build an individualized learning path for that student. In this way, teachers can target specific learning objectives and standards to determine level of mastery and support difficult concepts at the same time. Individualizing the learning path to the student's specific needs help students to progress quickly. The students will take this assessment in the Fall and Spring.

The curricula can be individualized for each child to ensure that each learning plan fits each student's unique strengths and aptitudes. Students can follow their own pace as they complete daily lessons. The lesson plan is delivered each day and although the student is encouraged to complete a certain number of lessons per week, as assigned on their learning plan, there is time for re-teaching and re-learning as needed, which keeps the curriculum self-paced and customized.

Teachers and tutors can provide instruction either in person or online through web-conference, which is powerful tool both for teacher collaboration and for instruction with platforms for video, voice, text, and a shared writing space. Students have 24-hour access to all curricula, and learning can take place at a variety of locations according to student and family preference, including libraries, and the student's place of residence.

### **Record Keeping System for Online Courses**

Assignments, grades, and the message center are stored at the database level in the online programs. All assignments and communication may be retained indefinitely. Reports will be available at any time online to District administrators. This valuable information can be used to inform instruction and guide in the creation of Learning Plans. In addition, the ease of use and accessibility enables faculty to use this information for conferences and for other administrative purposes.

### **Research-Based Instructional Strategies**

The program is highly likely to put high-risk students on a path to graduation in part to the use of research-based methods of Dr. Kiti Freier Randall and Dr. Robert Marzano. Staff will build relationships by providing a consistent, predictable, positive and safe environment as stressed by Dr. Kiti Freier Randall. Dr. Marzano's nine high-yield instructional strategies will be embedded in TA's curricula and instruction. These strategies are effective for all student populations, including general education, GATE, English learners, special education, and high-risk student groups:

- Teachers will use strategies suggested by Dr. Kiti Freier Randall to support high-risk students with social-emotional development, resiliency, and learning. Teachers will build caring, lasting relationships by helping students create achievable and attainable goals (career, personal and educational), and assist them in creating a strategic plan to reach their goals. Teachers will support students to feel part of a team by providing positive recognition and assisting students with making a positive contribution to their community through volunteering/internship/project-based support.
- All curricula make use of Marzano's highest-yielding instructional strategies: identifying similarities and differences. Our curricula utilize this instructional strategy in a variety of ways, including graphic organizers, discussion questions, laboratory exploration, and mind maps.
- Teachers often provide study guides and other resources that students can use to take notes and organize their learning.
- Teachers and various curricula provide positive reinforcement and praise for students when they complete assessments and assignments. This is provided as verbal praise, displaying student work, individual conferences, honoring individual learning styles, Student of the Month, Math Field Day, Clubs, College and Career Fairs, job shadowing, college trips and Science and Engineering Fairs.

- Teachers and various curricula utilize student practice, a crucial component of the lesson delivery. Students in online curricula receive instant feedback on their level of proficiency of these learning objectives.
- Curricula provide students with nonlinguistic representations of concepts taught, which is achieved through diagrams, demonstrations, pictures, and mental pictures.
- Curricula also include assignments that require students to work collaboratively, either face-to-face or virtually to peer edit their oral presentations and written assignments.
- Curricula provide learning objectives at the lesson and/or unit level.
- Curricula challenge students to generate and test hypotheses in science labs and experiments.
- Many TA curricula frontload learning by providing new vocabulary words and definitions at the start of lessons.

### **Research-based for Online Learning**

Online learning is growing rapidly across the United States within all levels of education. For example, the SBE recently approved California's first-ever computer science content standards for K-12 and is in the process of developing a new California Computer Science Strategic Implementation Plan ensuring access and equity for all students. Its popularity has increased exponentially, and more students and educators here become familiar with the benefits of learning unconstrained by time and place. Across most states and in all grade levels, students are finding increased opportunity, flexibility, and convenience through online learning. Teachers are discovering a new way to reach students. Administrators are exploring ways to offer a wider range of courses to students and professional development opportunities for teachers.

As the recent Synthesis of Online Learning presented by International Association for K-12 Online Learning (iNACOL) pointed out, online learning is being viewed not only as an expanded option for students but also as a powerfully effective means of delivering education for students. Online enrollments have grown from an estimated 45,000 in 2000 to more than a million in 2010. One reason online learning is attractive is because it allows a more customized approach to instruction. But now, software that enables every child to learn at his or her own pace is becoming a scalable, modular way to deliver customized learning.

Most importantly, research is confirming online learning's effectiveness and improved teaching:

- "One conclusion seems clear: On average, students seem to perform equally well or better academically in online learning."
- "Of those who reported teaching face-to-face while teaching online or subsequently, three in four reported a positive impact on their face-to-face teaching."

Source: Synthesis of New Research in K-12 Online Learning, International Association for K-12 Online Learning, March 2009.

According to recent research from the Silent Epidemic study, 47% said a major reason for dropping out was that “classes were not interesting” and they were “bored”; 88% of dropouts had passing grades.

Additionally, according to NCREL Synthesis of New Research on K-12 Online Learning:

- Online Learning Expands Options: “The first impetus to the growth of K-12 distance education was an interest in expanding educational options and providing equal opportunities for all learners.” (p.7)
- Online Learning Is Rapidly Growing: “Recent surveys show that K-12 online learning is a rapidly growing phenomenon.” (p.4)
- Online Learning Additionally, according to NCREL Synthesis of New Research on K-12 Online Learning.
- Online Learning Is Effective: “Equal or Better”: “One conclusion seems clear: On average, students seem to perform equally well or better academically in online learning.” (p. 17)
- Online Learning Training Improves Teaching: Teachers who teach online reported positive improvements in face-to-face, too. “Of those who reported teaching face-to-face while teaching online or subsequently, three in four reported a positive impact on their face-to-face teaching.” (p. 25) Today’s students are different from yesterday’s. The Pew Internet Project reports “the Internet is an important element in the overall educational experience of many teenagers.”
  - 87% of all youth between the ages of 12 and 17 use the Internet (21 million people).
  - 86% percent of teens, 88% of online teens, and 80% of all parents/guardians believe that the Internet helps teenagers to do better in school.
  - 85% of 17-year-olds have gone online to get information about a college, university, or other school they were thinking about attending.

### **Triumph Academy Courses**

More than 100 courses including electives and foreign language will be offered to students who enroll in Triumph Academy. Every course offered by TA, regardless of the field of study, is developed by instructional designers under the guidance of subject area expert and aligned to state and nationwide standards. Detailed course descriptions are attached in Appendix E.

### **Curriculum**

TA students may enroll in coursework in the online, textbook, custom-designed, or a combination of pathways. Curricula provided will ensure effective in student engagement leading to academic success of student. The curricula are aligned to CCSS and CSS, including NGSS. Courses in math and English language arts incorporate the instructional intent of the CCSS as outlined the California Mathematics and ELA/ELD Curriculum Frameworks including rigorous instruction, active learning experiences, and meaningful assessment. These courses are created by a team of

education experts with a focus on research-based best practices in learning as the CCSS. Students develop critical thinking skills through challenging tasks, with scaffolding and supports to meet students at their level of academic readiness.

Students engage in active learning experiences through a balance of tasks involving reading, observing, inquiring, creating, connecting, and confirming. These build students' critical thinking skills and deepen their understanding of course content.

Formative, summative, and diagnostic assessments are integrated throughout each course. Frequent formative assessments reveal student understanding and inform instruction and intervention, while summative assessments measure and report learning outcomes. Unit-level diagnostic assessments generate individualized study plans that direct students to appropriate instructional content based on their strengths and weaknesses.

The English language arts courses effectively address each standard as well as the instructional intent of the four key areas outlined by the CCSS: reading, writing, speaking and listening, and language.

- Reading: Students read a range of texts that reflect diverse authors and genres with an emphasis on informational texts.
- Writing: Instruction emphasizes how to write a persuasive argument and how to use evidence to prove a thesis; students use different written and presentation formats to show their work.
- Speaking and listening: Students use various kinds of media to analyze and synthesize information.
- Language: Students have opportunities to develop and practice language skills throughout each unit.

The math courses effectively address the standards in mathematics and instructional intent of the CCSS. Students demonstrate conceptual understanding, show and explain their work, and apply this knowledge to everyday life. Standards are organized by strand, with fewer concepts covered in greater depth. Students use analysis and reasoning skills to help develop independent critical thinking. Furthermore, students learn to apply mathematics to analyze situations and improve their decision-making skills.

Science courses focus on the mastery of concepts and models scientific inquiry skills. Scientific inquiry skills are embedded in the direct instruction, wherein students learn to ask scientific questions, form and test hypotheses, and use logic and evidence to draw conclusions about the concepts. Lab activities reinforce critical thinking, writing, and communication skills and help students develop a deeper understanding of the nature of science. Students in A-G science courses participate in live, in-person wet lab activities of which 20% are hands-on activities taught by a highly-qualified science teacher at a centrally located site. Sites may include temporary use

of libraries, churches, community center, or district classrooms if space was available. These facilities would be on rented as needed. This fulfills the UC requirement for our students.

In history courses, students build and practice historical thinking skills, learn to connect specific people, places, events and ideas to the larger trends of history. In critical reading activities, feedback-rich instruction, and application-oriented assignments, students develop their capacity to reason chronologically, interpret and synthesize sources, identify connections between ideas, and develop well-supported historical arguments. Students write throughout the course, responding to primary sources and historical narratives through journal entries, essays and visual presentations of social studies content. In discussion activities, students respond to the position of others while staking and defending their own claim. The course's rigorous instruction is supported with relevant materials and active learning opportunities to ensure students at all levels can master the key historical thinking skills.

The online, textbook, and custom-designed courses — in math, science, language arts, social studies, world languages, electives, and advanced placement — are used for original credit, credit recovery, remediation, intervention, acceleration and exam preparation. Students and teachers can meet in a virtual classroom setting for tutoring, small group instruction and meetings as needed. Students have daily opportunities to attend virtual instruction and office hour support from highly-qualified content teachers. Detailed course descriptions are attached in Appendix E.

### **Attendance Guidelines**

Triumph Academy will offer at least the minimum number of instructional days per year required by law and will expect students to complete academic work and/or participate in school activities on all those days unless they are sick or are otherwise unable. Students are required to complete all assigned work. We anticipate that students will complete significantly more than these minimums each year. For added flexibility for students and their families, the school will operate with three tracks. A draft of the Academy's 2019-2020 academic calendar is attached as Appendix D.

### **Independent Study Legal Compliance**

Triumph Academy will comply with all applicable independent study laws including but not limited to California Education Code Sections 51745, *et seq.*; 47612.5; 47634.2; and Title 5, California Code of Regulations, Sections 11700-11705. These laws require, among other things, that the school will operate pursuant to an adopted independent study Board policy; each student will have a master agreement as required by law; and the school must file for a funding determination as a condition of funding. Attached as Appendix A, please find the school's independent study policy.

### **Flexible Scheduling**



Students taking multiple courses will have a good deal of flexibility in how their day is structured, so long as they complete the required coursework within the given time frame. An example of this may be a student who chooses to work on math Monday and English on Tuesday. This approach gives students with different learning styles and skill levels the flexibility to proceed at a pace that is best suited to their individual requirements. Some students may acquire their credits at a faster pace than occurs in the traditional classroom setting due to the nature of Triumph Academy.

Through the Management Systems in the online pathways, all the users (teachers, students, parents/guardians, etc.) can use the system from any location. This will allow student to meet with their teacher in person or online, so the online pathways work great for both in the classroom and off-site situations, just as the textbook-based programs do. Furthermore, students can start and finish anytime.

### **A Day in the Life of a Charter School Student**

The student below has completed a seven-hour day, working in his/her Science, English, History and Algebra courses. Many students do not work consecutively on their courses, hence the time lapse between school work and other responsibilities.

8:00 - 8:45 A. M. You get up and log onto your Edgenuity website while eating breakfast. You check "Daily Plan" and "Calendar" to plan your busy day. You go to the "message center" to read and respond to four messages from your teachers. You received input from your science teacher and now have a plan for remediation. You look at the quiz that the teacher said needed to be reviewed, and you study the questions that you missed, referring to the lessons for help.

8:45 - 10:00 A. M. After 30-45 minutes of study, you contact your science teacher to review the questions and go over the remediation plan. After 15 - 20 minutes of review with the teacher, you go into the science virtual lab assignment to work on today's lesson and work until 10:00.

10:00 – Take grandmother to the doctor. You have other responsibilities and have the freedom to take care of them.

10:45 - 12:00 P. M. You log back into the site and contact your English teacher about comments on your graded research paper draft that was in class mail this morning. Comments and suggestions help you plan your revisions and you do some additional research on the Internet. You find information that is relevant, so you proceed to work on the final draft for your research paper. After over an hour of work, you submit the final draft of your research paper to your English teacher, you think to yourself, "This is going the best research paper I've ever completed."

12:00 - 1:00 P.M. You meet friends for lunch.

1:00 - 2:00 P.M. You begin working on your American History essay, but you need some help from the history teacher. You speak with the history teacher for about 15 minutes about the facts that need to be included in the paper and relevance of different web sites. Then, you spend the next 45 minutes doing some research online to find relevant information to include in your essay.

2:00 - 4:00 P.M. You log onto the Edgenuity website and access your Algebra 1 course. You have questions about the lesson and contact the teacher. You spend an hour with the teacher on the white board reviewing practice problems, and then you access the homework on the concept and work on it for an hour. You complete and submit the assignment.

4:00 - 9:00 P.M. Eat dinner and spend time with family and friends. Then, you go to soccer practice. You log onto the website one more time before you end the day and check class mail for updates. You spend 30-45 minutes adding the relevant information to your American History essay that you found earlier in the afternoon. It has been a productive and fun day!

### **Technology/Enrichment Support**

Triumph Academy allocates each student with a curriculum funds account from which the teacher may select and approve a learning platform for the student, and any needed technology items. Technology purchases are covered by the student's allotment of curriculum funds. Part of the reason the textbook pathway is included is because it is not reliant on technology devices. However, funds are set aside for ongoing replacement of technology. All the devices are inventoried, barcoded, tracked, and configured for remote access by the Technology Department.

The Academy supports student choice and flexibility within their schedule. To that end, we have an approved vendor list with over 5,000 vendors. Vendors consist of businesses that provide services such as fine art, music, sports and tutoring. Product vendors may offer items such as books, art supplies, and supplemental educational materials or supplies such as paper, pencils, ink and technology. Vendors reach out to us for approval through our families. A family can request TA to reach out to a vendor in their area to see if they can be approved for services. TA students can only work in person with approved vendors.

In some cases, where the school is able to negotiate a better than fair market value of set services from a vendor for a whole year of weekly enrichment as a year-long package, it will do so only on three conditions. First, the school will conduct an evaluation of the vendor's services, to ensure they are of the highest educational value and quality. Second, that the fair market cost of set services is lower than if the family took a cafeteria approach with the same or similar vendor. Third, that the vendor achieves a yearly status of Meets Expectations or Exceeds Expectations on all criteria areas with no more than two marks of Needs Improvement on their Annual Spring Evaluation by the Academy.

Approved vendor information is displayed on our Enrichment Ordering System, where families can search for specific vendors and place their order requests. For a vendor to become approved, our vendor team will first determine if the business is educational and non-sectarian. If the business is deemed suitable, TA requires the following documentation to be submitted:

- Independent Contractor Agreement
- All individuals that instruct TA students need to have cleared a Live Scan
- Proof of liability insurance
- W-9 Form

The vendor must also complete a vendor application prior to approval. After the vendor has been approved, the vendor is required to submit an updated Independent Contractor Agreement each school year. In addition, vendors are required to maintain current liability insurance, and to submit proof of Live Scan forms for any new instructors hired. Invoices should be submitted for payment at the time the services are completed. TA has an entire team dedicated to vendor management which carefully reviews all vendors and monitors them throughout the year. All non-consumable resources must be returned to the school, so they can be checked out to other students.

## **Transferability of Courses to Other Public High Schools and the Eligibility of Courses to Meet College Entrance Requirements**

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### **Course Transferability**

The Academy will apply for WASC accreditation by Fall 2019, which will trigger an initial one-day visit and initial accreditation in the Spring 2020. By June 2020, the Academy will have the UC/CSU system review all high school courses to assure that they meet the A-G requirements. Other charter schools have previously secured UC/CSU certification for Edgenuity high school courses. The Academy will inform parents/guardians of course transferability through the publication and distribution of a parent/student handbook that includes specific information on course transferability to other public schools and that outlines school policies and expectations for all students and parents/guardians.

### **College Entrance Requirements**

Courses that meet University of California and California State University entrance requirements will be listed in the parent/student handbook as soon as available. All incoming students and parents/guardians will be required to complete an orientation that will include a review of the handbook. In addition to the A-G UC/CSU approved course list that will be included in the handbook, a statement regarding the transferability of courses to other public high schools will be included. Both the A-G list and transferability of classes will be updated on an annual basis.

The table below displays Triumph Academy’s high school grade level courses (with AP options):

<b>Subject Area</b>	<b>9<sup>th</sup></b>	<b>10<sup>th</sup></b>	<b>11<sup>th</sup></b>	<b>12<sup>th</sup></b>
<b>English</b>	English 9 A/B	English 10 A/B	English 11 A/B	English 12 A/B
<b>Math</b>	- Algebra 1 A/B - Geometry A/B	- Geometry A/B - Algebra 2 A/B	- Algebra 2 A/B - Trigonometry/ Math Analysis A/B	- Trig/Math Analysis A/B - AP Calculus A/B
<b>Science (with labs)</b>	Biology A/B	Chemistry A/B	- Chemistry A/B - Physics A/B	-Physics A/B -Science elective
<b>Social Studies</b>		World History A/B	US History A/B	- American Government - Economics
<b>Visual/ Performing Arts</b>	- Art - Music	- Art - Music	- Art - Music	- Art - Music
<b>Foreign Language</b>	Foreign Language Level I or II	Foreign Language Level I or II	Foreign Language Level I or II	- Foreign Language - AP offerings
<b>Electives</b>	- Health - Life Skills	- Science elective - History elective - Math elective - Other	- Science elective - History elective - Math elective - Other	- Science elective - History elective - Math elective - Other

A high school diploma will be awarded to all students who meet the Academy’s graduation requirements.

### Plan for Students Who Are Academically Low-Achieving

Students who are academically low achieving or credit deficient will be identified upon enrollment by Enrollment Specialist and during the school year by Academy teachers through ongoing progress, attendance reports, placement tests, course assessments, standardized test results, and regular parent and student observations. TA will utilize the Multi-Tiered System of Support (MTSS) model to provide multiple levels of support to all learners, especially those significantly below grade level. Triumph staff will identify students in need of Tier 2 (targeted) and Tier 3 (intensive) support and implement interventions and strategies to improve student success such as curriculum modification where teachers scaffold to support learning. For example, teachers can create hands-on learning experiences and provide concrete experiences

for students who are struggling or need assistance. Teachers can also provide one on one or small group support in a virtual classroom. In addition, teachers can refer students to work in a web-based learning tool targeted to the student's needs based off the STAR 360 diagnostic screener. Teachers and parents/guardians have opportunities to follow interests and connect their previous knowledge to new concepts and learn with a variety of modalities and strategies that meet their needs.

TA students can move at their own pace, with students receiving as much support as they need to acquire the skills necessary for academic success. The online math courses, for example, integrate carefully paced, guided instruction with interactive practice to remediate math skills required for students to succeed. In addition, students have opportunities for regular direct instruction via live web-classes taught by a teacher content specialist. Literacy development is supported, for below proficient or struggling readers, with structured remediation and scaffolded instruction including intensive practice activities that focus on the development of skills in reading comprehension, writing and composition.

Triumph Academy will provide supports to parents/guardians by offering tips, workshops, and trainings. Teachers can model and assist students and parents/guardians with helpful strategies, progress monitoring tips, scheduling, time management, best practices, extension activities, interventions, and resources. This can be done in a meeting or a small group workshop.

If a student is struggling with any subject, we would assemble our SST team and evaluate the student using STAR 360 to evaluate reading and math skills and evaluate any student work and parent feedback. From this point, we would ascertain the areas of struggle or challenge and create an individualized learning plan to help get the student back on track. If deficits continue regarding reading competency or math then the team would reassemble and devise a plan that might include additional supporting curriculum, referral and assignments in a web-based learning tool, such as Pathblazer, and concentrated tutoring in a virtual classroom with the student's teacher or a Math Intervention Coordinator. Using adaptive screeners and diagnostics will provide students with an opportunity to work on individual areas of need and ensure the delivery of targeted instruction tailored to individual student need.

Triumph Academy will utilize a Student Success Team (SST) process to develop a plan to address their individual needs. Parents/guardians of low-achieving students shall be included in the development of strategies to meet the specific needs of the student.

The SST uses a systematic problem-solving approach to assist students with concerns that are interfering with success. The SST clarifies problems and concerns, develops strategies and organizes resources, provides a system for school accountability, and serves to assist and counsel the parent, teacher and student. The SST is a general education function. All students can benefit from an SST, including but not limited to, those students achieving below or above grade level and students who have experienced emotional trauma, behavioral issues, or language issues.

Anyone who has a concern for a student can refer that student to SST for consideration. Anyone who is connected with that student can be included in the SST to provide information to share about the student's strengths, concerns and strategies that have been used in the past. These people may include, but are not limited to, teachers, parents/guardians, counselors, doctors, administration, social workers and law enforcement.

Upon various assessment and collaboration, TA can implement the following strategies:

- Modify and reduces lessons as assigned by the student's Learning Plan.
- Provide remedial instruction.
- Provide one on one and small group support.

If the problem continues after implementation of an SST plan and follow up, revisions to the plan may be discussed, or if necessary, a referral for special education or Section 504 assessment might be deemed appropriate by the SST.

### **Plan for Students Who Are Academically High Achieving**

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Students who are performing above grade level are identified by TA teachers through an ongoing progress, attendance reports, placement tests, course tests, standardized tests, and parent and teacher observation. The supervising teacher may assign advanced and supplemental activities to these students or allow the student to work at an accelerated pace and finish early. Above grade level students may also take advantage of Honors and Advanced Placement courses. Most of our courses incorporate additional challenge extensions and opportunities for further research and learning. We believe that students should experience college-level coursework and earn college credits while still in high school if they are academically prepared for the rigor of college curriculum. Additionally, as the school expands, curriculum/activities will be developed for all grades.

In addition, teachers can tailor project-based learning assignments as needed for above grade level students guided by their interests, strengths and knowledge of a subject. They will push students to work to their abilities. Students will be able to use problem solving skills and work collaboratively with peers and adults. Parents/guardians and teachers will work together to engage and appropriately challenge the student.

### **Plan for English Learners**

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Triumph Academy will meet all applicable legal requirements for English Learners (ELs) as it pertains to annual notification to parents/guardians, student identification, placement, program options, English Language Development (ELD) and core content instruction, teacher qualifications and training, reclassification to fluent English proficient status, monitoring and

evaluating program effectiveness, and standardized testing requirement. Triumph Academy will implement strategies for serving ELs which are research based and evaluated annually for effectiveness.

### **Home Language Survey**

Triumph Academy will administer the home language survey upon a student's initial enrollment into the Academy (on enrollment forms).

### **ELPAC Testing**

Upon initial enrollment in a California public school, Triumph Academy will conduct a survey of a student's home language. If a parent or guardian survey response indicates a primary or native language other than English, and the school determines the pupil is eligible for the initial assessment, the Academy shall promptly notify the parent or guardian in writing, prior to the administration of the assessment that the Academy will administer the English Language Proficiency Assessments for California (ELPAC) initial assessment. The school shall administer the ELPAC initial assessment, locally score the assessment, and notify the parent or guardian, in writing, of the results of the ELPAC initial assessment within thirty days of initial enrollment. The Academy shall administer the ELPAC summative assessment at least annually thereafter during the ELPAC summative assessment testing window until re-designated as fluent English proficient.

The school will notify all parents/guardians of its responsibility for ELPAC testing and of ELPAC results within thirty days of receiving results from publisher.

### **Reclassification Procedures**

Reclassification procedures utilize multiple criteria in determining whether to classify a pupil as proficient in English including, but not limited to, the following:

- Assessment of language proficiency using an objective assessment instrument including, but not limited to the ELPAC.
- Participation of the pupil's classroom teachers and any other certificated staff with direct responsibility for teaching or placement decisions of the pupil to evaluate the pupil's curriculum mastery.
- Parental opinion and consultation, achieved through notice to parents or guardians of the language reclassification and placement including a description of the reclassification process and the parent/guardian opportunity to participate, and encouragement of the participation of parents/guardians in Triumph Academy's reclassification procedure including seeking their opinion and consultation during the reclassification process.
- Comparison of the pupil's performance in basic skills against an empirically established range of performance and basic skills based upon the SBAC performance of English

proficient pupils of the same age that demonstrate to others that the pupil is sufficiently proficient in English to participate effectively in a curriculum designed for pupils of the same age whose native language is English.

- The Student Oral Language Observation Matrix will be used by teachers to measure progress regarding comprehension, fluency, vocabulary, pronunciation, and grammar usage.

## **English Learner Instructional Strategies and Curriculum**

TA subscribes to new California English Learner Roadmap in welcoming, understanding, and educating the diverse population of students who are English Learners (ELs). The adopted CCS and NGSS and corresponding English Language Development (ELD) standards, signal an important shift toward emphasizing academic uses of language for all students, and student engagement with college- and career-ready curriculum using English and other languages. Taken together, these standards highlight the tightly interconnected nature of developing disciplinary content understandings, analytical practices, and academic uses of language for all students. This shift emphasizes the need to move beyond remediating students' English language skills to simultaneously developing their language and literacy skills while engaging in the full range of academic content learning. Courses available for ELs include an option for students to listen to the text in English on the screen in addition to reading it themselves. This strategy increases student comprehension of the material while supporting their English language skills. The individual support TA offers students will benefit ELs in serving their individual needs as well.

EL students will receive additional ELD assistance from teachers and support staff. This assistance will include academic support in vocabulary development and comprehension either outside of the student's core courses. Assistance may also include working with the core course instructor(s) to ensure the students receive the help they need to increase their English language development and be successful in their courses.

This support will be centered around SDAIE (Specially Designed Academic Instruction for English) strategies applicable to an independent study context, including the use of graphic organizers, choral reading in a virtual classroom with other EL students, reading logs, vocabulary cards, and small group or one on one teaching virtually.

All teachers instructing English Learners will hold a CLAD credential or a California Commission on Teacher Credentialing (CCTC) recognized equivalent.

## **Monitoring and Evaluation of Program Effectiveness**

The Director of Curriculum and Director of English Language Development will evaluate the program effectiveness for ELs in the Academy with the following guidelines:

- Adhere to Academy-adopted academic benchmarks by language proficiency level and



years in program to determine adequate yearly progress.

- Monitoring of teacher qualifications and the use of appropriate instructional strategies based on program design.
- Monitoring of student identification and placement.
- Monitoring of availability of adequate resources.

## **Plan for Serving Students with Disabilities**

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### **Overview**

The Academy shall comply with all applicable state and federal laws in serving students with disabilities, including, but not limited to, Section 504 of the Rehabilitation Act (Section 504), the Americans with Disabilities Act (ADA) and the Individuals with Disabilities in Education Improvement Act (IDEIA). The Academy will follow applicable laws that only permit special education students to participate in independent study programs if their IEPs allow for it. That being said, also pursuant to California law, Triumph Academy will admit all Special Education students who apply and will conduct a thirty (30) day assessment as to if Triumph Academy is the correct placement for a student's long-term success.

The Academy will become a Local Education Agency (LEA) member of a Special Education Local Plan Area (SELPA) for purposes of providing special education and related services pursuant to Education Code Section 47641(b). Triumph Academy's default option would be to apply for membership in the Los Angeles County Charter SELPA. The Los Angeles County Charter SELPA accepts first year charter schools as LEA members with successful applications. The Los Angeles County Charter SELPA will accept applications through May 2019 for the 2019-20 school year, and our application has been submitted. A California Department of Education certified nonpublic agency and provider of special education services to charter schools, Total Education Solutions, is available to assist TA with the writing of its LEA plan to ensure it will be approved in time for the 2019-2020 school year.

Los Angeles County Charter SELPA provides extensive support to its LEA members, including the following areas, to name a few: professional development, parent support and resources, assistance with community advisory committees, special education procedural and legal support, data monitoring, business office support, and on-site program support, including curriculum problem solving assistance, appropriate alternative curriculum suggestions, guidance with program structural implementation, and Special Education program insight & design. Triumph Academy will examine SELPA membership options to determine which appears to be the best fit for the Academy.

The Academy shall comply with all state and federal laws related to the provision of special education instruction and related services and all SELPA policies and procedures; and shall utilize appropriate SELPA forms.

The Academy shall be solely responsible for its compliance with Section 504 and the ADA. The facilities to be utilized by the Academy shall be accessible for all students with disabilities.

### **Section 504 of the Rehabilitation Act**

The Academy recognizes its legal responsibility to ensure that no qualified person with a disability shall, on the basis of disability, be excluded from participation, be denied the benefits of, or otherwise be subjected to discrimination under any program of the Academy. Any student who has an objectively identified disability which substantially limits a major life activity including but not limited to learning, is eligible for accommodation by the Academy.

A 504 team will be assembled by the Regional Senior Director and Director of Academic Program and shall include the parent/guardian, the student (where appropriate) and other qualified persons knowledgeable about the student, the meaning of the evaluation data, placement options, and accommodations. The 504 team will review the student's existing records; including academic, social and behavioral records, and is responsible for making a determination as to whether an evaluation for 504 services is appropriate. If the student has already been evaluated under the IDEIA but found ineligible for special education instruction or related services under the IDEIA, those evaluations may be used to help determine eligibility under Section 504. The student evaluation shall be carried out by the 504 team, which will evaluate the nature of the student's disability and the impact upon the student's education. This evaluation will include consideration of any behaviors that interfere with regular participation in the educational program and/or activities. The 504 team may also consider the following information in its evaluation:

- Tests and other evaluation materials that have been validated for the specific purpose for which they are used and are administered by trained personnel.
- Tests and other evaluation materials including those tailored to assess specific areas of educational need, and not merely those which are designed to provide a single general intelligence quotient.
- Tests are selected and administered to ensure that when a test is administered to a student with impaired sensory, manual or speaking skills, the test results accurately reflect the student's aptitude or achievement level, or whatever factor the test purports to measure, rather than reflecting the student's impaired sensory, manual or speaking skills.

The final determination of whether the student will or will not be identified as a person with a disability is made by the 504 team in writing and notice is given in writing to the parent or guardian of the student in their primary language along with the procedural safeguards available to them. If during the evaluation, the 504 team obtains information indicating possible eligibility

of the student for special education per the IDEIA, a referral for assessment under the IDEIA will be made by the 504 team.

If the student is found by the 504 team to have a disability under Section 504, the 504 team shall be responsible for determining what, if any, accommodations or services are needed to ensure that the student receives a free and appropriate public education ("FAPE"). In developing the 504 Plan, the 504 team shall consider all relevant information utilized during the evaluation of the student, drawing upon a variety of sources, including, but not limited to, assessments conducted by appropriately qualified personnel.

The 504 Plan shall describe the Section 504 disability and any program accommodations, modifications or services that may be necessary.

All 504 team participants, parents/guardians, teachers and any other participants in the student's education, including substitutes and tutors, must have a copy of each student's 504 Plan. The site administrator will ensure that teachers include 504 Plans with lesson plans for short-term substitutes and that he/she review the 504 Plan with a long-term substitute. A copy of the 504 Plan shall be maintained in the student's file. Each student's 504 Plan will be reviewed at least once per year to determine the appropriateness of the Plan, needed modifications to the plan, and continued eligibility.

### *Services for Students Under the "IDEIA"*

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The Academy will provide special education instruction and related services in accordance with the IDEIA, Education Code requirements, and applicable policies and practices of the SELPA of which it becomes an LEA member.

### **Staffing**

As an LEA, Triumph Academy will provide and/or procure and manage all activities related to assessment, individualized education plan (IEP) development, and service provision. TA will hire special education personnel to coordinate and provide special education services, including compliance monitoring and maintenance of LEA responsibilities, and will contract for services as needed to ensure the provision of all services required by the IEPs of TA students, including special education teachers, paraprofessionals, resource specialists, speech therapists, occupational therapists, behavioral therapists and psychologists.

To ensure that all students receive appropriate services, TA will use service delivery methods appropriate to a learning model that meets individual student needs. Triumph Academy has identified viable contracted service providers. Families will also have an option to receive face-to-face services at specifically designated locations selected by the IEP team such as a local library or the service provider's place of business.

All special education services at the Academy will be delivered by individuals or agencies qualified to provide special education services as required by California's Education Code and the IDEIA. Academy staff shall participate in all mandatory and recommended SELPA in-service training relating to special education.

As an LEA member of a SELPA, the Academy will be responsible for the contracting and/or hiring, training, employment of staff necessary to provide special education services to its students, including, without limitation, special education teachers, paraprofessionals, and resource specialists.

### **Notification and Coordination**

The Academy shall follow applicable law and SELPA policies regarding the discipline of special education students.

### **Identification and Referral**

The Academy shall have the responsibility to identify, refer, and work cooperatively in locating Academy students who have or may have exceptional needs that qualify them to receive special education services. The Academy will implement SELPA policies and procedures to ensure timely identification and referral of students who have, or may have, such exceptional needs. A pupil shall be referred for special education only after the resources of the regular education program have been considered, and where appropriate, utilized.

It is the Academy's understanding that the SELPA shall provide the Academy with any assistance that it generally provides its LEAs in the identification and referral processes.

In the event that the Academy receives a parent written request for assessment, it will work collaboratively with the parent to address the request. Unless otherwise appropriate pursuant to applicable State and Federal law, the Academy will provide the parent with a written assessment plan within fifteen days of receipt of the written request and shall hold an IEP within sixty days of parent's consent to the assessment plan to consider the results of any assessment.

The Academy will follow SELPA child-find procedures to identify all students who may require assessment to consider special education eligibility and special education and related services in the case that general education interventions do not provide a free appropriate public education to the student in question.

### **Assessments**

The term "assessments" shall have the same meaning as the term "evaluation" in the IDEIA, as provided in Section 1414, Title 20 of the United States Code. As an LEA, the Academy will determine what assessments, if any, are necessary and arrange for such assessments for referred

or eligible students in accordance with applicable law. The Academy shall obtain parent/guardian consent to assess Academy students. The Academy shall not conduct special education assessments unless consent is obtained.

### **IEP Meetings**

The Academy shall arrange and notice the necessary IEP meetings. IEP team membership shall be in compliance with state and federal law. The Academy shall be responsible for having the following individuals in attendance at the IEP meetings or as otherwise agreed upon by the Academy: the Special Education Director and/or the Academy designated representative with appropriate administrative authority as required by the IDEIA; the student's special education teacher; the student's general education teacher if the student is or may be in a regular education classroom; the student, if appropriate; and other Academy representatives who are knowledgeable about the regular education program at the Academy and/or about the student. The Academy shall arrange for the attendance or participation of all other necessary staff that may include, but are not limited to, an appropriate administrator to comply with the requirements of the IDEIA, a speech therapist, psychologist, resource specialist, and behavior specialist; and shall document the IEP meeting and provide of notice of parental rights.

### **IEP Development**

The Academy understands that the decisions regarding eligibility, goals/objectives, program, services, placement, and exit from special education shall be the decision of the IEP team, pursuant to its IEP process. Programs, services and placements shall be provided to all eligible Academy students in accordance with the policies, procedures and requirements of the SELPA and State and Federal law.

The Academy shall promptly respond to all requests it receives for assessment, services, IEP meetings, reimbursement, compensatory education, mediation, and/or due process whether these requests are verbal or in writing.

### **IEP Implementation**

As an LEA, the Academy shall be responsible for all school site implementation of the IEP. The Academy shall implement IEPs, pursuant to its own LEA policies and SELPA policies. As part of this responsibility, the Academy shall provide the parents/guardians with timely reports on the student's progress as provided in the student's IEP, and at least quarterly or as frequently as progress reports are provided for the Academy's non-special education students, whichever is more. The Academy shall also provide all home-school coordination and information exchange. The Academy shall also be responsible for providing all curriculum, classroom materials, classroom modifications, and assistive technology.

TA anticipates serving students with a wide range of needs. TA will maintain on staff a Special Education Coordinator/Teacher. In addition to supplement special education services, TA plans

to contract with a service provider such as Total Education Solutions, which offers the following virtual services by licensed and credentialed staff:

- Testing Eligibility
- Behavior Services
- Occupational Therapy
- Physical Therapy
- Language and Speech
- School Counseling
- School Psychologist
- Resource Specialist Services

The chart below shows the range of disabilities and corresponding services that will be provided to individual students based upon their particular and specific need:

Disability Category	Definition	Special Education Services Provided
<b>Autism</b>	A developmental disability significantly affecting verbal and nonverbal communication and social interaction, generally evident before age three, that adversely affects a child's educational performance. Other characteristics often associated with autism are engagement in repetitive activities and stereotyped movements, resistance to environmental change or change in daily routines, and unusual responses to sensory experiences.	Behavior Services, School Psychologist
<b>Emotional Disturbance</b>	A condition exhibiting one or more of the following characteristics over a long period of time and to a marked degree that adversely affects a child's educational performance: (A) An inability to learn that cannot be explained by intellectual, sensory, or health factors. (B) An inability to build or maintain satisfactory interpersonal relationships with peers and teachers. (C) Inappropriate types of behavior or feelings under normal circumstances. (D) A general pervasive mood of unhappiness or depression. (E) A tendency to develop physical symptoms or fears associated with personal or school problems	Pupil Counseling, Behavior Services, School Psychologist
<b>Intellectual Disabilities</b>	Significantly sub average general intellectual functioning, existing concurrently with deficits in adaptive behavior and manifested during the developmental period, that adversely affects a child's educational performance.	Specialized Academic Instruction, Behavior

		Services, School Psychologist
<b>Orthopedic Impairment</b>	A severe orthopedic impairment that adversely affects a child's educational performance. The term includes impairments caused by a congenital anomaly, impairments caused by disease (e.g., poliomyelitis, bone tuberculosis), and impairments from other causes (e.g., cerebral palsy, amputations, and fractures or burns that cause contractures).	Occupational Therapist, Physical Therapy, Adaptive Physical Education
<b>Other Health Impairment</b>	Having limited strength, vitality, or alertness, including a heightened alertness to environmental stimuli, that results in limited alertness with respect to the educational environment, that is due to chronic or acute health problems such as asthma, attention deficit disorder or attention deficit hyperactivity disorder, diabetes, epilepsy, a heart condition, hemophilia, lead poisoning, leukemia, nephritis, rheumatic fever, sickle cell anemia, and Tourette syndrome. It must also adversely affect a child's educational performance.	Occupational Therapy, Physical Therapy, Adaptive Physical Education
<b>Specific Learning Disabilities</b>	A disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, that may manifest itself in the imperfect ability to listen, think, speak, read, write, spell, or to do mathematical calculations, including conditions such as perceptual disabilities, brain injury, minimal brain dysfunction, dyslexia, and developmental aphasia.	Specialized Academic Instruction, Behavior Services, School Psychologist
<b>Speech or Language Impairment</b>	A communication disorder, such as stuttering, impaired articulation, a language impairment, or a voice impairment, that adversely affects a child's educational performance.	Speech and Language Pathologists / Assistant Pathologists
<b>Deaf, Blindness, Hearing / Visual Impairment</b>	Concomitant hearing and visual impairments, the combination of which causes such severe communication and other developmental and educational needs that they cannot be accommodated in special education programs solely for children with deafness or children with blindness.	Audiologist, Braille, Hard of Hearing Services, Assistive Technology

Please note services that cannot be provided virtually by school special education staff or Total Education Solutions, will be provided in-person by school special education staff at an appropriate location near the student's home. Face-to-face services could take place at public places such as libraries or at the special education service provider's place of business.

## **Interim and Initial Placements of New Charter School Students**

The Academy shall comply with Education Code Section 56325 with regard to students transferring into the Academy within the academic school year. In accordance with Education Code Section 56325(a)(1), for students who enroll in the Academy from another school district within the State, but outside of the SELPA with a current IEP within the same academic year, the Academy shall provide the pupil with a free appropriate public education, including services comparable to those described in the previously approved IEP, in consultation with the parent, for a period not to exceed thirty (30) days, by which time the Academy shall adopt the previously approved IEP or shall develop, adopt, and implement a new IEP that is consistent with federal and state law. For students transferring to the Academy with an IEP from outside of California during the same academic year, the Academy shall provide the pupil with a free appropriate public education, including services comparable to those described in the previously approved IEP in consultation with the parents/guardians, until the Academy conducts an assessment pursuant to paragraph (1) of subsection (a) of Section 1414 of Title 20 of the United States Code, if determined to be necessary by the Academy, and develops a new IEP, if appropriate that is consistent with federal and state law.

## **Funding**

The Academy understands that, as an LEA member of a SELPA, the SELPA will pass through special education funds according to the SELPA's allocation plan, and the Academy will be responsible for any expenditure in excess of those revenues. With this funding and any additional excess cost covered through general purpose revenues, the Academy will provide all special education services through appropriately credentialed personnel hired and contracted by the Academy. Triumph Academy will be responsible for the provision of services reasonably necessary to ensure that all learners with exceptional needs who attend the Academy are provided a free and appropriate education. Upon request, the Academy can provide a special education budget projection showing anticipated revenues and expenditures for Triumph Academy, noting that actual enrollment levels of students with IEPs are not known at the time of writing.

## **Annual Goals for the State Priorities**

Below are Triumph Academy's annual goals "to be achieved in the state priorities" that apply "for the grade levels served, or the nature of the program operated, by the charter school." Where the goals below indicate a period "over the charter term," the annual goal is to maintain or make progress toward the overall goal:

### **STATE PRIORITY 1: Teacher Credentialing, Access to Standards-Aligned Instructional Materials, and Maintenance of School Facilities**

#### **GOALS:**



*All years, all students and applicable subgroups:* All teachers of core, college preparatory classes possess California credentials.

- ANNUAL ACTION 1Ai: Annual teacher credential review, including CLAD or equivalent.

*All years, all students and applicable subgroups:* Each student, including English learners, has access to standards-aligned instructional materials as suits the nature of the program operated in Mathematics, Science, History-social science and English-language arts, including the English language development component, for English learners.

- ANNUAL ACTION 1Bi: Review instructional materials and programs used by the school for alignment to state standards and provide supplemental materials fill gaps and provide materials as needed.
- ANNUAL ACTION 1Bii: Monitor learning resources used by each student, including standards-based textbooks, online learning programs, or instructional materials customized to student needs and interests, to ensure that each student has access to state standards.

*All years, all students and applicable subgroups:* Any school facilities used for instruction will be maintained in a manner that ensures that they are clean, safe, and functional.

- No action is anticipated; if facilities are used for instruction at any point, actions will be included in the school's Local Control Accountability Plan.

## **STATE PRIORITY 2: Implementation of State-Adopted Standards, Including Access to Academic Content and Development of English Proficiency by English Learners**

### **GOALS:**

*All years, all students and applicable subgroups:* Based on a school-selected measure of progress in the implementation of state academic standards, on average, 80 percent of responses will indicate satisfactory implementation, or the measure will demonstrate a trajectory of improvement over the term of the charter.

- ANNUAL ACTION 2Ai: Implement a performance review process that evaluates teacher implementation of CCSS and NGSS effectively.

*English learner subgroup:* Ensure that teachers English learner students (1) provide instructional materials and supports that enable access to the curriculum and (2) develop English language proficiency through English language development instruction, alignment of ELD and ELA standards, research-based instructional strategies in English language development, personalized literacy instruction, literacy across the curriculum, and/or frequent formative assessment.

- ANNUAL ACTION 2Bi, all years: Monitor learning plans to ensure that English learner students have instructional resources and supports that provide access to the curriculum and promote English language development.
- ANNUAL ACTION 2Bii, all years: Monitor the progress of English learner students toward English proficiency and provide appropriate instructional modifications as needed to promote progress.

### **STATE PRIORITY 3: Parent Involvement in School Site Decisions, Including Parental Participation in Programs for Unduplicated Pupils and EL Students**

#### *GOAL:*

*All years, all students and applicable subgroups:* Based on a school-selected measure of parent input in decision-making and of the promotion of parent participation in programs, including programs for unduplicated and EL students, on average, 80 percent of responses will indicate positive progress, or the measure will demonstrate a trajectory of improvement over the term of the charter.

- ANNUAL ACTION 3, all years: Use results of school-selected measure to build on areas of positive parent participation, including in programs for unduplicated pupils and EL students, and address any areas of need.

### **STATE PRIORITY 4: Pupil Achievement as Measured by all of the Following:**

#### **Mandated Statewide Assessments**

#### *GOALS:*

*All years, all students and applicable subgroups:* Attain a positive average “Distance from 3” (“DF3”) score in ELA and in math by the end of the charter term or increase the average DF3 by 30 points or more over the term of the charter using a matched cohort to compare scores of individual students from year to year.

- ANNUAL ACTION 4Ai, all years: Administer interim benchmark assessments to identify the standards not yet mastered and prepare for state testing.
- ANNUAL ACTION 4Aii, all years: Use MTSS tiers to determine each student’s level of need.
- ANNUAL ACTION 4Aiii, all years: Provide targeted, research-based math & ELA support for struggling students.
- ANNUAL ACTION 4Aiv, 2019-20 through 2023-24: Implement interventions for high-risk students, such as targeted online virtual instruction, supplemental instructional license assignments, enrichment tutoring services, SAT/ACT prep classes.

## **The Academic Performance Index (API) or Replacement Measure**

*Not Applicable*

## **UC A-G/Career Readiness**

**GOALS:**

*All years, all students and applicable subgroups:* Increase the percentage of students who complete A-G courses by 10 percent over the term of the charter.

- ANNUAL ACTION 4Ci, all years: Build course lists, pathways, and tracks that promote College & Career Readiness and encourage enrollment in appropriate personalized learning plan.
- ANNUAL ACTION 4Cii, all years: Counselors and high school teachers meet with students to support student enrollment in appropriate track, conduct info sessions and orientations in personalized learning plans.
- ANNUAL ACTION 4Ciii, all years: Counselors build and monitor progress of each student's Individualized Graduation Plan (IGP) & conduct transcript audits.

## **Progress Toward English Proficiency and English Learner Reclassification**

**GOALS:**

*All years, all students and applicable subgroups:* Using a matched cohort to compare the progress of individual students from year to year, 75 percent of English Learner students will either (1) improve performance on the ELPAC, (2) achieve English proficient status or Early Advanced or Advanced (or ELPAC equivalent) on the ELPAC, or (3) be reclassified as English proficient, or the school will increase the proportion of English Learner students achieving one of the three criteria by 10 percent over the charter term.

- ANNUAL ACTION 4Di, all years: Provide EL students with an appropriate learner plan for English language development.
- ANNUAL ACTION 4Dii, all years: Monitor the progress of English learner students.
- ANNUAL ACTION 4Diii, all years: Provide professional development in response to analysis of student performance data, schoolwide and by subgroup.
- ANNUAL ACTION 4Div, all years: Adjust instruction needed, throughout the school year and in planning for the next school year, in response to analysis of student performance data.
- *Track student progress toward meeting EL proficiency requirements.*

## **STATE PRIORITY 5: Pupil Engagement**

### **School Attendance Rates**

**GOALS:**

Over the charter term, LCCS will maintain an attendance rate of 95 percent over the term of the charter or will increase the rate over the term of the charter.

- *ANNUAL ACTION 5Ai, all years:* Monitor attendance data on a monthly basis.
- *ANNUAL ACTION 5Aii, all years:* Notify parent/guardian of attendance concerns and intervene according to attendance and enrollment compliancy procedures.

### **Chronic Absenteeism Rates**

*GOAL:*

*All years, all students and applicable subgroups:* Over the charter term, the Charter School will maintain a chronic absenteeism rate of under 1 percent over the term of the charter.

- *ANNUAL ACTION 5B, all years:* Once families have been through low attendance interventions, if chronic absenteeism persists, initiate intensive targeted intervention for students demonstrating chronic absenteeism and their families.

### **High School Dropout Rates**

*GOAL:*

*All years, all students and applicable subgroups:* Over the charter term, the Charter School will maintain a high school dropout rate of under 1 percent over the term of the charter or will decrease the rate over the term of the charter.

- *ANNUAL ACTION 5D, all years:* Refine intensive targeted interventions for students with behaviors indicating a likelihood of dropping out or in danger of failing.

### **High School Graduation**

*GOAL:*

*All years, all students and applicable subgroups:* Over the charter term, for students attending the Charter School for grades 9-12, the Charter School will maintain a high school graduation rate of 90 percent over the term of the charter or will close the gap between the baseline and the target by 50 percent over the term of the charter.

- *ANNUAL ACTION 5D, all years:* For any students identified as high-risk for not graduating, provide tiered targeted intervention designed to keep students on track and explore best options for graduation including a High School Equivalency certificate (e.g., GED), Adult education diploma, or California High School Proficiency Exam (CHSPE).

## **STATE PRIORITY 6: School Climate**

### **Pupil Suspension Rates**

*GOAL:*

*All years, all students and applicable subgroups:* Over the charter term, Triumph Academy will maintain a rate of suspension of under 1 percent.

- *ANNUAL ACTION 6A, all years:* Set clear expectations for student conduct and consistent protocols for addressing behaviors that are inconsistent with school expectations. Refine tiers of support and intervention when challenging behaviors persist.

### **Pupil Expulsion Rates**

*GOAL:*

*All years, all students and applicable subgroups:* Over the charter term, Triumph Academy will maintain a rate of expulsion of under 1 percent.

- *ANNUAL ACTION 6B, all years:* Set clear expectations for student conduct and consistent protocols for addressing behaviors that are inconsistent with school expectations. Refine tiers of support and intervention when challenging behaviors persist.

### **Other Local Measures, Including Surveys of Pupils, Parents and Teachers on Sense of Safety and School Connectedness**

*GOAL:*

*All years, all students and applicable subgroups:* Based on a school-selected measure that provides a valid measure of perceptions of school safety and connectedness, the Charter School will increase parent participation rate for the school climate survey by 10%, or the measure will demonstrate a trajectory of improvement over the term of the charter.

- *ANNUAL ACTION 6C, all years:* Analyze data from school-selected measure to identify trends and areas of need and to refine means to address as appropriate.

### **STATE PRIORITY 7: Access to a Broad Course of Study in Subject Areas Described in Education Code Section 51210 and 51220, as Applicable. (Education Code Section 47605(b)(5)(A)(ii).)**

*GOAL:*

All years, all students and applicable subgroups will have access to and be enrolled in the required courses to be college and career prepared. The charter petition requires students to be enrolled in English, Mathematics, Social Studies and Science. In addition, all students receive instructional funds to use towards enrichment activities and programs to ensure students have access to a broad course of study.

- *Annual Action 7:* Maintain a focus on a college-going culture in all grades 9-12, and expose students to various college and career options/pathways:
- 7A: Host district-wide events, including College Fair, Career Fair, Roadmap to College, and Life After High School.

- 7B: Offer Charter-hosted events: College Information Nights and Financial Aid Nights for 9-12 students.
- Establish the College Boost program, supporting the college application, financial aid, and college selection process.

**STATE PRIORITY 8: Pupil Outcomes in Subject Areas Described in Education Code Section 51210 and 51220, as Applicable. (Education Code Section 47605(b)(5)(A)(ii).)**

**GOAL:**

All years, all students and applicable subgroups will demonstrate continued growth in scholarly habits that allow them to control and monitor their own learning for improved academic outcomes. In addition, English Learners will demonstrate continued growth towards mastery of Academic English and being designated English language proficient.

- *Annual Action 8:* The charter school will maintain ongoing collaboration with key staff in county child welfare agency, mental health agency, county office of education foster youth services program, foster family agencies and other placement providers, and other entities providing care and services to foster youth within the district.
- 8A: Train charter school staff regarding policy guidance on foster youths' rights to remain in school of origin, and to prompt enrollment and transfer of records, including partial credits, when changing schools.
- 8B: Promote services through educational liaisons from the county department of education (meeting with family to offer additional support services).
- 8C: Provide multiple opportunities for high school credit recovery (repeating courses in which a grade of "F" was initially earned).
- 8D: Offer online credit recovery opportunities through online program providers.

The Educational Goals for the following pupil subgroups: socioeconomically disadvantaged pupils, homeless pupils and Ethnic subgroups will be created once the school has the baseline data based on student enrollment in 2019-2020. The goals will be indicated in the LCAP graduation goal 3 with metrics for each subgroup based on student enrollment.

**Socio-Economically Disadvantaged Students**

At Triumph, we believe income is not a determinate factor in a students' ability to succeed academically. If students who are socio-economically disadvantaged (SED) are also academically low achieving or struggle with learning differences or are identified as English Learners, Triumph Academy will utilize strategies described in other sections of this petition. Triumph will identify SED students based on free or reduced-price meal applications at the time of enrollment. Like all other subgroups, school leaders and staff will monitor the progress of SED students throughout the year by disaggregating test and other assessment data. A baseline will

be created for socio-economically disadvantaged students in 2019-2020 to create LCAP goals for 2020-2021, 2021-2022, 2022-2023.

To best serve SED students, Triumph will take a systematic approach to close the achievement gap by allocating multiple resources and interventions. All staff members are trained to identify and comprehensively support students who are struggling to stay at grade level and on pace towards graduation. Because many SED students also experience academic challenges that are impacted by a variety of factors outside of school, teachers and staff will receive training on Maslow's Hierarchy of Needs.

Our highly personalized independent study model with a blended/hybrid learning instructional approach is designed to help SED students who are struggling academically to have their needs met in a very personalized way for individual success. Extra help supports students to keep pace with class work, and targeted academic interventions address individual learner needs through backfilling academic skills needed to bring students up to grade level performance. Teachers participate in professional development to address the learning needs of low achievers, including differentiating instruction, to address the needs of their students. Students are assigned to additional in-person or virtual classroom sessions, as needed, to help close skills gaps or provide students with extra study time to keep up with the curriculum. Tutoring is designed to offer one-on-one personalized supports and is available for all subject areas. In addition, group tutoring is utilized to give students intensive peer and teacher-led support. Depending on identified needs, SED students receive one or more of the following interventions:

- (1) Students are offered online classroom-based opportunities to increase their content understanding, and instructional activities are modified to accommodate different learning styles to draw out students' various strengths and needs. In general, Triumph has much smaller class sizes and more staff support than traditional schools, thereby ensuring students are consistently receiving more one-on-one and individualized attention and instruction.
- (2) Students needing additional assistance in specific subjects or skill areas may obtain that assistance from staff via in-person or online methods, such as Zoom. All teachers have office hours each week for tutoring and extra support, and students are encouraged to attend. Our resource specialists and counselors also work to assist students and faculty in ensuring students have appropriate supports and interventions.
- (3) Students requiring additional support in the remediation of foundational reading or math skills may be assigned to targeted support sessions, taught by instructors who have received additional training around the instruction of literacy and numeracy.
- (4) A Multi-Tiered Support Services (MTSS) Team meeting is conducted if a student is still not achieving sufficient progress after the above strategies have been attempted.

## Homeless and Foster Students

As a school with the specific intent to serve foster, homeless, probation and other “disconnected” youth (and in many cases, students who fall into more than one of these categories), all staff at Triumph will be particularly attuned to these students’ needs. Being homeless and/or placed in foster youth has a devastating impact on students and their education. Research shows that students experiencing these particular challenges are far less likely to graduate high school or attend college: 42-46% of foster youth will drop out of high school (Cohn and Kelly, May 2015). A report from Tufts University indicates that students who experience homelessness are 87% more likely to drop out (Don’t Call Them Dropouts, 2014). Further, students experiencing homelessness or are in foster care are more likely to interface with the juvenile justice and probation systems, adding to the obstacles standing between them and their high school diploma. Undocumented students face additional hurdles and may be more reluctant to seek out public services. A baseline will be created for homeless and foster youth in 2019-2020 based on student enrollment. The data will be used to create metrics for LCAP goal 3 for 2020-2021, 2021-2022, 2022-2023.

In addition to partnerships with community-based organizations, Triumph will coordinate with the San Bernardino County Office of Education (SBCOE), Foster Youth Services Coordinating Programs (FYSCP) for coordination of foster and homeless youth services for the transition of students from juvenile halls and camps. The Triumph counseling and leadership staff will regularly attend SBCOE workshops and other professional development opportunities focusing on foster, homeless, probation, and other transient youth in order to keep up to date with the most current legislation, regulations and best practices specific to assisting these vulnerable groups. We plan to proactively develop relationships with local group homes, shelters, probation officers, city officers, social workers, and other community-based organizations. These relationships with community resources will be essential to simultaneously provide academic support and comprehensive wraparound services, such as:

- Health and wellness support
- Transportation
- Medical services
- Legal assistance
- Counseling and mental health services, including socio-emotional development
- Referrals to parenting classes
- Referrals to substance abuse classes
- Consistent engagement and communication with student supporters, such as case managers, social workers, and probation officers

## Ethnic Subgroups

At Triumph Academy, we believe that culturally responsive pedagogy and practices are essential to both the academic and holistic development of our students. Gloria Ladson Billings



described culturally relevant pedagogy as one “that empowers students intellectually, socially, emotionally, and politically using cultural referents to impart knowledge, skills, and attitudes (The Dreamkeepers, 1994).” Geneva Gay defined it as “the cultural knowledge, prior experiences, frames of reference, and performance styles of ethnically diverse students to make learning encounters more relevant to and effective for them (Culturally responsive teaching: Theory, research, and practice, 2010).” The core of culturally relevant pedagogy is that students’ diverse backgrounds, identities, cultures, and experiences are valued, affirmed, and represented within their learning spaces, and ultimately used as a starting point from which to both understand the content/skills to be mastered and to make sense of the larger world around them. When serving students whose ethnic backgrounds are regularly left out of the traditional educational narrative, it is imperative that students feel safe and supported in their identities at school, and that they feel empowered in using their voice to advocate for their needs. A baseline will be created for each ethnic subgroup based on student enrollment in 2019-2020. LCAP goal 3 will have metrics reflected for each subgroup for 2020-2021, 2021-2022, 2022-2023.

Research indicates that the implementation of culturally responsive pedagogy can have a variety of positive influences on students. In fact, science has shown that the implementation of culturally responsive practices in the classroom can serve to change the chemistry of the brain, helping students to feel safer and less stressed, thus allowing them to focus more on the content to be mastered (Hammond and Zaretta, 2015). Further, culturally responsive teaching has been shown to result in an increase in student motivation, an increase in student interest in the content, an increase in a student’s ability to engage in content area discussions, and an increase in a student’s positive self-perceptions and self-confidence (Aronson, Brittany and Judston Laughter, March 2016).

At Triumph Academy, we seek to provide our students with access to a culturally relevant curriculum and culturally relevant instructional practices and to provide training and support to our staff to ensure that this happens. All courses and interactions are viewed through a culturally-responsive lens, and the curriculum is intentionally developed to reflect the cultures and lived experiences of students. Students are encouraged to explore their own identities and learn about their cultures throughout all of their core classes via curricula and learning experiences that are diverse and representative of a variety of backgrounds.

Novels and texts chosen reflect writers from a diverse set of experiences and backgrounds to both provide positive representation for students and to expose them to people who may have had very different life circumstances than their own. Social Studies courses facilitate a more in-depth analysis of people whose stories and perspectives have been under-represented or not represented at all, and students are challenged to think about the roles of race, class, gender, power, and oppression in exploring historical events and movements. In as much as we seek to represent and affirm diverse ethnic, racial, and cultural backgrounds, we also strive to be responsive to the life experiences many of our students have faced, thereby incorporating stories of those who have navigated homelessness, the foster system, probation

and experiences with the juvenile justice system, challenges in familial relationships, struggles with substance abuse, and other hurdles our students have surmounted. The goal in this is to empower our students, so they become more confident in their stories, their identities, and their voice.

## ELEMENTS TWO AND THREE: MEASURABLE STUDENT OUTCOMES AND METHODS OF MEASUREMENT

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**Governing Law:** *The measurable pupil outcomes identified for use by the charter school. “Pupil outcomes,” for purpose of this part, means the extent to which all pupils of the school demonstrate that they have attained the skills, knowledge, and attitudes specified as goals in the school’s educational program. Pupil outcomes shall include outcomes that address increases in pupil academic achievement both school wide and for all groups of pupils served by the charter school, as that term is defined in subparagraph (B) of paragraph (3) of subdivision (a) of Section 47607. The pupil outcomes shall align with the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school. --California Education Code Section 47605(b)(5)(B)*

**Governing Law:** *The method by which pupil progress in meeting those pupil outcomes is to be measured. To the extent practicable, the method for measuring pupil outcomes for state priorities shall be consistent with the way information is reported on a school accountability report card. --California Education Code Section 47605(b)(5)(C)*

### Measurable Student Outcomes

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Triumph Academy’s measurable student outcomes are indicated in the annual goals to address the eight state priorities listed in Element 1. The methods for measuring pupil outcomes are consistent with the way the school will report information on its school accountability report card.

Our educational philosophy, curriculum, and expected student outcomes are tied to Triumph’s overall principles and values, based on extensive conversations with stakeholders (including students), and grounded in research on best practices in education, particularly for those students who have not been successful in more traditional learning environments. We believe deeply in meeting students where they are and then consistently raising the bar, understanding that school-wide standards need to be maintained in order for students to achieve academic success. Once a student realizes that they are capable of “doing the work,” they become confident, insightful, and inspired learners. Our Core Competencies integrate the higher-order thinking and 21st-century learner skills that are taught across all contents and levels. These competencies, like our core values, are integrated and represent the fundamentals necessary for a rigorous and relevant education and success in the 21st century:

- **Literacy & Numeracy** refer to the ability to read, view, write, design, speak, problem-solve, and listen through both numbers and linguistics to communicate effectively and make sense of the world.
- **Digital Citizenship** is the ability to navigate technology devices and platforms efficiently, responsibly, and safely in order to engage with society in meaningful ways.
- **Analysis** is the ability to critically examine an issue in order to make sense of it best.
- **Problem Solving** is the ability to resolve difficult and complicated challenges by identifying the best possible solutions.
- **Argumentation** is the ability to use facts and reasoning to support an idea, action, or theory.
- **Evaluation & Critique** are the abilities to think critically and productively about the effectiveness of a process, product, or argument given intent and content.
- **Writing** is the ability to use written language to convey ideas and facts in a way that is contextually effective and grammatically sound.
- **Precision & Refinement** are the abilities to improve a product or process through self-correction or feedback cycles.
- **Presentation** is the ability to use visual, auditory, and experiential tools to appeal to an audience and effectively deliver a specific message.
- **Speaking & Listening** are the abilities to understand and learn from what others say while also conveying ideas and facts orally using verbal language and body language that the audience will best understand.
- **Making Connections** is the ability to draw personal and academic connections to drive a deeper understanding and mastery of content.
- **Investigation** is the ability to engage in formal inquiry in a systematic way.
- **Accountability** is the ability to take ownership of individual actions through proactive communication with others.

Further, Triumph will use “authentic” assessments, such as student presentations of learning also to measure whether our students are achieving the social and emotional skills they need to be successful academically.

## Methods of Assessment

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The effective use of assessment is critical to the learning process. At the Academy, several types of formative and summative assessments will be used, including practice quizzes, short answer and essay questions, multiple choice, and objective exams. All instruction is designed with regular evaluation of student work. Assignments and examinations measure student performance in each course. Academy teachers will perform systematic reviews of student work that include reviews of assignments, evaluation of progress and evaluations of completed work (quality and quantity). Academy advisory teachers serving as the supervising teacher for purposes of independent study, working closely with parents/guardians and/or concerned adults, will have the first responsibility for measuring and monitoring student progress and performance.

The Academy shall meet all statewide standards and conduct all required pupil assessment tests pursuant to Education Code Section 60605 and 60851 or any other pupil assessments applicable to pupils in non-charter public schools. The following assessments are utilized by the Academy:

- **Pre-test** of students' work will be administrated as a student's baseline knowledge or preparedness for an educational experience or course of study.
- **Smarter Balanced Assessments** are aligned to the Common Core State Standards which were developed by K-12 educators and college faculty to define knowledge and skills students need to succeed in college and the workplace. The assessment system – including summative and interim assessments and formative resources for teachers, will provide accurate and consistent information about student progress toward college readiness.
- **Embedded Assessment** of students' work may include, but is not limited to, a review of assignments, evaluation of student work products, projects, and special assignments, and locally administered evaluations of student work. Scheduled summative assessments are performed at the end of a unit, course, or sequence of lessons. The chapter test, final exam, final draft of a writing project is all examples of summative assessments.
- **ELPAC** will be administered in accordance with State law.
- **Physical Fitness Test** will be administered in accordance with State law.
- **Diagnostic/Benchmark Assessment** will be used to track student progress and grade level proficiency.
- **End of Course Exams** Successful completion of end-of-course assessments, regardless of type, will be required of all students wishing to obtain an Academy diploma. Every student is required to display an understanding and working knowledge of the essential knowledge and skills taught in each course. In all cases, measures to ensure secure testing and confidentiality of records and transmission of tests and related information will be implemented.

Annually, the Academy will develop and distribute to the District and to school stakeholders a School Accountability Report Card.

### **Report of Individual Student Progress**

Parents/guardians and students will be routinely informed of student progress through regularly scheduled meetings. The monthly progress meetings will be followed up with a written summary of the meeting via an e-mail from the advisory teacher. Individualized student evaluation data will be utilized by the advisory teacher in tailoring the student's education program and updating the master agreement as necessary. To ensure regular communication between the advisory teacher, parent and student, weekly progress reports will be provided to families through e-mail. Parents/guardians may discuss student progress with the school at any time, and TA staff will typically meet with parents/guardians when students are not progressing as expected. School administrators will receive student progress data information from the advisory teachers and this data will be reviewed monthly and on an ongoing basis.

### **Use of Achievement Data to Improve Charter School Programs**

Faculty will review student achievement data and statewide testing results on an ongoing basis. Faculty will review student work samples noting skills that are mastered and those that need continued support. This data will assist in helping to monitor and improve Triumph Academy's education program. Areas of low performance for student sub-groups will be analyzed and addressed to design instruction and refine teaching strategies. Program success will be a regular topic of discussion at weekly staff meetings and in regular program review evaluations.

The charter school's governing board will monitor overall student performance and review data in order to ensure that the school stays true to its mission and charter. The board will hear analysis and recommendations presented by the school's leadership and consider actions to continually improve the charter school's performance.

The Academy also will survey parents/guardians on an annual basis to get valuable program feedback to be used to make program improvements. A parent satisfaction survey will be provided electronically to all parents/guardians each school year. The survey will be developed specifically to assess parent input on effectiveness of all aspects of the charter school from their perspective, related to their experience. The results of this survey will be reviewed along with information on program effectiveness from other assessments of effectiveness such as student engagement reports, test results, student success to identify the key program areas that may require modification for the coming school year.

## **ELEMENT FOUR: GOVERNANCE STRUCTURE**

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*Governing Law: The governance structure of the school, including, but not limited to, the process to be followed by the school to ensure parental involvement.*

*--California Education Code Section 47605(b)(5)(D)*

### **Non-Profit Public Benefit Corporation**

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The Charter School will be operated by Triumph Academy, a California Nonprofit Public Benefit Corporation, the sole member of which shall be Inspire Charter Schools. The Charter School shall comply with the Brown Act. Triumph Academy shall be subject to Government Code section 1090 *et. seq.* as it applies to charter schools, the Political Reform Act of 1974 (Gov. Code section 87100, *et. seq.* the “PRA”) and any attendant regulations as they may be amended from time to time, and all conflict-of-interest laws and prohibitions applicable to California non-profit corporations and/or California charter schools.

The Charter School will operate autonomously from the District, with the exception of the supervisory oversight as required by statute and other contracted services as negotiated between the District and the Academy. Pursuant to California Education Code Section 47604(c), the District shall not be liable for the debts and obligations of the Charter School, operated by a California non-profit benefit corporation, or for claims arising from the performance of acts, errors, or omissions by the Charter School as long as the District has complied with all oversight responsibilities required by law. During the term of the Charter, the Charter School may contract with one or more third parties for the provision of educational and/or administrative services.

Attached as Appendix C, please find the Corporate Bylaws and Conflict of Interest Code that will be adopted upon approval for Triumph Academy.

### **Board of Directors**

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Triumph Academy is governed by the Triumph Academy Board of Directors, which shall be selected, serve, and govern the Academy in accordance with its adopted corporate bylaws, which shall be maintained to align with the terms of this charter and applicable law. The Board shall have at least three and no more than five voting members. One Director position will be reserved for a parent or community member. Directors will serve three-year terms.

In accordance with Education Code Section 47604(c), at its election, the District’s Board of Trustees may appoint a representative, to be determined by the District, to serve as a voting member of the Triumph Academy Board of Directors and/or as the District’s contact person with the Charter School.

## Board Duties

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The Board of Directors will be responsible for the operation and fiscal affairs of the Charter School including but not limited to:

- Approval of the annual Charter School budget, calendar, salary schedules, employment contracts, major fundraising events, and grant writing.
- Negotiation and approval of a MOU or other contracts with the District.
- Approval of fiscal policies.
- Approval of bylaws, resolutions, and policies and procedures of school operation.
- Approval of all changes to the charter to be submitted to the District as necessary in accordance with applicable law.
- Long-term strategic planning for the Charter School.
- Participation as necessary in dispute resolution.
- Monitoring overall student performance.
- Monitoring the performance of the Charter School and taking necessary action to ensure that the school remains true to its mission and charter.
- Monitoring the fiscal solvency of the Charter School.
- Participation in the Charter School's independent fiscal audit.
- Participation in the Charter School's performance report to the District.
- Participation as necessary in student expulsion matters.
- Increasing public awareness of the Charter School.
- Fundraising efforts.

## Board Meetings

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The Board of Directors meetings will be headed by a Board Chairman, who will be elected annually amongst the Board at the concluding meeting of the school year. Board members will be allowed to attend board meetings virtually in accordance with the Brown Act requirements for virtual meeting attendance. All Board Agenda and Board Materials will be sent to Lucerne Valley Unified School District for posting.

The Board of Directors will abide by strong Conflict of Interest policies, that clearly forbid the board of directors benefiting from service on the board. The Board presently receives no stipends for travel or their time.

As long as quorum exists as defined by the corporate bylaws, measures voted on by the Board of Directors may be passed with a simple majority of present members.

## **Board Training**

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The Board of Directors shall participate in initial training regarding effective board governance, the Brown Act, and conflict of interest rules. New members to the Board of Directors shall be trained in these matters as well.

## **Board Delegation of Duties**

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The Board may execute any powers delegated by law to it and shall discharge any duty imposed by law upon it and may delegate to an employee or contractor of the Charter School any of those duties. The Board, however, retains ultimate responsibility over the performance of those powers or duties so delegated.

## **Charter Senior Director**

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The Senior Director (Principal) and Assistant Directors will be the leaders of the Charter School. These positions will ensure that the curriculum and technology is implemented in order to maximize student learning experiences. The Senior Director will be full time and lead Triumph Academy primarily.

The Senior Director will directly supervise the home school teachers and will be responsible for administering the school in all of the aspects of its day to day operations, working with the Triumph Academy Board of Directors, the District, students, parents/guardians, and community members and the other governing bodies specified by local and state law. The Senior Director is required to have teaching experience and a valid California teaching credential. An administrative credential is preferred but not required.

The administrative duties of the Senior Director shall include, but will not be limited to, the following:

- Provide instructional leadership to the Charter School.
- Attend meetings at the District as requested by the District and liaise with the District, including assisting the District in its oversight duties.
- Supervise all employees of the Charter School.
- Provide performance evaluations of all Charter School employees at least once annually.
- Participate in the dispute resolution procedure and the complaint procedure when necessary.
- Provide assistance and coordination in the implementation of curriculum.

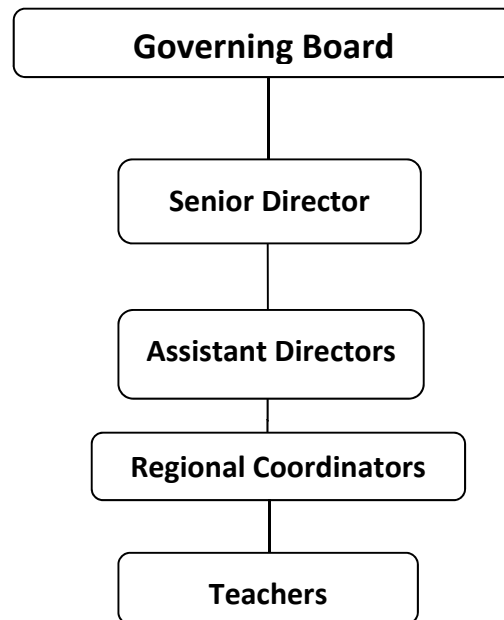


- Foster an amicable relationship between District and the Charter School and facilitate a sharing of resources between both entities.

The above duties may be delegated or contracted as approved by the Board to another employee of the Charter School or to an appropriate third-party provider as allowed by applicable law.

### Organizational Chart

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### Parent & Teacher Participation in Governance

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As identified in Element 1's list of annual goals, Triumph Academy will use several strategies to consult on a regular basis with their parents/guardians, and teachers regarding the school's educational program.

- TA will provide parents/guardians with surveys twice a year.
- Parents/guardians may address the Board through public comment or by communicating directly with board members.
- One Board of Director position will be reserved for a parent or community member.
- Parents/guardians can communicate with the Senior Director at any time.

Triumph Academy will strive to meet the needs of the students and families so that we are offering a valuable school of choice. To inform planning, we assess the needs of the students and community members on an ongoing basis through parent surveys, Parent Teacher Organization

(PTO) meetings, parent workshops, board meetings, and recruiting events. The parent satisfaction surveys will be provided electronically to all parents/guardians. The survey will be developed specifically to assess parent input on effectiveness of all aspects of the Triumph Academy from their perspective, related to their experience. The results of this survey will be reviewed along with information on program effectiveness from other assessments of effectiveness such as student engagement reports, test results, and student success to identify the key program areas that may require modification for the coming school year.

Although participation of a student's parent or guardian is encouraged, parental involvement is not a requirement for acceptance or continued enrollment in the school.

## ELEMENT FIVE: EMPLOYEE QUALIFICATIONS

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*Governing Law: The qualifications to be met by individuals to be employed by the school.*

*--California Education Code Section 47605(b)(5)(E)*

In accordance with Charter School health and safety policies listed below, all employees shall be fingerprinted and undergo a background check and tuberculosis clearance prior to commencing employment with the Charter School.

### **Employee Status and Qualifications**

An “employee” of TA is a person who regularly works for TA on a wage or salary basis. “Employees” may include exempt, non-exempt, regular full-time, regular part-time, and temporary persons.

#### **Exempt**

This category includes all regular employees who are determined by the School to be exempt from certain wage and hour provisions of state and federal laws. Exempt employees are paid a fixed salary that is intended to cover all of the compensation to which they are entitled. Exempt employees will be expected to work the number of hours necessary to complete their assigned responsibilities. Because they are exempt, such employees are not entitled to additional compensation for extra hours of work. Full-time Teachers and Administrators are Exempt employees.

#### **Non-Exempt**

This category includes all regular employees who are covered by certain wage and hour provisions of state and federal laws. Non-exempt employees are entitled to overtime for hours worked beyond 8 hours in one workday or beyond 40 in one workweek, as well as meal and rest breaks as prescribed by law. All part-time and temporary employees are non-exempt. Additionally, most Classified staff are Non-exempt employees.

#### **Regular Full-Time**

Employees who are regularly scheduled to work 30 or more hours per week and are generally eligible for the TA’s benefit package, subject to the terms and conditions, and limitations of each benefit program.

#### **Regular Part-Time**

Employees who are regularly scheduled to work less than 30 hours per week, and generally not eligible for TA’s benefit package.

#### **Temporary (Full-Time or Part-Time)**

Those whose performance is being evaluated to determine whether further employment in a specific position or with TA is appropriate or individuals who are hired as interim replacements to assist in the completion of a specific project or for vacation relief. Employment beyond any

initially stated period does not in any way imply a change in employment status. Temporary employees retain that status until they are notified of a change. They are not eligible for any of TA's benefit programs. Every member of the team is designated as "Certificated Employee" or "Classified Employee."

The Charter School's key staff members (Senior Director, Assistant Directors, Regional Coordinators, and Teachers) will meet the following qualifications:

### **Senior Director**

The Senior Director will be the school's instructional leader and will be responsible for helping the school and students achieve the outcomes outlined in this charter petition. This individual will have the following qualifications:

#### **Required knowledge, skills, and abilities**

- Understanding of independent study program implementation
- Understanding of teacher evaluation in an online school
- Excellent communication skills
- A record of success in developing teachers
- Entrepreneurial passion
- Knowledge of school management

#### **Required educational level**

- Master's Degree required
- Valid California teaching credential required; administrative credential preferred

#### **Required experience**

- 5 plus years teaching/leadership experience
- Experience in performance assessment

### **Assistant Director**

An Assistant Director serves as the first point of contact for Regional Coordinators and helps the Senior Director support students and teachers. Assistant Directors will have the following qualifications:

#### **Required knowledge, skills, and abilities**

- Understanding of independent study program implementation
- Excellent communication skills

- A record of success in developing teachers
- Knowledge of school compliance

Required educational level

- Valid California teaching credential

Required experience

- Minimum 1 year of experience as a Regional Coordinator or comparable leadership experience

**Regional Coordinator**

A Regional Coordinator serves as the first point of contact for teachers and supports teaching staff with training, guidance, and mentoring. Regional Coordinators will have the following qualifications:

Required knowledge, skills, and abilities

- Monitor and provide support, information, and resources to a team of 12-15 teachers
- Understand and be able to teach others about policies and requirements
- Respond to teacher and parent inquiries in a timely manner

Required educational level

- Valid California teaching credential

Required experience

- Minimum 1 year of homeschool/independent study teaching experience

**Highly Skilled and Supported Teachers**

The faculty will consist of properly credentialed teachers in core, college preparatory subjects. All teachers will meet the requirements of Education Code Section 47605(l) and applicable portions of the Elementary and Secondary Education Act. Professional development will be scheduled on a regular and ongoing basis to support teachers throughout their careers. Induction training will be provided to teachers that need it to complete their Professional Clear Credential.

Required knowledge, skills, and abilities

Candidates are evaluated using these standards:

- Committed to students and learning
- Experience teaching in an online environment
- Possession of appropriate credential(s) required for the position
- Detail oriented
- Evidences the capacity to work with students to develop and implement required master student agreements.
- Technologically knowledgeable

#### Required educational level / credentialing

Charter School teachers will be required to hold a CCTC certificate, permit, or other document equivalent to that which a teacher in other public schools would be required to hold, in accordance with Education Code section 47605(1). Teachers shall hold a multiple subject or single subject credential, depending on the grade level of the students they are teaching. Core academic subjects shall be English, Science, Mathematics, and History/Social Science.

Student to teacher ratio will be maintained in accordance with Education Code Section 51745.6 unless this provision is modified by statutory or regulatory action in which case the Charter School reserves the right to modify its student to teacher ratio accordingly. The Charter School will maintain auditable files of teacher credentials in compliance with applicable law.

#### Teacher Recruitment

The Charter School will develop a comprehensive teacher recruitment policy to attract skilled, credentialed teachers. The Charter School recruitment strategies for employing skilled teachers include using established teacher credentialing services, such as EdJoin, Monster.com, and college employment fairs, among other generally acceptable strategies. Find attached as Appendix B, the Charter School Teacher Approval Signature Page showing that the charter school already has highly qualified candidates who are meaningfully interested in teaching at the school.

#### Professional Development

Professional development will be provided on an ongoing basis and will be built into the school calendar. Professional development is planned to occur at the following times:

- An intensive training program during the summer to train teachers on the technology that is required for implementing the online program, independent study law compliance, attendance reporting, as well as instructional strategies that address the needs of our targeted student population.
- Regular staff meetings.
- Other designated professional development days scheduled throughout the school year.

Professional development needs will be assessed through analysis of student assessment data, annual parent surveys, and formal staff discussions on recommended modifications to the educational program.

### **Classified Staff**

Classified staff will support student learning by assisting teaching staff.

#### *Required knowledge, skills, and abilities*

Ability to:

- Prepare and present written and oral reports;
- Assemble and analyze data;
- Accurately type at an acceptable rate;
- Maintain confidentiality;
- Work effectively in teams;
- Understand and carry out oral and written instructions;
- Communicate effectively in oral and written form;
- Interpersonal skills using tact, patience and courtesy;
- Operation of a computer and assigned software.
- Establish and maintain cooperative working relationships

#### *Required educational level*

A high school diploma is required for all classified staff positions

## ELEMENT SIX: HEALTH AND SAFETY POLICIES

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### Health and Safety

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***Governing Law: The procedures that the school will follow to ensure the health and safety of pupils and staff. These procedures shall require all of the following:***

- (i) That each employee of the charter school furnish the charter school with a criminal record summary as described in Section 44237.*
- (ii) The development of a school safety plan, which shall include the safety topics listed in subparagraphs (A) to (H), inclusive, of paragraph (2) of subdivision (a) of Section 32282 and procedures for conducting tactical responses to criminal incidents.*
- (iii) That the school safety plan be reviewed and updated by March 1 of every year by the charter school.*

In order to provide safety for all students and staff, the Charter School will implement full health and safety procedures and risk management policies at its school site in consultation with its insurance carriers and risk management experts.

The following is a summary of the health and safety policies of the Charter School:

#### **Procedures for Background Checks**

Employees and contractors of the Charter School will be required to submit to a criminal background check and to furnish a criminal record summary as required by Education Code Sections 44237 and 45125.1. New employees not possessing a valid California Teaching Credential must submit two sets of fingerprints to the California Department of Justice for the purpose of obtaining a criminal record summary. The Senior Director of the Charter School shall monitor compliance with this policy and report to the Charter School Board of Directors on a quarterly basis. The Board Chairman shall monitor the fingerprinting and background clearance of the Senior Director. Volunteers who will volunteer outside of the direct supervision of a credentialed employee shall be fingerprinted and receive background clearance prior to volunteering without the direct supervision of a credentialed employee.

#### **Role of Staff as Mandated Child Abuse Reporters**

All non-certificated and certificated staff will be mandated child abuse reporters and will follow all applicable reporting laws, the same policies and procedures used by the District.

#### **TB Testing**

Faculty and staff will be screened and, if indicated by the screening, tested for tuberculosis prior to commencing employment and working with students as required by Education Code Section 49406.



## **Immunizations**

All students enrolled and staff will be required to provide records documenting immunizations as is required at public schools pursuant to Health and Safety Code Sections 120325-120375, and Title 17, California Code of Regulations Sections 6000-6075. Currently the school is waiting for the California Department of Education to release clarification and guidelines on how non-classroom based schools should apply SB277.

## **Medication in School**

The Charter School will adhere to Education Code Section 49423 regarding administration of medication in school.

The charter school shall stock and maintain the required number and type of emergency epinephrine auto-injectors onsite and provide training to employee volunteers in the storage and use of the epinephrine auto-injector as required by Education Code Section 49414 and Section 4119.2 of the Business and Professions Code.

## **Vision, Hearing, and Scoliosis**

Students will be screened for vision, hearing and scoliosis. The Charter School will adhere to Education Code Section 49450, *et seq.*, as applicable to the grade levels served by the Charter School.

## **Blood borne Pathogens**

The Charter School shall meet state and federal standards for dealing with blood borne pathogens and other potentially infectious materials in the workplace. The Board shall establish a written infectious control plan designed to protect employees and students from possible infection due to contact with blood borne viruses, including human immunodeficiency virus ("HIV") and hepatitis B virus ("HBV").

Whenever exposed to blood or other bodily fluids through injury or accident, staff and students shall follow recommended medical protocol for disinfecting procedures.

## **Drug Free/Alcohol Free/Smoke Free Environment**

The Charter School shall function as a drug, alcohol and tobacco free workplace.

## **Facility Safety/Orderly Environment**

The Charter School shall comply with Education Code Section 47610 by either utilizing facilities that are compliant with the Field Act or facilities that are compliant with the California Building

Standards Code. Additionally, the school will create a safe and orderly environment for students, by sharing with students and their parents/guardians clear expectations of safe and respectful behavior.

### **Safety Plan**

The Charter School shall develop a school safety plan, which shall include procedures for conducting tactical responses to criminal incidents and shall address the safety topics listed in subparagraphs (A) to (H), inclusive, of paragraph (2) of subdivision (a) of Section 32282, as applicable to charter schools and to this specific charter school's context. The school safety plan be reviewed and updated by March 1 of every year by the Charter School.

### **Comprehensive Harassment Policies and Procedures**

The Charter School is committed to providing a school that is free from sexual harassment, as well as any harassment based upon such factors as race, religion, creed, color, national origin, ancestry, age, medical condition, marital status, sexual orientation, or disability. The Charter School has developed a comprehensive policy to prevent and immediately remediate any concerns about sexual discrimination or harassment at the Charter School (including employee to employee, employee to student, and student to employee misconduct). Misconduct of this nature is very serious and will be addressed in accordance with the Charter School's sexual harassment policy. Per Government Code Section 12950.1, the Charter School shall provide sexual harassment training and education to each supervisory employee in California once every two years. The training and education shall include information and practical guidance regarding the federal state statutory provisions concerning the prohibition against and the prevention and correction of sexual harassment and the remedies available to victims of sexual harassment in employment. The training and education shall also include practical examples aimed at instructing supervisors in the prevention of harassment, discrimination, and retaliation, and shall be presented by trainers or educators with knowledge and expertise in the prevention of harassment, discrimination, and retaliation.

### **Technology Safety Policies**

The Charter School will develop technology safety policies which address: privacy on student computers; liability for service interruptions and information; internet usage guidelines; accuracy of information; enforcement of the instructional technology policy and guidelines.

## ELEMENT SEVEN: RACIAL AND ETHNIC BALANCE

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*Governing Law: The means by which the school will achieve racial and ethnic balance among its pupils that is reflective of the general population residing within the territorial jurisdiction of the school District to which the charter petition is submitted. --California Education Code Section 47605 (b)(5)(G)*

The Charter School will implement a student recruiting strategy that includes but is not necessarily limited to the following elements or strategies to seek to achieve a racial and ethnic balance among students that is reflective of the territorial jurisdiction of the District:

- An enrollment process that is scheduled and adopted to include a timeline that allows for a broad-based recruiting and application process.
- The development of promotional and informational material that appeals to all of the various racial and ethnic groups represented in the District.
- Student recruitment efforts may include, but are not limited to, direct mail, print advertising, and informational meetings directed toward targeted student populations to recruit students from the various racial and ethnic groups represented in the District.

The Charter School intends to conduct its student recruitment efforts throughout San Bernardino County and adjacent counties.

## ELEMENT EIGHT: ADMISSIONS REQUIREMENTS

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*Governing Law: Admissions requirements, if applicable. --Education Code Section 47605(b)(5)(H) and Section 47605(d)(2)*

The Charter School will be nonsectarian in its programs, admission policies, and all other operations, and will not charge tuition nor discriminate against any student based upon any of the characteristics listed in Education Code Section 220 (actual or perceived disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code, including immigration status, or association with an individual who has any of the aforementioned characteristics).

The Charter School shall admit all pupils who wish to attend the Charter School. No test or assessment shall be administered to students prior to acceptance and enrollment into the Charter School. The Charter School will comply with all laws establishing minimum and maximum age for public school attendance in charter schools. Admission, except in the case of a public random drawing, shall not be determined by the place of residence of the pupil or his or her parent or legal guardian within the state.

The Charter School's application process is comprised of the following:

1. Parent attendance at a Charter School orientation meeting is encouraged
2. Completion of a student application form

Registration packets for students who are admitted will also gather the following:

1. Completion of student enrollment form
2. Proof of Immunization
3. Home Language Survey
4. Completion of Emergency Medical Information Form
5. Proof of minimum age requirements, e.g. birth certificate
6. Release of records

### **Public Random Drawing**

Applications will be accepted during a publicly advertised open enrollment period each year for enrollment in the following school year. Following the open enrollment period each year, applications shall be counted to determine whether the Charter School has received more applications than availability. In the event that this happens, the Charter School will hold a public random drawing to determine admission for the impacted grade level, with the exception of existing students, who are guaranteed admission in the following school year. Admission preferences shall be included in the charter petition, approved by the District in a public hearing,

and shall be consistent with federal law, the California Constitution, and Section 200.

Admission preferences in the case of a public random drawing shall be given to students as follows:

1. Current students and students who reside within the Lucerne Valley Unified School District boundaries (exempt from the lottery);
2. Students who have siblings enrolled in the Charter School; and
3. Students who are the children of staff of the Charter School

The Charter School will not consider factors that result in limiting enrollment access for pupils with disabilities, academically low-achieving pupils, English Learners, neglected or delinquent pupils, homeless pupils, economically disadvantaged pupils, foster youth, or other disadvantaged students, or pupils based on nationality, race, ethnicity, or sexual orientation. Mandatory Parental Volunteer Hours shall not be used as a criterion for admission or continued enrollment in the Charter School.

At the conclusion of the public random drawing, all students who were not granted admission due to capacity shall be given the option to put their name on a waitlist according to their draw in the lottery. This waitlist will allow students the option of enrollment in the case of an opening during the current school year. In no circumstance will a waitlist carry over to the following school year.

Public random drawing rules, deadlines, dates and times will be communicated in the enrollment applications and on the Charter School's website. Public notice for the date and time of the public random drawing will also be posted once the application deadline has passed. The Charter School will also inform parents/guardians of all applicants and all interested parties of the rules to be followed during the public random drawing process via mail or email at least two weeks prior to the lottery date.

The Charter School will conduct the lottery in the Spring for enrollment in Fall of that year.

## ELEMENT NINE: INDEPENDENT FINANCIAL AUDITS

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*Governing Law: The manner in which annual, independent, financial audits shall be conducted, which shall employ generally accepted accounting principles, and the manner in which audit exceptions and deficiencies shall be resolved to the satisfaction of the chartering authority.*

*--California Education Code Section 47605 (b)(5)(I)*

An annual independent financial audit of the books and records of the Charter School will be conducted as required by Education Code Sections 47605(b)(5)(I) and 47605(m). The books and records of the Charter School will be kept in accordance with generally accepted accounting principles, and as required by applicable law, the audit will employ generally accepted accounting procedures. The audit shall be conducted in accordance with applicable provisions within the California Code of Regulations governing audits of charter schools as published in the State Controller's K-12 Audit Guide.

The Board of Directors will select an independent auditor through a request for proposal format. The auditor will have, at a minimum, a CPA and educational institution audit experience and will be approved by the State Controller on its published list as an educational audit provider. To the extent required under applicable federal law, the audit scope will be expanded to include items and processes specified in applicable Office of Management and Budget Circulars.

The annual audit will be completed and forwarded to the District, the County Superintendent of Schools, the State Controller, and to the CDE by the 15th of December of each year. Within 30 days of providing the completed annual audit, the Senior Director, along with the audit committee, will review any audit exceptions or deficiencies and report to the Charter School Board of Directors with recommendations on how to resolve them. The Board will submit a report to the District describing how the exceptions and deficiencies have been or will be resolved to the satisfaction of the District along with an anticipated timeline for the same. Audit appeals or requests for summary review shall be submitted to the Education Audit Appeals Panel ("EAAP") in accordance with applicable law.

The independent financial audit of the Charter School is a public record to be provided to the public upon request.

## ELEMENT TEN: SUSPENSION AND EXPULSION PROCEDURES

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This Pupil Suspension and Expulsion Policy has been established in order to promote learning and protect the safety and well-being of all students, staff and visitors at the Charter School. In creating this policy, the Charter School has reviewed Education Code Section 48900 *et seq.* which describes the non-charter schools' list of offenses and procedures to establish its list of offenses and procedures for suspensions and expulsions. The language that follows closely mirrors the language of Education Code Section 48900 *et seq.* The Charter School is committed to annual review of policies and procedures surrounding suspensions and expulsions and, as necessary, modification of the lists of offenses for which students are subject to suspension or expulsion.

When the policy is violated, it may be necessary to suspend or expel a student from TA. This policy shall serve as the Charter School's policy and procedures for student suspension and expulsion and it may be amended from time to time without the need to amend the charter so long as the amendments comport with legal requirements. Compliance with the procedures set forth in this section of this Charter shall be the only processes for TA to involuntarily dismiss, remove, or otherwise exclude a student who attends the Charter School from further attendance for any reason, including but not limited to, disciplinary causes. Charter School staff shall enforce disciplinary rules and procedures fairly and consistently among all students. This Policy and its Procedures will be printed and distributed as part of the Student Handbook and will clearly describe discipline expectations. Corporal punishment shall not be used as a disciplinary measure against any student. Corporal punishment includes the willful infliction of or willfully causing the infliction of physical pain on a student. For purposes of the Policy, corporal punishment does not include an employee's use of force that is reasonable and necessary to protect the employee, students, staff or other persons or to prevent damage to school property.

To ensure compliance with federal and state constitutional procedural and substantive due process requirements, the Charter School will provide advance notice of the disciplinary offenses and procedures and students will be afforded the opportunity to respond to charges prior to the imposition of a suspension or expulsion. The Charter School administration shall ensure that students and their parents/guardians are notified in writing upon enrollment of all discipline policies and procedures.

Suspended or expelled students shall be excluded from all school and school-related activities unless otherwise agreed during the period of suspension or expulsion.

A student identified as an individual with disabilities or for whom the Charter School has a basis of knowledge of a suspected disability pursuant to the Individuals with Disabilities Education Improvement Act of 2004 ("IDEIA") or who is qualified for services under Section 504 of the Rehabilitation Act of 1973 ("Section 504") is subject to the same grounds for suspension and expulsion and is accorded the same due process procedures applicable to general education students except when federal and state law mandates additional or different procedures. The Charter School will follow all applicable federal and state laws including but not limited to the

California Education Code, when imposing any form of discipline on a student identified as an individual with disabilities or for whom the Charter School has a basis of knowledge of a suspected disability or who is otherwise qualified for such services or protections in according due process to such students. Additional detail follows below.

#### **A. Grounds for Suspension and Expulsion of Students**

A student may be suspended or expelled for prohibited misconduct if the act is related to school activity or school attendance occurring at any time including but not limited to: a) while on school grounds; b) while going to or coming from school; c) during the lunch period, whether on or off the school campus; d) during, going to, or coming from a school-sponsored activity.

#### **B. Enumerated Offenses**

1. Discretionary Suspension Offenses. Students may be suspended for any of the following acts when it is determined the pupil:

- a) Caused, attempted to cause, or threatened to cause physical injury to another person.
- b) Willfully used force of violence upon the person of another, except self-defense.
- c) Unlawfully possessed, used, sold or otherwise furnished, or was under the influence of any controlled substance, as defined in Health and Safety Code 11053-11058, alcoholic beverage, or intoxicant of any kind.
- d) Unlawfully offered, arranged, or negotiated to sell any controlled substance as defined in Health and Safety Code Sections 11053-11058, alcoholic beverage or intoxicant of any kind, and then sold, delivered or otherwise furnished to any person another liquid substance or material and represented same as controlled substance, alcoholic beverage or intoxicant.
- e) Committed or attempted to commit robbery or extortion.
- f) Caused or attempted to cause damage to school property or private property.
- g) Stole or attempted to steal school property or private property.
- h) Possessed or used tobacco or products containing tobacco or nicotine products, including but not limited to cigars, cigarettes, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets and betel. This section does not prohibit the use of his or her own prescription products by a pupil.



- i) Committed an obscene act or engaged in habitual profanity or vulgarity.
- j) Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell any drug paraphernalia, as defined in Health and Safety Code Section 11014.5.
- k) Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, other school officials, or other school personnel engaged in the performance of their duties.
- l) Knowingly received stolen school property or private property.
- m) Possessed an imitation firearm, i.e.: a replica of a firearm that is so substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a firearm.
- n) Committed or attempted to commit a sexual assault as defined in Penal Code Sections 261, 266c, 286, 288, 288a or 289, or committed a sexual battery as defined in Penal Code Section 243.4.
- o) Harassed, threatened, or intimidated a student who is a complaining witness or witness in a school disciplinary proceeding for the purpose of preventing that student from being a witness and/or retaliating against that student for being a witness.
- p) Unlawfully offered, arranged to sell, negotiated to sell, or sold the prescription drug Soma.
- q) Engaged in, or attempted to engage in hazing. For the purposes of this subdivision, “hazing” means a method of initiation or preinitiation into a pupil organization or body, whether or not the organization or body is officially recognized by an educational institution, which is likely to cause serious bodily injury or personal degradation or disgrace resulting in physical or mental harm to a former, current, or prospective pupil. For purposes of this section, “hazing” does not include athletic events or school-sanctioned events.
- r) Made terrorist threats against school officials and/or school property. For purposes of this section, “terroristic threat” shall include any statement, whether written or oral, by a person who willfully threatens to commit a crime which will result in death, great bodily injury to another person, or property damage in excess of one thousand dollars (\$1,000), with the specific intent that the statement is to be taken as a threat, even if there is no intent of actually carrying it out, which, on its face and under the circumstances in which it is made, is so unequivocal, unconditional, immediate, and specific as to convey to the person threatened, a gravity of purpose and an immediate prospect of execution of the threat, and thereby causes that person reasonably to be

in sustained fear for his or her own safety or for his or her immediate family's safety, or for the protection of school property, or the personal property of the person threatened or his or her immediate family.

- s) Committed sexual harassment, as defined in Education Code Section 212.5. For the purposes of this section, the conduct described in Section 212.5 must be considered by a reasonable person of the same gender as the victim to be sufficiently severe or pervasive to have a negative impact upon the individual's academic performance or to create an intimidating, hostile, or offensive educational environment. This section shall apply to pupils in any of grades 4 to 12, inclusive.
  - t) Caused, attempted to cause, threaten to cause or participated in an act of hate violence, as defined in subdivision (e) of Section 233 of the Education Code. This section shall apply to pupils in any of grades 4 to 12, inclusive.
  - u) Intentionally harassed, threatened or intimidated a student or group of students to the extent of having the actual and reasonably expected effect of materially disrupting class work, creating substantial disorder and invading student rights by creating an intimidating or hostile educational environment. This section shall apply to pupils in any of grades 4 to 12, inclusive.
  - v) Engaged in an act of bullying, including, but not limited to, bullying committed by means of an electronic act.
- 1) "Bullying" means any severe or pervasive physical or verbal act or conduct, including communications made in writing or by means of an electronic act, and including acts one or more acts committed by a student or group of students which would be deemed hate violence or harassment, threats, or intimidation, which are directed toward one or more students that has or can be reasonably predicted to have the effect of one or more of the following:
- i. Placing a reasonable student (defined as a student, including, but is not limited to, a student with exceptional needs, who exercises average care, skill, and judgment in conduct for a person of his or her age, or for a person of his or her age with exceptional needs) or students in fear of harm to that student's or those students' person or property.
  - ii. Causing a reasonable student to experience a substantially detrimental effect on his or her physical or mental health.
  - iii. Causing a reasonable student to experience substantial interference with his or her academic performance.
  - iv. Causing a reasonable student to experience substantial interference with his or her ability to participate in or benefit from the services, activities, or privileges provided by the Charter School.

- 2) "Electronic Act" means the transmission by means of an electronic device, including, but not limited to, a telephone, wireless telephone, or other wireless communication device, computer, or pager, of a communication, including, but not limited to, any of the following:
    - i. A message, text, sound, or image.
    - ii. A post on a social network Internet Web site including, but not limited to:
      - (a) Posting to or creating a burn page. A "burn page" means an Internet Web site created for the purpose of having one or more of the effects as listed in subparagraph (1) above.
      - (b) Creating a credible impersonation of another actual pupil for the purpose of having one or more of the effects listed in subparagraph (1) above. "Credible impersonation" means to knowingly and without consent impersonate a pupil for the purpose of bullying the pupil and such that another pupil would reasonably believe, or has reasonably believed, that the pupil was or is the pupil who was impersonated.
      - (c) Creating a false profile for the purpose of having one or more of the effects listed in subparagraph (1) above. "False profile" means a profile of a fictitious pupil or a profile using the likeness or attributes of an actual pupil other than the pupil who created the false profile.
    - iii. Notwithstanding subparagraphs (1) and (2) above, an electronic act shall not constitute pervasive conduct solely on the basis that it has been transmitted on the Internet or is currently posted on the Internet.
  - w) A pupil who aids or abets, as defined in Section 31 of the Penal Code, the infliction or attempted infliction of physical injury to another person may be subject to suspension, but not expulsion, except that a pupil who has been adjudged by a juvenile court to have committed, as an aider and abettor, a crime of physical violence in which the victim suffered great bodily injury or serious bodily injury shall be subject to discipline pursuant to subdivision (1).
  - x) Possessed, sold, or otherwise furnished any knife unless, in the case of possession of any object of this type, the student had obtained written permission to possess the item from a certificated school employee, with the Director or designee's concurrence.
2. Non-Discretionary Suspension Offenses: Students must be suspended and recommended for expulsion for any of the following acts when it is determined the pupil:
- a) Possessed, sold, or otherwise furnished any firearm, explosive, or other dangerous object unless, in the case of possession of any object of this type, the students had

obtained written permission to possess the item from a certificated school employee, with the Director or designee's concurrence.

3. Discretionary Expellable Offenses: Students may be recommended for expulsion for any of the following acts when it is determined the pupil:

- a) Caused, attempted to cause, or threatened to cause physical injury to another person.
- b) Willfully used force of violence upon the person of another, except self-defense.
- c) Unlawfully possessed, used, sold or otherwise furnished, or was under the influence of any controlled substance, as defined in Health and Safety Code Sections 11053-11058, alcoholic beverage, or intoxicant of any kind.
- d) Unlawfully offered, arranged, or negotiated to sell any controlled substance as defined in Health and Safety Code Sections 11053-11058, alcoholic beverage or intoxicant of any kind, and then sold, delivered or otherwise furnished to any person another liquid substance or material and represented same as controlled substance, alcoholic beverage or intoxicant.
- e) Committed or attempted to commit robbery or extortion.
- f) Caused or attempted to cause damage to school property or private property.
- g) Stole or attempted to steal school property or private property.
- h) Possessed or used tobacco or products containing tobacco or nicotine products, including but not limited to cigars, cigarettes, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets and betel. This section does not prohibit the use of his or her own prescription products by a pupil.
- i) Committed an obscene act or engaged in habitual profanity or vulgarity.
- j) Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell any drug paraphernalia, as defined in Health and Safety Code Section 11014.5.
- k) Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, other school officials, or other school personnel engaged in the performance of their duties.
- l) Knowingly received stolen school property or private property.

- m) Possessed an imitation firearm, i.e.: a replica of a firearm that is so substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a firearm.
- n) Committed or attempted to commit a sexual assault as defined in Penal Code Sections 261, 266c, 286, 288, 288a or 289, or committed a sexual battery as defined in Penal Code Section 243.4.
- o) Harassed, threatened, or intimidated a student who is a complaining witness or witness in a school disciplinary proceeding for the purpose of preventing that student from being a witness and/or retaliating against that student for being a witness.
- p) Unlawfully offered, arranged to sell, negotiated to sell, or sold the prescription drug Soma.
- q) Engaged in, or attempted to engage in hazing. For the purposes of this subdivision, “hazing” means a method of initiation or pre-initiation into a pupil organization or body, whether or not the organization or body is officially recognized by an educational institution, which is likely to cause serious bodily injury or personal degradation or disgrace resulting in physical or mental harm to a former, current, or prospective pupil. For purposes of this section, “hazing” does not include athletic events or school-sanctioned events.
- r) Made terrorist threats against school officials and/or school property. For purposes of this section, “terroristic threat” shall include any statement, whether written or oral, by a person who willfully threatens to commit a crime which will result in death, great bodily injury to another person, or property damage in excess of one thousand dollars (\$1,000), with the specific intent that the statement is to be taken as a threat, even if there is no intent of actually carrying it out, which, on its face and under the circumstances in which it is made, is so unequivocal, unconditional, immediate, and specific as to convey to the person threatened, a gravity of purpose and an immediate prospect of execution of the threat, and thereby causes that person reasonably to be in sustained fear for his or her own safety or for his or her immediate family’s safety, or for the protection of school property, or the personal property of the person threatened or his or her immediate family.
- s) Committed sexual harassment, as defined in Education Code Section 212.5. For the purposes of this section, the conduct described in Section 212.5 must be considered by a reasonable person of the same gender as the victim to be sufficiently severe or pervasive to have a negative impact upon the individual’s academic performance or to create an intimidating, hostile, or offensive educational environment. This section shall apply to pupils in any of grades 4 to 12, inclusive.

- t) Caused, attempted to cause, threaten to cause or participated in an act of hate violence, as defined in subdivision (e) of Section 233 of the Education Code. This section shall apply to pupils in any of grades 4 to 12, inclusive.
  - u) Intentionally harassed, threatened or intimidated a student or group of students to the extent of having the actual and reasonably expected effect of materially disrupting class work, creating substantial disorder and invading student rights by creating an intimidating or hostile educational environment. This section shall apply to pupils in any of grades 4 to 12, inclusive.
  - v) Engaged in an act of bullying, including, but not limited to, bullying committed by means of an electronic act.
- 1) “Bullying” means any severe or pervasive physical or verbal act or conduct, including communications made in writing or by means of an electronic act, and including acts one or more acts committed by a student or group of students which would be deemed hate violence or harassment, threats, or intimidation, which are directed toward one or more students that has or can be reasonably predicted to have the effect of one or more of the following:
    - i. Placing a reasonable student (defined as a student, including, but is not limited to, a student with exceptional needs, who exercises average care, skill, and judgment in conduct for a person of his or her age, or for a person of his or her age with exceptional needs) or students in fear of harm to that student’s or those students’ person or property.
    - ii. Causing a reasonable student to experience a substantially detrimental effect on his or her physical or mental health.
    - iii. Causing a reasonable student to experience substantial interference with his or her academic performance.
    - iv. Causing a reasonable student to experience substantial interference with his or her ability to participate in or benefit from the services, activities, or privileges provided by the Charter School.
  - 2) “Electronic Act” means the transmission by means of an electronic device, including, but not limited to, a telephone, wireless telephone, or other wireless communication device, computer, or pager, of a communication, including, but not limited to, any of the following:
    - i. A message, text, sound, or image.
    - ii. A post on a social network Internet Web site including, but not limited to:
      - (a) Posting to or creating a burn page. A “burn page” means an Internet Web site created for the purpose of having one or more of the effects as listed in subparagraph (1) above.

- (b) Creating a credible impersonation of another actual pupil for the purpose of having one or more of the effects listed in subparagraph (1) above. "Credible impersonation" means to knowingly and without consent impersonate a pupil for the purpose of bullying the pupil and such that another pupil would reasonably believe, or has reasonably believed, that the pupil was or is the pupil who was impersonated.
  - (c) Creating a false profile for the purpose of having one or more of the effects listed in subparagraph (1) above. "False profile" means a profile of a fictitious pupil or a profile using the likeness or attributes of an actual pupil other than the pupil who created the false profile.
- iii. Notwithstanding subparagraphs (1) and (2) above, an electronic act shall not constitute pervasive conduct solely on the basis that it has been transmitted on the Internet or is currently posted on the Internet.
- w) A pupil who aids or abets, as defined in Section 31 of the Penal Code, the infliction or attempted infliction of physical injury to another person may be subject to suspension, but not expulsion, except that a pupil who has been adjudged by a juvenile court to have committed, as an aider and abettor, a crime of physical violence in which the victim suffered great bodily injury or serious bodily injury shall be subject to discipline pursuant to subdivision (1).
- x) Possessed, sold, or otherwise furnished any knife unless, in the case of possession of any object of this type, the student had obtained written permission to possess the item from a certificated school employee, with the Director or designee's concurrence.

4. Non-Discretionary Expellable Offenses: Students must be recommended for expulsion for any of the following acts when it is determined pursuant to the procedures below that the pupil:

- a) Possessed, sold, or otherwise furnished any firearm, explosive, or other dangerous object unless, in the case of possession of any object of this type, the students had obtained written permission to possess the item from a certificated school employee, with the Director or designee's concurrence.

If it is determined by the Board of Directors that a student has brought a firearm or destructive device, as defined in Section 921 of Title 18 of the United States Code, on to campus or to have possessed a firearm or dangerous device on campus, the student shall be expelled for one year, pursuant to the Federal Gun Free Schools Act of 1994.

The term "firearm" means (A) any weapon (including a starter gun) which will or is designed to or may readily be converted to expel a projectile by the action of an explosive; (B) the

frame or receiver of any such weapon; (C) any firearm muffler or firearm silencer; or (D) any destructive device. Such term does not include an antique firearm.

The term “destructive device” means (A) any explosive, incendiary, or poison gas, including but not limited to: (i) bomb, (ii) grenade, (iii) rocket having a propellant charge of more than four ounces, (iv) missile having an explosive or incendiary charge of more than one-quarter ounce, (v) mine, or (vi) device similar to any of the devices described in the preceding clauses.

### **C. Suspension Procedure**

Suspensions shall be initiated according to the following procedures:

#### **1. Conference**

Suspension shall be preceded by a conference conducted by the Director or the Director’s designee with the student and, when possible, his or her parent and, whenever practical, the teacher, supervisor or Charter School employee who referred the student to the Director or designee.

The conference may be delayed only if the Director or designee determines that an emergency situation exists. An “emergency situation” involves a clear and present danger to the lives, safety or health of students or Charter School personnel. If a student is suspended without this conference, both the parent/guardian and student shall be notified of the student’s right to return to school for the purpose of a conference. In the event of an emergency situation, the conference shall be held within two school days, unless the pupil waives this right or is physically unable to attend for any reason including, but not limited to, incarceration or hospitalization.

For suspensions of fewer than 10 days, the charter school shall provide oral or written notice of the charges against the pupil and, if the pupil denies the charges, an explanation of the evidence that supports the charges and an opportunity for the pupil to present his or her side of the story.

At the conference, the pupil shall be informed of the reason for the disciplinary action and the evidence against him or her and shall be given the opportunity to present his or her version and evidence in his or her defense. No penalties may be imposed on a pupil for failure of the pupil’s parent or guardian to attend a conference with Charter School officials. Reinstatement of the suspended pupil shall not be contingent upon attendance by the pupil’s parent or guardian at the conference.

For suspensions of 10 days or more, TA shall do both of the following:

- a) Provide timely written notice of the charges against the pupil and an explanation of



the pupil's basic rights. The notice shall contain a clear statement that no pupil shall be involuntarily removed by TA for any reason unless the parent or guardian of the pupil has been provided written notice of intent to remove the pupil no less than five (5) school days before the effective date of the action. The written notice shall be in the native language of the pupil or the pupil's parent or guardian or, if the pupil is a foster child or youth or a homeless child or youth, the pupil's educational rights holder, and shall inform him or her of the right to initiate the expulsion hearing procedures before the effective date of the action. If the pupil's parent, guardian, or educational rights holder initiates the hearing procedures, the pupil shall remain enrolled and shall not be removed until TA issues a final decision on the matter. For purposes of this clause, "involuntarily removed" includes disenrolled, dismissed, transferred, or terminated, but does not include suspensions for fewer than 10 days.

b) Provide a hearing adjudicated by a neutral officer within a reasonable number of days at which the pupil has a fair opportunity to present testimony, evidence, and witnesses and confront and cross-examine adverse witnesses, and at which the pupil has the right to bring legal counsel or an advocate.

## 2. Notice to Parents/Guardians

At the time of the suspension, an administrator or designee shall make a reasonable effort to contact the parent/guardian by telephone or in person. Whenever a student is suspended, the parent/guardian shall be notified in writing of the suspension and the date of return following suspension. This notice shall state the specific offense committed by the student. In addition, the notice may also state the date and time when the student may return to school. If Charter School officials wish to ask the parent/guardian to confer regarding matters pertinent to the suspension, the notice may request that the parent/guardian respond to such requests without delay.

## 3. Suspension Time Limits/Recommendation for Expulsion

Suspensions, when not including a recommendation for expulsion, shall not exceed five (5) consecutive school days per suspension. Upon a recommendation of Expulsion by the Director or Director's designee, the pupil and the pupil's guardian or representative will be invited to a conference to determine if the suspension for the pupil should be extended pending an expulsion hearing. This determination will be made by the Director or designee upon either of the following: 1) the pupil's presence will be disruptive to the education process; or 2) the pupil poses a threat or danger to others. Upon either determination, the pupil's suspension will be extended pending the results of an expulsion hearing.

## D. Authority to Expel

A student may be expelled by the Charter School Board upon the recommendation of an Administrative Panel to be assigned by the Board as needed. The Administrative Panel shall consist of at least three members who are certificated and neither a teacher of the pupil or a Board member of the Charter School's governing board. The Administrative Panel may recommend expulsion of any student found to have committed an expellable offense.

#### **E. Expulsion Procedures**

Students recommended for expulsion are entitled to a hearing to determine whether the student should be expelled. Unless postponed for good cause, the hearing shall be held within thirty (30) school days after the Director or designee determines that the Pupil has committed an expellable offense.

In the event an Administrative Panel hears the case, it will make a recommendation to the Board for a final decision whether to expel.

Written notice of the hearing shall be forwarded to the student and the student's parent/guardian at least ten (10) calendar days before the date of the hearing. Upon mailing the notice, it shall be deemed served upon the pupil. The notice shall include:

1. The date and place of the expulsion hearing;
2. A statement of the specific facts, charges and offenses upon which the proposed expulsion is based;
3. A copy of the Charter School's disciplinary rules which relate to the alleged violation;
4. Notification of the student's or parent/guardian's obligation to provide information about the student's status at the Charter School to any other school district or school to which the student seeks enrollment;
5. The opportunity for the student or the student's parent/guardian to appear in person or to employ and be represented by counsel or a non-attorney advisor;
6. The right to inspect and obtain copies of all documents to be used at the hearing;
7. The opportunity to confront and question all witnesses who testify at the hearing;
8. The opportunity to question all evidence presented and to present oral and documentary evidence on the student's behalf including witnesses.

#### **F. Special Procedures for Expulsion Hearings Involving Sexual Assault or Battery Offenses**

The Charter School may, upon a finding of good cause, determine that the disclosure of either the identity of the witness or the testimony of that witness at the hearing, or both, would subject the witness to an unreasonable risk of psychological or physical harm. Upon this determination, the testimony of the witness may be presented at the hearing in the form of sworn declarations that shall be examined only by the Charter School or the hearing officer. Copies of these sworn declarations, edited to delete the name and identity of the witness,

shall be made available to the pupil.

1. The complaining witness in any sexual assault or battery case must be provided with a copy of the applicable disciplinary rules and advised of his/her right to (a) receive five days' notice of his/her scheduled testimony, (b) have up to two (2) adult support persons of his/her choosing present in the hearing at the time he/she testifies, which may include a parent, guardian, or legal counsel, and (c) elect to have the hearing closed while testifying.
2. The Charter School must also provide the victim a room separate from the hearing room for the complaining witness' use prior to and during breaks in testimony.
3. At the discretion of the entity conducting the expulsion hearing, the complaining witness shall be allowed periods of relief from examination and cross-examination during which he or she may leave the hearing room.
4. The entity conducting the expulsion hearing may also arrange the seating within the hearing room to facilitate a less intimidating environment for the complaining witness.
5. The entity conducting the expulsion hearing may also limit time for taking the testimony of the complaining witness to the hours he/she is normally in school, if there is no good cause to take the testimony during other hours.
6. Prior to a complaining witness testifying, the support persons must be admonished that the hearing is confidential. Nothing in the law precludes the person presiding over the hearing from removing a support person whom the presiding person finds is disrupting the hearing. The entity conducting the hearing may permit any one of the support persons for the complaining witness to accompany him or her to the witness stand.
7. If one or both of the support persons is also a witness, the Charter School must present evidence that the witness' presence is both desired by the witness and will be helpful to the Charter School. The person presiding over the hearing shall permit the witness to stay unless it is established that there is a substantial risk that the testimony of the complaining witness would be influenced by the support person, in which case the presiding official shall admonish the support person or persons not to prompt, sway, or influence the witness in any way. Nothing shall preclude the presiding officer from exercising his or her discretion to remove a person from the hearing whom he or she believes is prompting, swaying, or influencing the witness.
8. The testimony of the support person shall be presented before the testimony of the complaining witness and the complaining witness shall be excluded from the courtroom during that testimony.

9. Especially for charges involving sexual assault or battery, if the hearing is to be conducted in public at the request of the pupil being expelled, the complaining witness shall have the right to have his/her testimony heard in a closed session when testifying at a public meeting would threaten serious psychological harm to the complaining witness and there are no alternative procedures to avoid the threatened harm. The alternative procedures may include videotaped depositions or contemporaneous examination in another place communicated to the hearing room by means of closed-circuit television.
10. Evidence of specific instances of a complaining witness' prior sexual conduct is presumed inadmissible and shall not be heard absent a determination by the person conducting the hearing that extraordinary circumstances exist requiring the evidence be heard. Before such a determination regarding extraordinary circumstance can be made, the witness shall be provided notice and an opportunity to present opposition to the introduction of the evidence. In the hearing on the admissibility of the evidence, the complaining witness shall be entitled to be represented by a parent, legal counsel, or other support person. Reputation or opinion evidence regarding the sexual behavior of the complaining witness is not admissible for any purpose.

#### **G. Record of Hearing**

A record of the hearing shall be made and may be maintained by any means, including electronic recording, as long as a reasonably accurate and complete written transcription of the proceedings can be made.

#### **H. Presentation of Evidence**

While technical rules of evidence do not apply to expulsion hearings, evidence may be admitted and used as proof only if it is the kind of evidence on which reasonable persons can rely in the conduct of serious affairs. A recommendation by the Administrative Panel to expel must be supported by substantial evidence that the student committed an expellable offense. Findings of fact shall be based solely on the evidence at the hearing. While hearsay evidence is admissible, no decision to expel shall be based solely on hearsay. Sworn declarations may be admitted as testimony from witnesses of whom the Board or Administrative Panel determines that disclosure of their identity or testimony at the hearing may subject them to an unreasonable risk of physical or psychological harm.

If, due to a written request by the expelled pupil, the hearing is held at a public meeting, and the charge is committing or attempting to commit a sexual assault or committing a sexual battery as defined in Education Code Section 48900, a complaining witness shall have the right to have his or her testimony heard in a session closed to the public.

The decision of the Administrative Panel shall be in the form of written findings of fact and a written recommendation to the Board who will make a final determination regarding the

expulsion. The final decision by the Board shall be made within ten (10) school days following the conclusion of the hearing.

If the Administrative Panel decides not to recommend expulsion, the pupil shall immediately be returned to his/her educational program.

#### **I. Written Notice to Expel**

The Director or designee, following a decision of the Board to expel, shall send written notice of the decision to expel, including the Board's adopted findings of fact, to the student or parent/guardian. This notice shall also include the following: (a) Notice of the specific offense committed by the student; and (b) Notice of the student's or parent/guardian's obligation to inform any new district in which the student seeks to enroll of the student's status with the Charter School.

The Director or designee shall send a copy of the written notice of the decision to expel to the authorizer. This notice shall include the following: (a) The student's name; and (b) The specific expellable offense committed by the student.

#### **J. Disciplinary Records**

The Charter School shall maintain records of all student suspensions and expulsions at the Charter School. Such records shall be made available to the authorizer upon request.

#### **K. Right to Appeal**

In accordance with Education Code Section 47605(b)(5)(J)(iii), a student being expelled or suspended will be provided "oral or written notice of the charges against the pupil," "an explanation of the evidence that supports the charges and an opportunity for the pupil to present his or her side of the story," and/or the opportunity for "a hearing adjudicated by a neutral officer within a reasonable number of days at which the pupil has a fair opportunity to present testimony, evidence, and witnesses and confront and cross-examine adverse witnesses, and at which the pupil has the right to bring legal counsel or an advocate." Moreover, for any non-voluntary removal, the student's parent or guardian will be given written notice of intent to remove the pupil no less than 5 school days in advance, and the parent/guardian will be given the right to challenge the non-voluntary removal under the same procedures as an expulsion.

#### **L. Expelled Pupils/Alternative Education**

Pupils who are expelled shall be responsible for seeking alternative education programs including, but not limited to, programs within the County or their school district of residence.

The Charter School shall work cooperatively with parents/guardians as requested by parents/guardians or by the school district of residence to assist with locating alternative placements during expulsion.

#### **M. Rehabilitation Plans**

Students who are expelled from the Charter School shall be given a rehabilitation plan upon expulsion as developed by the Board at the time of the expulsion order, which may include, but is not limited to, periodic review as well as assessment at the time of review for readmission. The rehabilitation plan should include a date not later than one year from the date of expulsion when the pupil may reapply to the Charter School for readmission.

#### **N. Readmission**

The decision to readmit a pupil or to admit a previously expelled pupil from another school district or charter school shall be in the sole discretion of the Board following a meeting with the Director or designee and the pupil and guardian or representative to determine whether the pupil has successfully completed the rehabilitation plan and to determine whether the pupil poses a threat to others or will be disruptive to the school environment. The Director or designee shall make a recommendation to the Board following the meeting regarding his or her determination. The pupil's readmission is also contingent upon the Charter School's capacity at the time the student seeks readmission.

### **ELEMENT ELEVEN: RETIREMENT SYSTEMS**

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*Governing Law: The manner by which staff members of the Charter Schools will be covered by the State Teachers' Retirement System, the Public Employees' Retirement System, or federal social security. --California Education Code Section 47605 (b)(5)(K)*

The Charter School will structure its employee compensation plan in a manner that will attract candidates with the necessary skills and experience. Credentialed Charter School employees shall participate in the California State Teachers' Retirement System (STRS). Non-credentialed employees shall participate in federal Social Security. The Senior Director is responsible for ensuring that appropriate arrangements for coverage are made.



## ELEMENT TWELVE: PUBLIC SCHOOL ATTENDANCE ALTERNATIVES

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*Governing Law: The public school attendance alternatives for pupils residing within the school district who choose not to attend charter schools. --California Education Code Section 47605 (b)(5)(L)*

No student may be required to attend the Charter School. Students who reside within the District who choose not to attend the Charter School may attend school within the District according to District policy or at another school district or school within the District through the District's intra and inter-district policies. Parents/guardians of each student enrolled in the Charter School will be informed on admissions forms that the students have no right to admission in a particular school or program of a local education agency as a consequence of enrollment in the Charter School, except to the extent that such a right is extended by the local education agency.



## ELEMENT THIRTEEN: EMPLOYEE RETURN RIGHTS

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*Governing Law: A description of the rights of any employee of the school district upon leaving the employment of the school district to work in a charter school and of any rights of return to the school district after employment at a charter school. --California Education Code Section 47605 (b)(5)(M)*

No non-charter school district employee shall be required to work at the Charter School. Employees of the District who choose to leave the employment of the District to work at the Charter School will have no automatic rights of return to the District after employment by the Charter School unless specifically granted by the District through a leave of absence or other agreement. Charter School employees shall have any right upon leaving the District to work in the Charter School that the District may specify, any rights of return to employment in a school district after employment in the Charter School that the District may specify, and any other rights upon leaving employment to work in the Charter School that the District determines to be reasonable and not in conflict with any law.

All employees of the Charter School will be considered the exclusive employees of the Charter School and not of the District, unless otherwise mutually agreed in writing. Sick or vacation leave or years of service credit at the District or any other school district will not be transferred to the Charter School. Employment by the Charter School provides no rights of employment at any other entity, including any rights in the case of closure of the Charter School.

## ELEMENT FOURTEEN: DISPUTE RESOLUTION

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*Governing Law: The procedures to be followed by the Charter School and the entity granting the charter to resolve disputes relating to provisions of the charter. --California Education Code Section 47605 (b)(5)(N)*

The intent of this dispute resolution process is to (1) resolve disputes within the school pursuant to the school's policies, (2) minimize the oversight burden on the District, (3) insure a fair and timely resolution of disputes, and (4) frame a charter oversight and renewal process and timeline so as to avoid disputes regarding oversight and renewal matters.

The following procedure is proposed language to be discussed by the members of the Board of Directors and the staff of Triumph Academy and the District in the negotiation of a mutually agreed upon procedure to resolve all disputes regarding the charter school including disputes related to provisions of the charter and including disputes between the charter school and the Board of Trustees of the District pursuant to the terms of this section. Both shall refrain from public commentary regarding any disputes until the matter has progressed through the dispute resolution process, with the exception of public board meetings as needed to conform with the Brown Act.

Disputes arising from within the school, including all disputes among and between students, staff, parents/guardians, volunteers, advisors, and partner organizations and Board of Directors of the school, shall be resolved by Triumph Academy and the Board of Directors pursuant to policies and procedures developed Triumph Academy Board of Directors.

The District shall not intervene in any such internal disputes without the consent of the Board of Directors of Triumph Academy and shall refer any complaints or reports regarding such disputes to the chairperson of the Board of Directors or the Senior Director of the charter school for resolution pursuant to the charter school's policies.

The District agrees not to intervene or become involved in the dispute unless the dispute has given the District reasonable cause to believe that a violation of this charter or related laws or agreements has occurred, or unless the Board of Directors of Triumph Academy has requested the District to intervene in the dispute.

### **Disputes between the Charter School and the District**

In the event that the Charter School and the District have disputes regarding the terms of this charter or any other issue regarding the Charter School, both parties agree to follow the process outlined below. However, this dispute resolution process will not apply to those issues identified as possible grounds for revocation of the charter petition as outlined in EC 47607(c) unless the District chooses to have this process apply. In the event a dispute could result in charter

revocation, the matter will be addressed in accordance with the laws and regulations pertaining to charter revocation.

In the event of a dispute between the school and the District, the staff and Board of Directors members of the school and District agree to first frame the issue in written format and refer the issue to the District Superintendent, or his/her designee, and the charter school Senior Director. In the event that the District Superintendent believes that the dispute relates to an issue that could lead to revocation of the charter, this shall be specifically noted in the written dispute statement.

The Triumph Academy's Senior Director and the District Superintendent shall informally meet and confer in a timely fashion to attempt to resolve the dispute. In the event that this informal meeting fails to resolve the dispute, both parties shall identify two board members from their respective boards who shall jointly meet with the Superintendent of the District and the Senior Director of Triumph Academy and attempt to resolve the dispute. If this joint meeting fails to resolve the dispute, the Superintendent and the Senior Director shall jointly identify a neutral, third party mediator by mutual agreement. The format of the mediation session shall be developed jointly.

The Superintendent and Senior Director shall incorporate informal rules of evidence and procedure into the mediation format unless both parties agree otherwise. The charter school and the school District shall each bear its own costs incurred as a result of its compliance with this dispute resolution process. Jointly incurred costs, such as mediation fees shall be shared equally by the parties. Upon failure of mediation, all remedies should be available.

## ELEMENT FIFTEEN: CLOSURE PROCEDURES

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*Governing Law: A description of the procedures to be used if the charter school closes. The procedures shall ensure a final audit of the school to determine the disposition of all assets and liabilities of the charter school, including plans for disposing of any net assets and for the maintenance and transfer of pupil records. --Education Code Section 47605(b)(5)(P)*

Closure of the Charter School will be documented by official action of the Board of Directors. The action will identify the reason for closure. The official action will also identify an entity and person or persons responsible for closure-related activities.

The Board of Directors will promptly notify parents/guardians and students of the Charter School, the District, the San Bernardino County Office of Education, the Charter School's SELPA, the retirement systems in which the Charter School's employees participate (e.g., Public Employees' Retirement System, State Teachers' Retirement System, and federal social security), and the California Department of Education of the closure as well as the effective date of the closure. This notice will also include the name(s) of and contact information for the person(s) to whom reasonable inquiries may be made regarding the closure; the pupils' school districts of residence; and the manner in which parents/guardians may obtain copies of pupil records, including specific information on completed courses and credits that meet graduation requirements.

The Board will ensure that the notification to the parents/guardians and students of the Charter School of the closure provides information to assist parents/guardians and students in locating suitable alternative programs. This notice will be provided promptly following the Board's decision to close the Charter School.

The Board will also develop a list of pupils in each grade level and the classes they have completed, together with information on the pupils' districts of residence, which they will provide to the entity responsible for closure-related activities.

As applicable, the Charter School will provide parents/guardians, students and the District with copies of all appropriate student records and will otherwise assist students in transferring to their next school. All transfers of student records will be made in compliance with the Family Educational Rights and Privacy Act ("FERPA") 20 U.S.C. § 1232g. The records of Triumph Academy should remain with the non-profit entity, at least until the non-profit closes, in which case the records should be maintained by other The Academy-related agencies. If all the aforementioned agencies have closed, the Charter School will ask the District to store original records of Charter School students. All records of the Charter School shall be transferred to the District upon Charter School closure. If the District will not or cannot store the records, the Charter School shall work with the County Office of Education to determine a suitable alternative location for storage.

All state assessment results, special education records, and personnel records will be transferred to and maintained by the entity responsible for closure-related activities in accordance with applicable law.

As soon as reasonably practical, the Charter School will prepare final financial records. The Charter School will also have an independent audit completed within six months after closure. The Charter School will pay for the final audit. The audit will be prepared by a qualified Certified Public Accountant selected by the Charter School and will be provided to the District promptly upon its completion. The final audit will include an accounting of all financial assets, including cash and accounts receivable and an inventory of property, equipment, and other items of material value, an accounting of the liabilities, including accounts payable and any reduction in apportionments as a result of audit findings or other investigations, loans, and unpaid staff compensation, and an assessment of the disposition of any restricted funds received by or due to the Charter School.

The Charter School will complete and file any annual reports required pursuant to Education Code section 47604.33.

On closure of the Charter School, all assets of the Charter School, including but not limited to all leaseholds, personal property, intellectual property and all ADA apportionments and other revenues generated by students attending the Charter School, remain the sole property of the Charter School and upon the dissolution of the non-profit public benefit corporation shall return to the non-profit corporation to be used within the state of California only. Any assets acquired from the District or District property will be promptly returned upon Charter School closure to the District. The distribution shall include return of any grant funds and restricted categorical funds to their source in accordance with the terms of the grant or state and federal law, as appropriate, which may include submission of final expenditure reports for entitlement grants and the filing of any required Final Expenditure Reports and Final Performance Reports, as well as the return of any donated materials and property in accordance with any conditions established when the donation of such materials or property was accepted.

On closure, the Charter School shall remain solely responsible for all liabilities arising from the operation of the Charter School.

As the Charter School is operated by a non-profit public benefit corporation, should the corporation dissolve with the closure of the Charter School, the Board will follow the procedures set forth in the California Corporations Code for the dissolution of a non-profit public benefit corporation and file all necessary filings with the appropriate state and federal agencies.

The Charter School will utilize the school's budgeted reserve fund to undertake any expenses associated with the closure procedures identified above.

## MISCELLANEOUS PROVISIONS

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### Budgets

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#### Budgets and Cash Flow

*Governing Law: The petitioner or petitioners shall also be required to provide financial statements that include a proposed first year operational budget, including startup costs, and cash flow and financial projections for the first three years of operation. --Education Code Section 47605(g)*

Attached as Appendix F, please find the following documents:

1. Five Year Budget
2. Three Year Cash Flow
3. Budget/Revenue Assumptions

### Financial Reporting

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The Charter School has elected to be direct funded from the State, pursuant to Education Code Section 47651. The Charter School shall notify the county superintendent of schools and the District of the direct funding election by June 1 of each year.

The Charter School shall maintain contemporaneous written records documenting student attendance. Charter School attendance records must be made available for audit and inspection.

The Charter School shall provide reports to District and the County Superintendent of Schools in accordance with Education Code Section 47604.33 as follows and shall provide additional fiscal reports as requested by the District or County Superintendent of Schools:

1. By July 1, a preliminary budget for the current fiscal year. For a charter school in its first year of operation, financial statements submitted with the charter petition pursuant to Education Code 47605(g) will satisfy this requirement.
2. By July 1, an annual update required pursuant to Section 47606.5
3. By December 15, an interim financial report for the current fiscal year reflecting changes through October 31. Additionally, on December 15, a copy of the Charter School's annual, independent financial audit report for the preceding fiscal year shall be delivered to the District, State Controller, State Department of Education and County Superintendent of Schools.

4. By March 15, a second interim financial report for the current fiscal year reflecting changes through January 31.
5. By September 15, a final non-audited report from the full prior year. The report submitted to the District shall include an annual statement of all the Charter School's receipts and expenditures for the preceding fiscal year.

The school's contracted business back office services provider shall provide a monthly report of the Charter School's current and projected financial viability to the Triumph Academy's Board of Directors. These reports shall, at a minimum, have the same format and content as the legally required Interim Reports identified above.

The Charter School shall promptly respond to the District's reasonable inquiries regarding charter school financial records.

The Charter School shall submit an update to its annual LCAP goals to the District by July 1 each year.

## Insurance

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The Charter School shall acquire and finance general liability, workers' compensation, and other necessary insurance of the types and in the amounts required for an enterprise of similar purpose and circumstance using recommendations from the District insurers. The District Board of Education shall be named as an additional insured on all policies of the Charter School. Prior to opening, the Charter School shall provide evidence of the above insurance coverage to the District.

The District shall not be required to provide coverage to Triumph Academy under any of the District's self-insured programs or commercial insurance policies. The charter school shall secure and maintain, as a minimum, insurance as set forth below to protect Triumph Academy from claims that may arise from its operations. The Charter School shall maintain the following insurance policies:

- Workers' Compensation Insurance in accordance with provisions of the California Labor Code, adequate to protect Triumph Academy from claims under Workers' Compensation Acts, which may arise from its operations.
- General Liability, including Fire Legal Liability, Comprehensive Bodily Injury, and Property Damage Liability for combined single limit coverage of not less than \$2,000,000 for each occurrence. The policy shall be endorsed to name the District as additional insured's. Commercial Auto Liability, including Owned, Leased, Hired, and Non-owned, coverage with limits of \$1,000,000 Combined Single Limit per Occurrence.
- Fidelity Bond coverage shall be maintained by Triumph Academy to cover all charter school employees who handle, process, or otherwise have responsibility for charter

school funds, supplies, equipment or other assets. Minimum amount of coverage shall be \$50,000 per occurrence, with no self-insured retention. Professional Educators Errors and Omissions liability coverage with minimum limits of \$3,000,000 per occurrence and \$3,000,000 general aggregate.

- Sexual Molestation and Abuse coverage with minimum limits of \$3,000,000 per occurrence and \$3,000,000 general aggregate. Coverage may be held as a separate policy or included by endorsement in the Commercial General Liability or the Errors and Omissions Policy.
- Employment Practices Legal Liability coverage with limits of \$3,000,000 per occurrence and \$3,000,000 general aggregate.

## **Insurance Certificates**

Triumph Academy shall maintain on file certificates signed by an authorized representative of the insurance carrier. Certificates shall be endorsed as follows: The insurance afforded by this policy shall not be suspended, cancelled, reduced in coverage or limits or non-renewed except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the District.

## **Administrative Services**

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*Governing Law: The manner in which administrative services of the School are to be provided. --Education Code Section 47605(g)*

The Senior Director and Assistant Directors will assume the lead responsibility for administering the Charter School under the policies adopted by the Charter School's Board of Directors. The Charter School will contract with an appropriate third-party for all "back-office" administrative services, including but not limited to financial management, personnel, and instructional program development. The Charter School intends to utilize Charter Impact, Inc. to provide financial management, accounting, and payroll services. Charter Impact, Inc. shall assist the Charter School Board by providing budget development, implementation of the adopted budget, and monitoring expenses to ensure that the Charter School Board remains informed about the continuing fiscal solvency of the Charter School.

## **Facilities**

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*Governing Law: The facilities to be utilized by the school. The description of facilities to be used by the charter school within the District attendance boundaries. --Education Code Section 47605(g)*



The Charter School will operate an administrative office inside the district boundaries within San Bernardino County and may operate administrative office(s) in adjacent count(ies). Offices will be used for clerical staff to work and where families can pick up instructional materials. Administrative offices will not be used for classes.

## CIVIL LIABILITY IMPACT

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*Governing Law: Potential civil liability effects, if any, upon the school and upon the District.*

*--Education Code Section 47605(g)*

The Charter School shall be operated by a California non-profit public benefit corporation. This corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code and California Revenue and Taxation Code Section 23701(d).

Pursuant to Education Code Section 47604(c), an entity that grants a charter to a charter school operated by or as a non-profit public benefit corporation shall not be liable for the debts or obligations of the charter school or for claims arising from the performance of acts, errors or omissions by the charter school if the authority has complied with all oversight responsibilities required by law. The Charter School shall work diligently to assist the District in meeting any and all oversight obligations under the law, including monthly meetings, reporting, or other District-requested protocol to ensure the District shall not be liable for the operation of the Charter School.

Further, the Charter School and the District shall enter into a memorandum of understanding, wherein the Charter School shall indemnify the District for the actions of the Charter School under this charter.

The corporate bylaws of the Charter School shall provide for indemnification of the Charter School's Board, officers, agents, and employees, and the Charter School will purchase general liability insurance, Board Members and Officers insurance, and fidelity bonding to secure against financial risks.

The Charter School Board will institute appropriate risk management practices as discussed herein, including screening of employees, establishing codes of conduct for students, and dispute resolution.

## CONCLUSION

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By approving this charter, the Lucerne Valley Unified School District will be fulfilling the intent of the Charter Schools Act of 1992 to:

- (a) Improve pupil learning.
- (b) Increase learning opportunities for all pupils, with special emphasis on expanded learning experiences for pupils who are identified as academically low achieving.
- (c) Encourage the use of different and innovative teaching methods.
- (d) Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the school site.
- (e) Provide parents and pupils with expanded choices in the types of educational opportunities that are available within the public school system.
- (f) Hold the schools established under this part accountable for meeting measurable pupil outcomes and provide the schools with a method to change from rule-based to performance-based accountability systems.

The Petitioners are eager to work independently, yet cooperatively with the District to set the highest standard for what a charter school should and can be. To this end, the Petitioners pledge to work cooperatively with the District to answer any concerns over this document and to present the District with the strongest possible proposal for approval. Triumph Academy shall be considered approved as of the date of charter approval. The term of the charter shall be from July 1, 2019 through June 30, 2024.

The standards and criteria in Education Code Sections 47605 and 47607 shall govern renewal of the charter as applicable.

## Appendix A

## **TRIUMPH ACADEMY INDEPENDENT STUDY POLICY**

The Charter School may offer independent study to meet the educational needs of pupils enrolled in the charter school. Independent study is an alternative education designed to teach the knowledge and skills of the core curriculum. The Charter School shall provide appropriate existing services and resources to enable pupils to complete their independent study successfully. The following written policies have been adopted by the Board for implementation at the Charter School:

1. For pupils in all grade levels offered by the School, the maximum length of time that may elapse between the time an assignment is made and the date by which the pupil must complete the assigned work shall be twenty (20) school days.
2. A pupil may miss two (2) assignments during any period of twenty (20) school days before an evaluation is conducted to determine whether it is in the best interests of the pupil to remain in independent study. Therefore, whether any pupil fails to complete two (2) assignments during any period of twenty (20) school days, the Director of Academic Program or his or her designee shall conduct an evaluation to determine whether it is in the best interests of the pupil to remain in independent study. A written record of the findings of any evaluation conducted pursuant to this policy shall be treated as a mandatory interim pupil record. This record shall be maintained for a period of three years from the date of the evaluation and if the pupil transfers to another California public school, the record shall be forwarded to that school.
3. A current written agreement shall be on file for each independent study pupil, including but not limited to, all of the following:
  - The manner, time, frequency, and place for submitting a pupil's assignments and for reporting his or her progress.
  - The objectives and methods of study for the pupil's work, and the methods utilized, to evaluate that work.
  - The specific resources, including materials and personnel, which will be made available to the pupil.
  - A statement of the policies adopted herein regarding the maximum length of time allowed between the assignment and the completion of a pupil's assigned work, and the number of missed assignments allowed prior to an evaluation of whether or not the pupil should be allowed to continue in independent study.

- The duration of the independent study agreement, including beginning and ending dates for the pupil's participation in independent study under the agreement. No independent study agreement shall be valid for any period longer than one Semester, or one-half year for a school on a year-round calendar.
  - A statement of the number of course credits or, for the elementary grades, other measures of academic accomplishment appropriate to the agreement, to be earned by the pupil upon completion.
  - The inclusion of a statement in each independent study agreement that independent study is an optional educational alternative in which no pupil may be required to participate. In the case of a pupil who is referred or assigned to any school, class or program pursuant to Education Code Section 48915 or 48917, the agreement also shall include the statement that instruction may be provided to the pupil through independent study only if the pupil is offered the alternative of classroom instruction.
  - Each written agreement shall be signed prior to the commencement of independent study, by the pupil, the pupil's parent, legal guardian, or care giver, if the pupil is under 18 years of age, the certificated employee who has been designated as having responsibility or the general supervision of independent study, and all persons who have direct responsibility for providing assistance to the pupil. For purposes of this paragraph "caregiver" means a person who has met the requirements of Part 1.5 (commencing with Section 6550) of the Family Code.
4. It is the policy of this Board that each student is, at a minimum, expected to accomplish the following in order for the student to be counted as present/attending for ADA purposes:
    - Students will initial "Monthly Independent Study Log" on school days where they have completed school work Monday through Fridays that are not school holidays. Parents/guardians will sign the monthly log under the following statement: "By signing this log, I verify that my student completed school work on these days."
  5. The Charter School shall comply with the Education Code Sections 51745 through 51749.3 and the provision of the Charter School's Act and the State Board of Education regulation adopted there under.
  6. The Directors shall establish regulations to implement these policies in accordance with the law.

## Appendix B

We the undersigned believe that the attached charter for the creation of Triumph Academy (the "Charter School") merits consideration and hereby petition the governing board of the Lucerne Valley Unified School District to grant approval of the charter pursuant to Education Code Section 47605 to enable the creation of the Charter School. The Petitioners for the Charter School agree to operate the Charter School pursuant to the terms of the Charter Schools Act and the provisions of the Charter School's charter. The petitioners listed below certify that they are teachers who are meaningfully interested in teaching at the Charter School.

**By the Lead Petitioners:**

Deborah Cruthers \_\_\_\_\_  
 Name Signature  
 Kathryn Fagundo \_\_\_\_\_  
 Name Signature  
 Date 5/8/19  
 Date 5/8/19

The petitioners recognize Deborah Cruthers and Kathryn Fagundo as the Lead Petitioners and hereby authorize the Lead Petitioners to negotiate any amendments to the attached charter necessary to secure approval by the Lucerne Valley Unified School District governing board.

**By the Petitioners:**

Print Name	Signature	Date	Credentials Held	Phone Number
Mary Camacho		5-7-19	single subject math	909-653-3046
Paul Hannosh		5-7-19	single subject social studies	909-436-7246
Rachel Myer		5-7-19	single subject math	1049159987
DEBRA PAI		5-8-19	single subject math	323-893-2754
Charlotte Fauradil		5-8-19	single subject English	951-821-0897
Sarah Herman		5/8/19	single subject English	(714) 702-0970
Randy Wobley Jr		5/8/19	single subject Social Studies	951-537-8078
Kelly Moore		5/8/19	single subject English	951-837-0045
Lisa Mesa		5/8/19	single subject English	951-642-3795
Dora Sisk		5/8/19	single subject Biology	951-990-8310



## Appendix C

**BYLAWS**  
**OF**  
**TRIUMPH ACADEMY**

a California Nonprofit Public Benefit Corporation

**ARTICLE I**

**OFFICES**

Section 1. **PRINCIPAL OFFICE.** The board of directors shall fix the location of the principal executive office of the corporation at any place within or outside the State of California. If the principal executive office is located outside the State of California, and the corporation has one or more offices in the State of California, the board of directors shall likewise fix and designate a principal office in the State of California.

Section 2. **OTHER OFFICES.** The corporation may also establish offices at such other places, both within and outside the State of California, as the board of directors may from time to time determine or the activities of the corporation may require.

**ARTICLE II**

**OBJECTIVES AND PURPOSES**

The specific objectives and purposes of this corporation shall be to operate a public charter school.

**ARTICLE III**

**NONPARTISAN ACTIVITIES**

The corporation has been formed under the California Nonprofit Public Benefit Corporation Law (the "Law") for the public, nonprofit, nonpartisan, and charitable purposes described in its articles of incorporation. Notwithstanding any other provision in these bylaws, this corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation, and the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended ("IRC"), or (b) by a corporation contributions to which are deductible under IRC Section 170(c)(2).

## **ARTICLE IV**

### **DEDICATION OF ASSETS**

The properties and assets of this corporation are irrevocably dedicated to the charitable purposes described in Article III above and in the articles of incorporation of this corporation. No part of the net earnings, properties, or assets of this corporation, on dissolution or otherwise, shall inure to the benefit of its directors or officers, or to any individual. On liquidation or dissolution of this corporation, all remaining assets of this corporation, after payment, or provision for payment, of all debts and liabilities of this corporation, shall be distributed and paid over to an organization dedicated to charitable purposes that is exempt from federal income tax under IRC Section 501(c)(3) and that is exempt from California income tax under Section 23701d of the California Revenue and Taxation Code.

## **ARTICLE V**

### **MEMBERS**

Section 1. SOLE STATUTORY MEMBER. Unless and until these bylaws are amended to provide otherwise, Inspire Charter Schools, a California Nonprofit Public Benefit Corporation, shall be the sole member of this corporation (the "Sole Statutory Member") as the term "member" is defined in Section 5056 of the California Corporations Code (the "Code"). The membership of the Sole Statutory Member in the corporation is not transferable.

Section 2. ASSOCIATES. Nothing in this Article V shall be construed as limiting the right of the corporation to refer to persons associated with it as "members" even though such persons are not members of the corporation, and no such reference shall make anyone a member within the meaning of Section 5056 of the Code, including honorary or donor members. Such individuals may originate and take part in the discussion of any subject that may properly come before any meeting of the board of directors, but may not vote. The corporation may confer by amendment of its articles of incorporation or these bylaws some or all of the rights of a member, as set forth in the Law, upon any person who does not have the right to vote for the election of directors, on a disposition of substantially all of the corporation's assets, on the merger or dissolution of it, or on changes to its articles of incorporation or bylaws, but no such person shall be a member within the meaning of Section 5056. The board of directors may also, in its discretion, without establishing memberships, establish an advisory council or honorary board or such other auxiliary groups as it deems appropriate to advise and support the corporation.

Section 3. RIGHTS OF STATUTORY MEMBER. The Sole Statutory Member shall have the right, as set forth in these bylaws and Section 5056 of the Code, to elect or appoint members of the board of directors, to remove members of the board of directors, to vote on the disposition of all or substantially all of the corporation's assets, to vote on any merger and its principal terms and any amendment of those terms, and to vote on any election to dissolve the corporation, and as otherwise required under the Law and/or set forth in these bylaws.

## **ARTICLE VI**

### **DIRECTORS**

Section 1. **POWERS.** Subject to the provisions of the Law and any limitations in the articles of incorporation and these bylaws, the activities and affairs of the corporation shall be managed and all corporate powers shall be exercised by or under the direction of the board of directors. Without prejudice to such general powers, but subject to the same limitations, it is hereby expressly declared that the board of directors shall have the following powers in addition to the other powers enumerated in these bylaws:

(a) To select and remove all of the other officers, agents, and employees of the corporation; prescribe any powers and duties for them that are consistent with law, with the articles of incorporation, and with these bylaws; fix their compensation; and require from them security for faithful service.

(b) To conduct, manage, and control the affairs and activities of the corporation and to make such rules and regulations that are consistent with law, the articles of incorporation, and these bylaws, as they deem to be appropriate and in the best interests of the corporation.

(c) To adopt, make, and use a corporate seal; and to alter the form of such seal.

(d) To borrow money and to incur indebtedness on behalf of the corporation, and to cause to be executed and delivered for the purposes of the corporation, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, or other evidences of debt and securities.

(e) To change the principal executive office or the principal office in the State of California from one location to another; to cause the corporation to be qualified to conduct its activities in any other state, territory, dependency, or country and conduct its activities within or outside the State of California; and to designate any place within or outside the State of California for the holding of any board of directors meeting or meetings.

(f) To make donations for the public welfare or for community funds, hospital, charitable, educational, scientific, civic, religious, or similar purposes.

(g) To act as a trustee under any trust incidental to the principal objects of the corporation, and to receive, to hold, to administer, to exchange, and to expend funds and property subject to such trust.

(h) To receive endowments, devises, bequests, gifts, and donations of all kinds of property for its own use, or in trust, in order to carry out or to assist in carrying out, the objects and purposes of the corporation and to do all things and acts necessary or proper to carry out each and all of the purposes and provisions of such endowments, devises, bequests, gifts, and donations with full power to mortgage, sell, lease, or otherwise to deal with or dispose of the same in accordance with the terms thereof.

(i) To sell any property, real, personal, or mixed, owned by the corporation at any time, and from time to time upon such terms as the board of directors may deem advisable, at public or private sale, for cash or upon credit.

(j) To retain sums received by the corporation uninvested, if, in the discretion of the board of trustees, such sums cannot be invested advantageously.

(k) To retain all or any part of any securities or property acquired by the corporation in whatever manner, and to invest and reinvest any funds held by the corporation, according to the judgment of the board of directors without being restricted to the class of investments that the board of directors is or may hereafter be permitted by law to make or any similar restriction; provided, however, that no action shall be taken by or on behalf of the corporation if such action is a prohibited transaction or would result in the denial of the tax exemption under IRC Section 501 or Section 23701 of the California Revenue and Taxation Code.

(l) To invest funds received by the corporation in stocks, bonds, mortgages, loans, whether secured or unsecured, or other investments as the board of directors shall deem advisable.

Section 2. NUMBER AND QUALIFICATION. The authorized number of directors shall be no less than three (3) and no more than five (5), unless changed by amendments to these bylaws. All directors are to be designated by the Sole Statutory Member. The board of directors shall consist of at least three (3) directors unless changed by an amendment to these bylaws.

Section 3. RESTRICTION ON INTERESTED PERSONS AS DIRECTORS. No more than 49 percent of the persons serving on the board of directors may be interested persons (as defined in this Section 3). An “interested person” is (a) any person compensated by the corporation for services rendered to it within the previous 12 months, whether as a full- or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation, if any, paid to a director as director; or (b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of any such person.

Section 4. TERM OF OFFICE; EVENTS CAUSING VACANCIES ON BOARD. Each director shall hold office for three (3) years. A director may serve multiple terms of service, subject to approval by the Sole Statutory Member. A vacancy or vacancies on the board of directors shall occur in the event of (a) the death, resignation, or removal of any director; (b) the declaration by resolution of the board of directors of a vacancy in the office of a director who has been convicted of a felony, declared of unsound mind by a court order, or found by final order or judgment of any court to have breached a duty under the Law, Chapter 2, Article 3; (c) the increase of the authorized number of directors; and (d) the failure of the Sole Statutory Member, at any meeting of the Sole Statutory Member at which any director or directors are to be designated, to designate the number of directors required to be designated at such meeting.

Section 5. RESIGNATION OF DIRECTORS. Except as provided below, any director may resign by giving written notice to the chairman of the board, if any, or to the president, or the secretary, or to the board of directors. The resignation shall be effective when the notice is given unless the notice specifies a later time for the resignation to become effective. If a director’s resignation is effective at a later time, the Sole Statutory Member may designate a successor to take office as of the date when the

resignation becomes effective. Except upon notice to the Attorney General of California, no director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs.

Section 6. REMOVAL OF DIRECTORS. A director may be removed by the Sole Statutory Member. The Sole Statutory Member, in its sole discretion, may remove a director at any time for any reason, with or without cause or advance notice.

Section 7. VACANCIES. Vacancies on the board of directors shall be filled solely by the Sole Statutory Member.

Section 8. PLACE OF MEETINGS AND MEETINGS BY TELEPHONE. Any meeting of the board of directors may be held at any place within or outside the State of California that has been designated from time to time by resolution of the board or in the notice of the meeting. In the absence of such designation, meetings shall be held at the principal executive office of the corporation. Any meeting, annual, regular or special, may be held by conference telephone or similar communication equipment, so long as all directors participating in the meeting can hear one another. All such directors shall be deemed to be present in person at such telephonic meeting. Prior written notice of any and all such meetings of the board of directors shall be provided to the Sole Statutory Member at least forty-eight (48) hours prior to the time of the holding of the meeting.

Section 9. ANNUAL AND REGULAR MEETINGS. The annual meeting of the board of directors shall be held each year on the date and time as may be fixed by the board of directors. At such annual meeting, officers shall be elected and any other proper business may be transacted. Other regular meetings of the board of directors shall be held at such time as shall from time to time be fixed by the board of directors. Notice of regular meetings shall not be required if the time and place of such meeting is fixed by these bylaws or by the board of directors.

Section 10. SPECIAL MEETINGS. Special meetings of the board of directors for any purpose or purposes may be called at any time by the chairman of the board, the president, any vice president, the secretary, or any two directors.

Notice of the time and place of special meetings shall be delivered to each director personally or by telephone or sent by first-class mail, postage prepaid, or telegram, charges prepaid, addressed to each director at his or her address as it is shown on the records of the corporation. In case the notice is mailed, it shall be deposited in the United States mail at least four (4) days prior to the time of the holding of the meeting. In case such notice is delivered personally or by telephone or telegraph, it shall be delivered personally or by telephone or to the telegraph company at least forty-eight (48) hours prior to the time of the holding of the meeting. Any oral notice given personally or by telephone may be communicated either to the director or to the person at the office of the director who the person giving the notice has reason to believe will promptly communicate it to the director. The notice need not specify the purpose of the meeting nor the place if the meeting is to be held at the principal executive office of the corporation.

Section 11. QUORUM. A majority of the authorized number of directors shall constitute a quorum for the transaction of business, except to adjourn as provided in Section 13 below. Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is

present shall be regarded as the act of the board of directors, subject to the provisions of Section 5212 of the Code (appointment of committees), Section 5233 of the Code (approval of contracts or transactions in which a director has a direct or indirect material financial interest), Section 5234 of the Code (approval of certain transactions between corporations having common directorships), Section 5235 (compensation of directors or officers), and Section 5238(e) of the Code (indemnification of directors). A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of directors, if any action taken is approved by at least a majority of the required quorum for such meeting, or such greater number as is required by the articles of incorporation, these bylaws, or the Law.

Section 12. WAIVER OF NOTICE; CONSENT. Notice of a meeting need not be given to any director who, either before or after the meeting, signs a waiver of notice, a consent to holding the meeting, or an approval of the minutes of the meeting. The waiver of notice or consent need not specify the purpose of the meeting. All such waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meeting. Notice of meeting shall also be deemed given to any director who attends the meeting without protesting, before or at the commencement of the meeting, the lack of notice to that director.

Section 13. ADJOURNMENT. A majority of the directors present, whether or not constituting a quorum, may adjourn any meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given, unless the meeting is adjourned for more than twenty-four (24) hours, in which case notice of such time and place shall be given prior to the time of the adjourned meeting, in the manner specified in Section 10 of this Article VI, to the directors who were not present at the time of the adjournment.

Section 14. ACTION WITHOUT MEETING. Any action required or permitted to be taken by the board of directors may be taken without a meeting, if all directors shall individually or collectively consent in writing to such action. Such action by written consent shall have the same force and effect as a unanimous vote of the board of directors. The written consent or consents shall be filed with the minutes of the proceedings of the board.

Section 15. FEES AND COMPENSATION. Directors and members of committees shall receive no compensation for their services; provided however, that directors and members of committees may receive reimbursement of out-of-pocket expenses, as determined by resolution of the board of directors. Nothing contained herein shall be construed to preclude any director from serving the corporation in any other capacity as an officer, agent, employee, or otherwise, and receiving compensation for such services if compensation is awarded by the board of directors.

Section 16. RESTRICTION ON BOARD AUTHORITY. The board of directors shall not, without the prior written approval of the Sole Statutory Member, make material revisions to the charter that created the charter school that operates as, or is operated by, this corporation.

## **ARTICLE VII**

### **COMMITTEES**

Section 1. COMMITTEES OF DIRECTORS. The board of directors may, by resolution adopted by a majority of the directors then in office, designate one or more committees, each consisting of two or more directors, to serve at the pleasure of the board. Appointments to such committees shall be by a majority vote of the directors then in office. The board may designate one or more directors as alternate members of any committee, who may replace any absent member at any meeting of the committee. Any such committee, to the extent provided in the resolution of the board, may have all the authority of the board, except with respect to:

- (a) undertaking any final action on any matter that, under the Law, also requires approval of the Sole Statutory Member or board of directors;
- (b) the filling of vacancies on the board of directors or in any committee;
- (c) the amendment or repeal of bylaws or the adoption of new bylaws;
- (d) the amendment or repeal of any resolution of the board of directors that by its express terms is not so amendable or repealable;
- (e) the appointment of any other committees of the board of directors or the members thereof;
- (f) the expenditure of corporate funds to support a nominee for director after there are more people nominated for director than can be elected; or
- (g) the approval of any contract or transaction to which the corporation is a party and in which one or more of its directors has a material financial interest, except as special approval is provided for in Section 5233(d)(3) of the Code.

Section 2. MEETINGS AND ACTION. Meetings and action of committees of the board shall be governed by, and held and taken in accordance with, the provisions of Article VI of these bylaws, Sections 8 (place of meetings and meetings by telephone), 9 (annual and regular meetings), 10 (special meetings), 11 (quorum), 12 (waiver of notice), 13 (adjournment) and 14 (action without meeting), with such changes in the context of those bylaws as are necessary to substitute the committee and its members for the board of directors and its members, except for the following: (a) the time of regular and annual meetings of committees may be determined by resolution of the board of directors as well as the committee; (b) special meetings of committees may also be called by resolution of the board of directors; and (c) notice of special meetings of committees shall also be given to all alternate members, who shall have the right to attend all meetings of the committee. Minutes of each meeting of any committee shall be kept and filed with the corporate records. The board of directors may adopt rules for the government of any committee not inconsistent with the provisions of these bylaws.



## **ARTICLE VIII**

### **OFFICERS**

Section 1. OFFICERS. The officers of the corporation shall be a Chairman, Vice Chairman, Secretary and Treasurer. The corporation may also have, at the discretion of the board of directors, a chairman of the board, one or more vice presidents, one or more assistant secretaries, one or more assistant treasurers, and such other officers as may be appointed in accordance with the provisions of Section 3 of this Article VIII. Any number of offices may be held by the same person, except that neither the secretary nor the chief financial officer may serve concurrently as the president or the chairman of the board.

Section 2. ELECTION. The officers of the corporation, except such officers as may be appointed in accordance with the provisions of Section 3 or Section 5 of this Article VIII, shall be chosen by the board of directors, and each shall serve at the pleasure of the board, subject to the rights, if any, of an officer under any contract of employment.

Section 3. OTHER OFFICERS. The board of directors may appoint, and may empower the president to appoint, such other officers as the activities of the corporation may require, each of whom shall hold office for such period, have such authority, and perform such duties as are provided in the bylaws or as the board of directors may from time to time determine.

Section 4. REMOVAL AND RESIGNATION. Subject to the rights, if any, of any officer under any contract of employment, any officer may be removed, either with or without cause, by the board of directors or, except in case of an officer chosen by the board of directors, by any officer upon whom such power of removal may be conferred by the board of directors.

Any officer may resign at any time by giving written notice to the corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Any such resignation is without prejudice to the rights, if any, of the corporation under any contract to which the officer is a party.

Section 5. VACANCIES. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these bylaws for regular appointments to such office.

Section 6. CHAIRMAN OF THE BOARD. The chairman of the board, if such an officer be elected, shall, if present, preside at meetings of the board of directors and exercise and perform such other powers and duties as may be from time to time assigned to him or her by the board of directors or prescribed by the bylaws. If there is no president, the chairman of the board will in addition be the chief executive officer of the corporation and shall have the powers and duties prescribed in Section 7 of this Article VIII.

Section 7. PRESIDENT. Subject to such supervisory powers, if any, as may be given by the board of directors to the chairman of the board, if there be such an officer, the president shall be the chief executive officer of the corporation and shall, subject to the control of the board of directors, have general

supervision, direction, and control of the activities and the officers of the corporation. He or she shall preside, in the absence of the chairman of the board, or if there be none, at all meetings of the board of directors. He or she shall have the general powers and duties of management usually vested in the office of president of the corporation and shall have such other powers and duties as may be prescribed by the board of directors or the bylaws.

Section 8. VICE PRESIDENTS. In the absence or disability of the president, the vice presidents, if any, in order of their rank as fixed by the board of directors or, if not ranked, a vice president designated by the board of directors, shall perform all the duties of the president, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the president. The vice presidents shall have such other powers and perform such other duties as from time to time may be prescribed for them respectively by the board of directors or the bylaws and the president or the chairman of the board.

Section 9. SECRETARY. The secretary shall keep, or cause to be kept, at the principal executive office or such other place as the board of directors may direct, a book of minutes of all meetings and actions of directors, and committees of directors, with the time and place of holding, whether regular or special, and, if special, how authorized, the notice thereof given, the names of those present at directors and committee meetings, and the proceedings thereof.

The secretary shall give, or cause to be given, notice of all meetings of the board of directors required by the bylaws or by law to be given, and he or she shall keep the seal of the corporation, if one be adopted, in safe custody, and shall have such other powers and perform such other duties as may be prescribed by the board of directors or by the bylaws.

Section 10. CHIEF FINANCIAL OFFICER. The chief financial officer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of accounts of the properties and business transactions of the corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and other matters customarily included in financial statements. The books of account shall at all reasonable times be open to inspection by any director.

The chief financial officer shall deposit, or cause to be deposited, all monies and other valuables in the name and to the credit of the corporation with such depositaries as may be designated by the board of directors. He or she shall distribute, or cause to be disbursed, the funds of the corporation as may be ordered by the board of directors, shall render to the president and directors, whenever they request it, an account of all financial transactions and of the financial condition of the corporation, and shall have such other powers and perform such other duties as may be prescribed by the board of directors or the bylaws.

If required by the board of directors, the chief financial officer shall give the corporation a bond in the amount and with the surety or sureties specified by the board for faithful performance of the duties of his or her office and for restoration to the corporation of all of its books, papers, vouchers, money, and other property of every kind in his or her possession or under his or her control on the death, resignation, retirement, or removal from office of the chief financial officer.

## **ARTICLE IX**

### **INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES**

Section 1. DEFINITIONS. For the purposes of this Article IX, the definition of the terms "agent", "proceeding", and "expenses" shall be governed by Section 5238 of the Code.

Section 2. INDEMNIFICATION IN ACTIONS BY THIRD PARTIES. The corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the corporation to procure a judgment in its favor, an action brought under Section 5233 of the Code, or an action brought by the Attorney General of California or a person granted relator status by the Attorney General of California for any breach of duty relating to assets held in charitable trust) by reason of the fact that such person is or was an agent of the corporation, against expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred in connection with such proceeding if such person acted in good faith and in a manner such person reasonably believed to be in the best interests of the corporation and, in the case of a criminal proceeding, had no reasonable cause to believe the conduct of such person was unlawful. The termination of any proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which the person reasonably believed to be in the best interests of the corporation or that the person had reasonable cause to believe that the person's conduct was unlawful.

Section 3. INDEMNIFICATION IN ACTIONS BY OR IN THE RIGHT OF THE CORPORATION. The corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action by or in the right of the corporation, or brought under Section 5233 of the Code, or brought by the Attorney General of California or a person granted relator status by the Attorney General of California for breach of duty relating to assets held in charitable trust, to procure a judgment in its favor by reason of the fact that such person is or was an agent of the corporation, against expenses actually and reasonably incurred by such person in connection with the defense or settlement of such action if such person acted in good faith, in a manner such person believed to be in the best interests of the corporation, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. No indemnification shall be made under this Section 3 for any of the following:

(a) Any claim, issue, or matter as to which such person shall have been adjudged to be liable to the corporation in the performance of such person's duty to the corporation, unless and only to the extent that the court in which such action was brought shall determine upon application that, in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for the expenses which such court shall determine;

(b) Amounts paid in settling or otherwise disposing of a threatened or pending action, with or without court approval; or

(c) Expenses incurred in defending a threatened or pending action which is settled or otherwise disposed of without court approval, unless it is settled with the approval of the Attorney General of California.

Section 4. INDEMNIFICATION AGAINST EXPENSES. To the extent that an agent of the corporation has been successful on the merits in defense of any proceeding referred to in Sections 2 or 3 of this Article IX or in defense of any claim, issue, or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection therewith.

Section 5. REQUIRED DETERMINATIONS. Except as provided in Section 4 of this Article IX, any indemnification under this Article shall be made by the corporation only if authorized in the specific case, upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in Sections 2 or 3 of this Article IX by:

(a) A majority vote of a quorum consisting of directors who are not parties to such proceeding; or

(b) The court in which such proceeding is or was pending upon application made by the corporation or the agent or the attorney or other person rendering services in connection with the defense, whether or not such application by the agent, attorney, or other person is opposed by the corporation.

Section 6. ADVANCE OF EXPENSES. Expenses incurred in defending any proceeding may be advanced by the corporation prior to the final disposition of such proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall be determined ultimately that the agent is entitled to be indemnified as authorized in this Article IX.

Section 7. OTHER INDEMNIFICATION. No provision made by the corporation to indemnify its directors or officers for the defense of any proceeding, whether contained in the articles of incorporation, bylaws, a resolution of directors, an agreement, or otherwise, shall be valid unless consistent with this Article IX. Nothing contained in this Article IX shall affect any right to indemnification to which persons other than such directors and officers may be entitled by contract or otherwise.

Section 8. FORMS OF INDEMNIFICATION NOT PERMITTED. No indemnification or advance shall be made under this Article IX, except as provided in Section 4 or Section 5(b), in any circumstance if it appears that:

(a) It would be inconsistent with a provision of the articles of incorporation, bylaws, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits or otherwise limits indemnification; or

(b) It would be inconsistent with any condition expressly imposed by a court in approving a settlement.

Section 9. INSURANCE. The corporation shall have the power to purchase and maintain insurance on behalf of any agent of the corporation against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the provisions of this Article IX; provided, however, that the corporation shall have no power to purchase and maintain such insurance to indemnify any agent of the corporation for a violation of Section 5233 of the Code.

## **ARTICLE X**

### **RECORDS AND REPORTS**

Section 1. MAINTENANCE OF CORPORATE RECORDS. The corporation shall keep (a) adequate and correct books and records of account kept either in written form or in any other form capable of being converted into written form and (b) minutes, in written form, of the proceedings of the board of directors and committees of the board, which shall be promptly provided to the Sole Statutory Member. All such records shall be kept at the corporation's principal executive office, or if its principal executive office is outside the State of California, at its principal office in this state.

Section 2. MAINTENANCE AND INSPECTION OF ARTICLES AND BYLAWS. The corporation shall keep at its principal executive office, or if its principal executive office is not in the State of California, at its principal office in this state, the original or a copy of its articles of incorporation and bylaws, as amended to date, that shall be open to inspection by the Sole Statutory Member or the directors at all reasonable times during office hours. If the principal executive office of the corporation is outside the State of California and the corporation has no principal office in this state, the Secretary shall, upon the written request of the Sole Statutory Member or any director, furnish to such director a copy of the articles of incorporation or bylaws, as amended to date.

Section 3. INSPECTION. The Sole Statutory Member and every director shall have the absolute right at any reasonable time, and from time to time, to inspect all books, records, and documents of every kind and the physical properties of the corporation. Such inspection by the Sole Statutory Member or a director may be made in person or by agent or attorney and the right of inspection includes the right to copy and make extracts.

Section 4. ANNUAL REPORTS. The board of directors shall cause an annual report to be sent to the directors and the Sole Statutory Member within 120 days of the corporation's fiscal year end. That report shall contain the following information, in appropriate detail, for the fiscal year:

- (a) The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year;
- (b) The principal changes in assets and liabilities, including trust funds;
- (c) The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes;
- (d) The expenses or disbursements of the corporation for both general and restricted purposes; and
- (e) Any information required by Section 5 of this Article X.

The annual report shall be accompanied by any report thereon of independent accountants or, if there is no such report, by the certificate of an authorized officer of the corporation that such statements were prepared without audit from the books and records of the corporation.

**Section 5. ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATIONS.**

As part of the annual report to the Sole Statutory Member and all directors, the corporation shall annually prepare and mail or deliver to the Sole Statutory Member and each director within 120 days after the corporation's fiscal year end, a statement (described below) of any transaction or indemnification (i) in which the corporation was a party and (ii) in which an "interested person" had a direct or indirect material financial interest. For this purpose, an "interested person" is any director or officer of the corporation.

The statement shall include the following information:

(a) A brief description of any transaction during the previous fiscal year that involved more than \$50,000, or was one of a number of transactions in which the same interested person had a direct or indirect material financial interest involving, in the aggregate, more than \$50,000;

(b) The names of interested persons involved in such transactions described in the preceding paragraph (a), their relationship to the corporation, the nature of their interest in the transaction and, if practicable, the amount of that interest; provided, however, that if the transaction was with a partnership in which the interested person is a partner, only the interest of the partnership need be stated; and

(c) A brief description of the amount and circumstances of any indemnifications or advances aggregating more than \$10,000 paid during the fiscal year to any officer or director of the corporation under Article IX of these bylaws, unless that indemnification already has been approved by the directors under Section 5238(e)(2) of the Code.

**ARTICLE XI**

**GENERAL MATTERS**

**Section 1. CHECKS, DRAFTS, EVIDENCES OF INDEBTEDNESS.** All checks, drafts, or other orders for payment of money, notes, or other evidences of indebtedness, issued in the name of or payable to the corporation, shall be signed or endorsed by such person or persons and in such manner as, from time to time, shall be determined by resolution of the board of directors.

**Section 2. CORPORATE CONTRACTS AND INSTRUMENTS; HOW EXECUTED.** Except as otherwise provided in these bylaws, the board of directors may authorize any officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances; and, unless so authorized or ratified by the board of directors or within the agency power of an officer, no officer, agent or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or for any amount.

**Section 3. REPRESENTATION OF SHARES OF OTHER CORPORATIONS.** The chairman of the board, the president, or any vice president, or any other person authorized by resolution of the board of directors or by any of the foregoing designated officers, is authorized to vote on behalf of the corporation any and all shares of any other corporation or corporations, foreign or domestic, standing in the name of

the corporation. The authority granted to said officers to vote or represent on behalf of the corporation any and all shares held by the corporation in any other corporation or corporations may be exercised by any such officer in person or by any person authorized to do so by a proxy duly executed by said officer.

Section 4. CONSTRUCTION AND DEFINITIONS. Unless the context requires otherwise, the general provisions, rules of construction, and definitions in the Law shall govern the construction of these bylaws. Without limiting the generality of the foregoing, the singular number includes the plural, the plural number includes the singular, the masculine gender includes the feminine and neuter, and the term "person" includes both a corporation and a natural person. All references in these bylaws to the Law, the Law, or to the Code shall be deemed to be those in effect from time to time.

## **ARTICLE XII**

### **AMENDMENTS**

New bylaws may be adopted or these bylaws may be amended or repealed by solely the written consent of the Sole Statutory Member; provided, however, that if the articles of incorporation of the corporation set forth the number of authorized directors of the corporation, the authorized number of directors may be changed only by an amendment of the articles of incorporation.

### CERTIFICATE OF SECRETARY

The undersigned, being the duly elected and acting Secretary of Triumph Academy, a California nonprofit public benefit corporation, does hereby certify that the foregoing Restated Bylaws constitute the Restated Bylaws of this corporation as duly adopted at the organizational meeting of the Board of Directors on \_\_\_\_\_, 2019.

IN WITNESS WHEREOF, the undersigned has executed this Certificate this \_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
\_\_\_\_\_, Secretary



## **INSPIRE CHARTER SCHOOLS CONFLICT-OF-INTEREST CODE**

The California Political Reform Act (Govt. Code § 81000, *et seq.*) requires state and local government agencies to adopt and promulgate conflict-of-interest codes. The Fair Political Practices Commission has adopted a regulation (2 CCR § 18730) that contains the terms of a standard conflict-of-interest code, which can be incorporated by reference in an agency's code. After public notice and hearing, the standard code may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act. Therefore, the terms of 2 California Code of Regulations § 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference. This regulation and the attached Exhibits A and B designating positions and establishing disclosure categories shall constitute the conflict of interest code of Inspire Charter Schools, a California nonprofit corporation operating public charter schools.

Individuals holding designated positions shall file their Statements of Economic Interests ("Form 700") with Inspire Charter Schools. Upon receipt of the Forms 700 for all designated positions (see Exhibit A), Inspire Charter Schools shall make and retain copies and forward the originals to the San Bernardino County Board of Supervisors. Copies of all Forms 700 retained by Inspire Charter Schools will be available for public inspection and reproduction. (Govt. Code § 81008.)

## Appendix D

# 2019-2020 School Calendar

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

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

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

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


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

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

## Staff Professional Development

\* Staff Retreat Aug 5 - 6

Sep-Jun at least once per month

 School Closed

## TRIUMPH ACADEMY

### School Year Dates

Aug 20	School Begins A
Sep 03	School Begins B
Oct 07	School Begins C
Jan 24	End of 1st Semester A/B/C
Jun 11	Last Day of School A/B/C

Calendar A: 08/20-06/11

Calendar B: 09/03-06/11

Calendar C: 10/07-06/11

### Holidays

Jul 4	Independence Day
Sep 02	Labor Day
Nov 11	Veterans Day
Nov 25-29	Thanksgiving Break
Dec 16 - Jan 03	Winter Break
Jan 20	Martin Luther King Day
Feb 14	Lincoln's Birthday
Feb 17	Washington's Birthday
Apr 03-10	Spring Break
May 25	Memorial Day

### School Accountability

Attendance Logs due every Learning Period

Work Records due twice a Semester

Student Conferences every Learning Period

 Teacher In-service

January 2020						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2020						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

March 2020						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 2020						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		


May 2020						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2020						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

### Assessment Windows

PFT: Feb- March at various locations

\*SBAC: April- May at various locations

 First & Last Day of School

## Appendix E

## **Course Descriptions**

### **English/Language Arts Courses**

#### **English Language Arts 9**

Length: Two Semesters

English 9 provides an introduction to informational and literary genres and lays a foundation of critical reading and analytical writing skills. Through texts that range from essays, speeches, articles and historical documents to a novel, a play, poetry and short stories, students analyze the use of elements of literature and nonfiction. As they develop their writing skills and respond to claims, students learn to formulate arguments and use textual evidence to support their position. To hone their listening and speaking skills, students engage with a variety of media types through which they analyze and synthesize information, discuss material, create presentations, and share their work.

English 9 supports all students in developing the depth of understanding and higher order skills required by the Common Core. Students break down increasingly complex readings with close reading tools, guided instruction and robust scaffolding as they apply each of the lesson's concepts back to its anchor text. Students build their writing and speaking skills in journal responses, discussions, frequent free response exercises, and essays or presentations, learning to communicate clearly and credibly in narrative, argumentative, and explanatory styles. Throughout the course students are evaluated through a diversity of assessments specifically designed to prepare them for the content, form, and depth of the Common Core assessments. This course is aligned with the Common Core State Standards for English Language Arts.

#### **English Language Arts 9 Honors**

Length: Two Semesters

Introduction to Literature and Composition covers literature study, reading, writing, and language. Students explore literature from around the world, including the following genres: short story, poetry, memoir, autobiography, drama, and epic. They read examples of informational writing, such as a letter, Web site, magazine article, newspaper article, speech, editorial, and movie or book review. Along the way, they acquire and practice reading skills and strategies that are directly applicable to these literary and informational reading materials. In addition, students develop and practice writing and language skills. They employ the writing process to create narrative, expository, and persuasive compositions. They also learn to create and evaluate media presentations and oral presentations and to fine-tune their listening skills.

The content is based on the National Council of Teachers of English (NCTE) standards and is aligned to state standards.

## **English Language Arts 10**

Length: Two Semesters

English 10 builds upon students' foundation of critical reading and analytical writing skills. Through texts that range from investigative journalism, essays, articles and historical documents to a novel, drama, poetry and short stories, students analyze the use of elements of literature and nonfiction. As they develop their writing skills and respond to claims, students learn to refine arguments and organize evidence to support their position. To hone their listening and speaking skills, students engage with a variety of media types through which they analyze and synthesize information, discuss material, create presentations, and share their work. English 10 supports all students in developing the depth of understanding and higher order skills required by the Common Core. Students break down increasingly complex readings with close reading tools, guided instruction and robust scaffolding as they apply each of the lesson's concepts back to its anchor text. Students build their writing and speaking skills in journal responses, discussions, frequent free response exercises, and essays or presentations, learning to communicate clearly and credibly in narrative, argumentative, and explanatory styles. Throughout the course students are evaluated through a diversity of assessments specifically designed to prepare them for the content, form, and depth of the Common Core assessments. This course is aligned with the Common Core State Standards for English Language Arts.

## **English Language Arts 10 Honors**

Length: Two Semesters

Critical Reading and Effective Writing offers a balanced curriculum that develops both academic and life skills. Concepts are presented in creative and lively ways that reinforce learning goals and engage students. Literary selections include short fiction and poetry from around the globe, Shakespearean and modern drama, and contemporary novels. Nonfiction selections feature historical correspondence, diaries, logs, and famous courtroom arguments. Life reading skills target forms, applications, and work-related communication. Throughout both semesters, students build active reading strategies as they question, predict, clarify, and evaluate events and ideas presented in text.

The writing program builds confidence in young writers by targeting control of organization, effective sentences, and word choice. Students compose using the writing process. Grammar

review and vocabulary development are included in every unit. The content is based on the National Council of Teachers of English (NCTE) standards and is aligned to state standards.

### **English Language Arts 11**

Length: Two Semesters

American Literature is a literature and composition course offering organized as a survey of American literature. It can stand alone as a complete year of general study in English without a specific prerequisite, but its modular design allows flexibility in how the program is used in the classroom; teachers may use a single unit, lesson, or activity to supplement regular class content. The course builds literary and communication skills, including reading, writing, language appreciation and aesthetics, listening and speaking, viewing and representing, and research.

Within these general topic areas, special emphasis is placed on writing expository, research, and creative compositions; honing critical and analytic skills through close readings of literary, historical, expository, and functional documents; using context strategies and an understanding of etymology to build vocabulary; and practicing communication skills.

Reading selections cover a variety of genres and voices in literature and expository prose. Students read a survey of American literature from colonial to contemporary eras. They learn and practice workplace communication skills in special activities. Finally, students practice gathering, evaluating, synthesizing, presenting, and documenting information in a unit dedicated to writing research reports.

Summaries and annotations support fluency and comprehension of all reading material. Robust scaffolding in the form of process guides and graphic organizers helps reluctant writers to internalize strategies and develop composition skills. Select activities target text-handling skills and promote improved performance on commonly assessed literary analysis and response standards. Study sheets support engagement with direct instruction and develop note-taking and study skills. The content is based on the National Council of Teachers of English (NCTE) standards and is aligned to state standards.

### **English Language Arts 11 Honors**

Length: Two Semesters

American Literature is a general studies program in literature and composition, organized as a survey of American literature. It can stand alone as a complete year of general study in English without a specific prerequisite, but its modular design allows flexibility in how the program is used in the classroom; teachers may use a single unit, lesson, or activity to supplement regular class content. American Literature expands upon and deepens understanding of literary and

communication skills covered in Critical Reading and Effective Writing, including reading, writing, language appreciation and aesthetics, listening and speaking, viewing and representing, and research.

Within these general topic areas, special emphasis is placed on writing expository, research, and creative compositions; honing critical and analytic skills through close readings of literary, historical, expository, and functional documents; using context strategies and an understanding of etymology to build vocabulary; and practicing communication skills in online discussions.

Reading selections cover a variety of genres and voices in literature and expository prose. Students read a survey of American literature from colonial to contemporary eras. They are encouraged to respond critically and personally to these works and to use them as a context for thinking about the unique and universal aspects of culture. They learn and practice skills for workplace communication in special activities. Finally, students practice gathering, evaluating, synthesizing, presenting, and documenting information in a unit dedicated to writing research reports. The content is based on the National Council of Teachers of English (NCTE) standards and is aligned to state standards.

## **English Language Arts 12**

Length: Two Semesters

British and World Literature is a streamlined survey of British literature that illustrates the origins of English-language literature and reflects its reach beyond the British Isles. The course is standards-based. Each activity correlates to state standards in six core areas: reading, writing, language (appreciation and aesthetics), listening and speaking, viewing and representing (including media literacy), and research. The course gives students meaningful practice in fundamental literacy skills while introducing them to classics of British and world literature. Throughout the course, students are encouraged to think and respond independently, critically, and creatively to the subject matter, whether it's a work of literature, a piece of nonfiction writing, or a media work. The course emboldens students to approach these works — both on their own terms and within a larger context — while providing them with the tools and encouragement they need in order to do so.

Summaries and annotations support fluency and comprehension of all reading material. Robust scaffolding in the form of process guides and graphic organizers helps reluctant writers to internalize strategies and develop composition skills. Select activities target text-handling skills and promote improved performance on commonly assessed literary analysis and response standards. Study sheets support engagement with direct instruction and develop note-taking and study skills. The content is based on the National Council of Teachers of English (NCTE) standards and is aligned to state standards.



## **English Language Arts 12 Honors**

Length: Two Semesters

British and World Literature offers a survey of British literature that illustrates the origins of English-language literature and reflects its reach beyond the British Isles. The course is standards-based. Each activity correlates to state standards in six core areas: reading, writing, language (appreciation and aesthetics), listening and speaking, viewing and representing (including media literacy), and research. The course gives students meaningful practice in fundamental literacy skills while introducing them to classics of British and world literature. Throughout the course, students are encouraged to think and respond independently, critically, and creatively to the subject matter, whether it's a work of literature, a piece of nonfiction writing, or a media work. The course emboldens students to approach these works — both on their own terms and within a larger context — while providing them with the tools and encouragement they need in order to do so. The content is based on the National Council of Teachers of English (NCTE) standards and is aligned to state standards.

## **AP English Language and Composition**

Length: Two Semesters

In AP\* English Language and Composition, students learn to understand and analyze complex styles of writing by reading works from a variety of authors. They'll explore the richness of language, including syntax, imitation, word choice, and tone. They'll also learn about their own composition style and process, starting with exploration, planning, and writing, and continuing through editing, peer review, rewriting, polishing, and applying what they learn to a breadth of academic, personal, and professional contexts. The equivalent of an introductory college-level survey class, this course prepares students for the AP exam and for further study in communications, creative writing, journalism, literature, and composition. This course has been authorized by the College Board to use the AP designation.

## **AP English Literature and Composition**

Length: Two Semesters

AP\* English Literature and Composition immerses students in novels, plays, poems, and short stories from various periods. Students will read and write daily, using a variety of multimedia and interactive activities, interpretive writing assignments, and class discussions to assess and improve their skills and knowledge. The course places special emphasis on reading comprehension, structural and critical analysis of written works, literary vocabulary, and recognizing and understanding literary devices. The equivalent of an introductory college-level survey class, this course prepares students for the AP exam and for further study in creative

writing, communications, journalism, literature, and composition. This course has been authorized by the College Board to use the AP designation.

## **English Electives**

### **Expository Reading and Writing**

Length: One Semester

This elective English course is designed to develop critical reading and writing skills while preparing high school students to meet the demands of college-level work. While students will explore some critical reading skills in fiction, poetry, and drama the focus of this course will be on expository and persuasive texts and the analytical reading skills that are necessary for college success. Students will read a range of short but complex texts, including works by Walt Whitman, Abraham Lincoln, Cesar Chavez, Martin Luther King Jr., Langston Hughes, Julia Alvarez, Edna St. Vincent Millay, and Gary Soto.

### **Literacy and Comprehension I**

Length: One Semester

This course is one of two intervention courses designed to support the development of strategic reading and writing skills. These courses use a thematic and contemporary approach, including high interest topics to motivate students and expose them to effective instructional principles using diverse content area and real-world texts. Both courses offer an engaging technology-based interface that inspires and challenges students to gain knowledge and proficiency in the following comprehension strategies: summarizing, questioning, previewing and predicting, recognizing text structure, visualizing, making inferences, and monitoring understanding with metacognition. Aimed at improving fluency and vocabulary, self-evaluation strategies built into these courses inspire students to take control of their learning.

## **Math Courses**

### **Algebra 1**

Length: Two Semesters

Algebra I builds students' command of linear, quadratic, and exponential relationships. Students learn through discovery and application, developing the skills they need to break down complex challenges and demonstrate their knowledge in new situations.

Course topics include problem-solving with basic equations and formulas; measurement; an introduction to functions and problem solving; linear equations and systems of linear equations; exponents and exponential functions; sequences and functions; descriptive statistics; polynomials and factoring; quadratic equations and functions; and function transformations and inverses.

This course supports all students as they develop computational fluency, deepen conceptual understanding, and apply Common Core's eight mathematical practice skills. Students begin each lesson by discovering new concepts through guided instruction, and then confirm their understanding in an interactive, feedback-rich environment. Modeling activities equip students with tools for analyzing a variety of real-world scenarios and mathematical ideas. Journaling activities allow students to reason abstractly and quantitatively, construct arguments, critique reasoning, and communicate precisely. Performance tasks prepare students to synthesize their knowledge in novel, real-world scenarios and require that they make sense of multifaceted problems and persevere in solving them. Throughout the course students are evaluated through a diversity of assessments specifically designed to prepare them for the content, form, and depth of the Common Core assessments. This course is aligned with the Common Core State Standards for Mathematics.

## **Geometry**

Length: Two Semesters

Geometry builds upon students' command of geometric relationships and formulating mathematical arguments. Students learn through discovery and application, developing the skills they need to break down complex challenges and demonstrate their knowledge in new situations.

Course topics include reasoning, proof, and the creation of sound mathematical arguments; points, lines, and angles; triangles and trigonometry; quadrilaterals and other polygons; circles; congruence, similarity, transformations, and constructions; coordinate geometry; three-dimensional solids; and applications of probability.

This course supports all students as they develop computational fluency, deepen conceptual understanding, and apply Common Core's eight mathematical practice skills. Students begin each lesson by discovering new concepts through guided instruction, and then confirm their understanding in an interactive, feedback-rich environment. Modeling activities equip students with tools for analyzing a variety of real-world scenarios and mathematical ideas. Journaling activities allow students to reason abstractly and quantitatively, construct arguments, critique reasoning, and communicate precisely. Performance tasks prepare students to synthesize their knowledge in novel, real-world scenarios and require that they make sense of multifaceted

problems and persevere in solving them. Throughout the course students are evaluated through a diversity of assessments specifically designed to prepare them for the content, form, and depth of the Common Core assessments. This course is aligned with the Common Core State Standards for Mathematics.

## **Algebra II**

Length: Two Semesters

Algebra II introduces students to advanced functions, with a focus on developing a strong conceptual grasp of the expressions that define them. Students learn through discovery and application, developing the skills they need to break down complex challenges and demonstrate their knowledge in new situations.

Course topics include quadratic equations; polynomial functions; rational expressions and equations; radical expressions and equations; exponential and logarithmic functions; trigonometric identities and functions; modeling with functions; probability and inferential statistics; probability distributions; and sample distributions and confidence intervals.

This course supports all students as they develop computational fluency, deepen conceptual understanding, and apply Common Core's eight mathematical practice skills. Students begin each lesson by discovering new concepts through guided instruction, and then confirm their understanding in an interactive, feedback-rich environment. Modeling activities equip students with tools for analyzing a variety of real-world scenarios and mathematical ideas. Journaling activities allow students to reason abstractly and quantitatively, construct arguments, critique reasoning, and communicate precisely. Performance tasks prepare students to synthesize their knowledge in novel, real-world scenarios and require that they make sense of multifaceted problems and persevere in solving them. Throughout the course students are evaluated through a diversity of assessments specifically designed to prepare them for the content, form, and depth of the Common Core assessments. This course is aligned with the Common Core State Standards for Mathematics.

## **Pre-Calculus**

Length: Two Semesters

Pre-Calculus is a course that combines reviews of algebra, geometry, and functions into a preparatory course for calculus. The course focuses on the mastery of critical skills and exposure to new skills necessary for success in subsequent math courses. The first semester includes linear, quadratic, exponential, logarithmic, radical, polynomial, and rational functions; systems of equations; and conic sections. The second semester covers trigonometric ratios and functions;

inverse trigonometric functions; applications of trigonometry, including vectors and laws of cosine and sine; polar functions and notation; and arithmetic of complex numbers.

Within each Pre-calculus lesson, students are supplied with a post-study Checkup activity that provides them the opportunity to hone their computational skills by working through a low-stakes problem set before moving on to formal assessment. Unit-level Pre-calculus assessments include a computer-scored test and a scaffolded, teacher-scored test. The content is based on the National Council of Teachers of Mathematics (NCTM) standards and is aligned with state standards.

### **Concepts in Probability and Statistics**

Length: Two Semesters

Probability and Statistics provides a curriculum focused on understanding key data analysis and probabilistic concepts, calculations, and relevance to real-world applications. Through a "Discovery-Confirmation-Practice"-based exploration of each concept, students are challenged to work toward a mastery of computational skills, deepen their understanding of key ideas and solution strategies, and extend their knowledge through a variety of problem-solving applications.

Course topics include types of data; common methods used to collect data; and the various representations of data, including histograms, bar graphs, box plots, and scatterplots. Students learn to work with data by analyzing and employing methods of prediction, specifically involving samples and populations, distributions, summary statistics, regression analysis, transformations, simulations, and inference.

Ideas involving probability — including sample space, empirical and theoretical probability, expected value, and independent and compound events — are covered as students explore the relationship between probability and data analysis. The basic connection between geometry and probability is also explored.

To assist students for whom language presents a barrier to learning or who are not reading at grade level, Probability and Statistics includes audio resources in English. The content is based on the National Council of Teachers of Mathematics (NCTM) standards and is aligned with state standards.

### **AP Calculus AB**

Length: Two Semesters

In AP\* Calculus AB, students learn to understand change geometrically and visually (by studying graphs of curves), analytically (by studying and working with mathematical formulas), numerically (by seeing patterns in sets of numbers), and verbally. Instead of simply getting the right answer, students learn to evaluate the soundness of proposed solutions and to apply mathematical reasoning to real-world models. Calculus helps scientists, engineers, and financial analysts understand the complex relationships behind real-world phenomena. The equivalent of an introductory college-level calculus course, AP Calculus AB prepares students for the AP exam and further studies in science, engineering, and mathematics. This course has been authorized by the College Board to use the AP designation. \*AP is a registered trademark of the College Board.

## **Math Electives**

### **Pre-Algebra**

Length: Two Semesters

This full-year course is designed for students who have completed a middle school mathematics sequence but are not yet algebra ready. This course reviews key algebra readiness skills from the middle grades and introduces basic Algebra I work with appropriate support. Students revisit concepts in numbers and operations, expressions and equations, ratios and proportions, and basic functions. By the end of the course, students are ready to begin a more formal high school Algebra I study.

### **Personal Finance**

Length: One Semester

Mathematics of Personal Finance focuses on real-world financial literacy, personal finance, and business subjects. Students apply what they learned in Algebra I and Geometry to topics including personal income, taxes, checking and savings accounts, credit, loans and payments, car leasing and purchasing, home mortgages, stocks, insurance, and retirement planning.

Students then extend their investigations using more advanced mathematics, such as systems of equations (when studying cost and profit issues) and exponential functions (when calculating interest problems). To assist students for whom language presents a barrier to learning or who are not reading at grade level, Mathematics of Personal Finance includes audio resources in both Spanish and English. This course is aligned with state standards as they apply to Mathematics of Personal Finance and adheres to the National Council of Teachers of Mathematics' (NCTM) Problem Solving, Communication, Reasoning, and Mathematical Connections Process standards.

### **Financial Literacy**

Length: One Semester

Financial Literacy helps students recognize and develop vital skills that connect life and career goals with personalized strategies and milestone-based action plans. Students explore concepts and work toward a mastery of personal finance skills, deepening their understanding of key ideas and extending their knowledge through a variety of problem-solving applications.

Course topics include career planning; income, taxation, and budgeting; savings accounts, checking accounts, and electronic banking; interest, investments, and stocks; cash, debit, credit, and credit scores; insurance; and consumer advice on how to buy, rent, or lease a car or house.

These topics are solidly supported by writing and discussion activities. Journal activities provide opportunities for students to both apply concepts on a personal scale and analyze scenarios from a third-party perspective. Discussions help students network with one another by sharing personal strategies and goals and recognizing the diversity of life and career plans within a group.

To assist students for whom language presents a barrier to learning or who are not reading at grade level, Financial Literacy includes audio resources in English. This course is aligned with state standards as they apply to Financial Literacy and adheres to the National Council of Teachers of Mathematics' (NCTM) Problem Solving, Communication, Reasoning, and Mathematical Connections Process standards.

## **Science Courses**

### **Biology**

Length: Two Semesters

Biology focuses on the mastery of basic biological concepts and models while building scientific inquiry skills and exploring the connections between living things and their environment.

The course begins with an introduction to the nature of science and biology, including the major themes of structure and function, matter and energy flow, systems, and the interconnectedness of life. Students then apply those themes to the structure and function of the cell, cellular metabolism, and biogeochemical cycles. Building on this foundation, students explore the connections and interactions between living things by studying genetics, ecosystems and natural selection, and evolution. The course ends with an applied look at human biology.

Scientific inquiry skills are embedded in the direct instruction, wherein students learn to ask scientific questions, form and test hypotheses, and use logic and evidence to draw conclusions about the concepts.

Lab activities reinforce critical thinking, writing, and communication skills and help students develop a deeper understanding of the nature of science. The content is based on the National Science Education Standards (NSES) and is aligned with state standards.

## **AP Biology**

Length: Two Semesters

AP\* Biology builds students' understanding of biology on both the micro and macro scales. After studying cell biology, students move on to understand how evolution drives the diversity and unity of life. Students will examine how living systems store, retrieve, transmit, and respond to information and how organisms utilize free energy. The equivalent of an introductory college-level biology course, AP Biology prepares students for the AP exam and for further study in science, health sciences, or engineering.

The AP Biology course provides a learning experience focused on allowing students to develop their critical thinking skills and cognitive strategies. Frequent no- and low-stakes assessments allow students to measure their comprehension and improve their performance as they progress through each activity. Students regularly engage with primary sources, allowing them to practice the critical reading and analysis skills that they will need in order to pass the AP exam and succeed in a college biology course. Students perform hands-on labs that give them insight into the nature of science and help them understand biological concepts, as well as how evidence can be obtained to support those concepts. Students also complete several virtual lab studies in which they form hypotheses; collect, analyze, and manipulate data; and report their findings and conclusions. During both virtual and traditional lab investigations and research opportunities, students summarize their findings and analyze others' findings in summaries, using statistical and mathematical calculations when appropriate. Summative tests are offered at the end of each unit as well as at the end of each semester, and contain objective and constructed response items. Robust scaffolding, rigorous instruction, relevant material and regular active learning opportunities ensure that students can achieve mastery of the skills necessary to excel on the AP exam. This course has been authorized by the College Board to use the AP designation. \*AP is a registered trademark of the College Board.

## **Chemistry**

Length: Two Semesters

Chemistry offers a curriculum that emphasizes students' understanding of fundamental chemistry concepts while helping them acquire tools to be conversant in a society highly influenced by science and technology.



The course provides students with opportunities to learn and practice critical scientific skills within the context of relevant scientific questions. Topics include the nature of science, the importance of chemistry to society, atomic structure, bonding in matter, chemical reactions, redox reactions, electrochemistry, phases of matter, equilibrium and kinetics, acids and bases, thermodynamics, quantum mechanics, nuclear reactions, organic chemistry, and alternative energy.

Scientific inquiry skills are embedded in the direct instruction, wherein students learn to ask scientific questions, form and test hypotheses, and use logic and evidence to draw conclusions about concepts. Lab activities reinforce critical thinking, writing, and communication skills and help students develop a deeper understanding of the nature of science.

Throughout this course, students are given an opportunity to understand how chemistry concepts are applied in technology and engineering. Journal and Practice activities provide additional opportunities for students to apply learned concepts and practice their writing skills. The content is based on the American Association for the Advancement of Science (AAAS) Project 2061 benchmarks and the National Science Education Standards and is aligned with state standards.

## **AP Chemistry**

Length: Two Semesters

AP\* Chemistry builds students' understanding of the nature and reactivity of matter. After studying chemical reactions and electrochemistry, students move on to understand how the chemical and physical properties of materials can be explained by the structure and arrangements of the molecules and the forces between those molecules. Students will examine the laws of thermodynamics, molecular collisions, and the reorganization of matter in order to understand how changes in matter take place. Finally, students will explore chemical equilibria, including acid-base equilibria. The equivalent of an introductory college-level chemistry course, AP Chemistry prepares students for the AP exam and for further study in science, health sciences, or engineering.

The AP Chemistry course provides a learning experience focused on allowing students to develop their critical thinking skills and cognitive strategies. Frequent no- and low-stakes assessments allow students to measure their comprehension and improve their performance as they progress through each activity. Students regularly engage with primary source materials, allowing them to practice the critical reading and analysis skills that they will need in order to pass the AP exam and succeed in a college chemistry course. Students perform hands-on labs that give them insight into the nature of science and help them understand chemical concepts, as well as how evidence can be obtained to support those concepts. Students also complete several virtual lab studies in

which they form hypotheses; collect, analyze, and manipulate data; and report their findings and conclusions. During both virtual and traditional lab investigations and research opportunities, students summarize their findings and analyze others' findings in summaries, using statistical and mathematical calculations when appropriate. Summative tests are offered at the end of each unit as well as at the end of each semester, and contain objective and constructed response items. Robust scaffolding, rigorous instruction, relevant material, and regular active learning opportunities ensure that students can achieve mastery of the skills necessary to excel on the AP exam. This course has been authorized by the College Board to use the AP designation. \*AP is a registered trademark of the College Board.

## **Physics**

Length: Two Semesters

Physics offers a curriculum that emphasizes students' understanding of fundamental physics concepts while helping them acquire tools to be conversant in a society highly influenced by science and technology.

The course provides students with opportunities to learn and practice critical scientific skills within the context of relevant scientific questions. Topics include the nature of science, math for physics, energy, kinematics, force and motion, momentum, gravitation, chemistry for physics, thermodynamics, electricity, magnetism, waves, nuclear physics, quantum physics, and cosmology.

Scientific inquiry skills are embedded in the direct instruction, wherein students learn to ask scientific questions, form and test hypotheses, and use logic and evidence to draw conclusions about the concepts. Lab activities reinforce critical thinking, writing, and communication skills and help students develop a deeper understanding of the nature of science.

Throughout this course, students are given an opportunity to understand how physics concepts are applied in technology and engineering. Journal and Practice activities provide additional opportunities for students to apply learned concepts and practice their writing skills. The content is based on the American Association for the Advancement of Science (AAAS) Project 2061 benchmarks and the National Science Education Standards and is aligned with state standards.

## **Science Electives**

### **Psychology**

Length: Two Semesters

Psychology provides a solid overview of the field's major domains: methods, biopsychology, cognitive and developmental psychology, and variations in individual and group behavior.

By focusing on significant scientific research and on the questions that are most important to psychologists, students see psychology as an evolving science. Each topic clusters around challenge questions, such as “What is happiness?” Students answer these questions before, during, and after they interact with direct instruction. The content is based on the American Psychological Association's National Standards for High School Psychology Curricula. The teaching methods draw from the National Science Teachers Association (NSTA) teaching standards.

### **AP Psychology**

Length: Two Semesters

AP\* Psychology provides an overview of current psychological research methods and theories. Students will explore the therapies used by professional counselors and clinical psychologists and examine the reasons for normal human reactions: how people learn and think, the process of human development and human aggression, altruism, intimacy, and self-reflection. They will study core psychological concepts, such as the brain and sense functions, and learn to gauge human reactions, gather information, and form meaningful syntheses. Along the way, students will also investigate relevant concepts like study skills and information retention. The equivalent of an introductory college-level survey course, AP Psychology prepares students for the AP exam and for further studies in psychology or life sciences. This course has been authorized by the College Board to use the AP designation.

### **Social Studies Courses**

#### **Geography and World Cultures**

Length: Two Semesters

Geography and World Cultures offers a tightly focused and scaffolded curriculum that enables students to explore how geographic features, human relationships, political and social structures, economics, science and technology, and the arts have developed and influenced life in countries around the world. Along the way, students are given rigorous instruction on how to read maps, charts, and graphs, and how to create them.

Geography and World Cultures is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

Geography and World Cultures is designed as the first course in the social studies sequence. It develops note-taking skills, teaches the basic elements of analytic writing, and introduces students to the close examination of primary documents.

## **World History**

Length: Two Semesters

World History since the Renaissance covers the development of civilizations around the world from the Renaissance to the present.

The course covers major themes in world history, including the development and influence of human-geographic relationships, political and social structures, economic systems, major religions and belief systems, the effects of science and technology, the vital role of the arts, and the importance of trade and cultural exchange.

Topics covered in this course include the Reformation and its legacy, the Scientific Revolution, European exploration, the Enlightenment, political revolutions, the rise of nation-states, the industrial era, the spread of imperialism, and the issues and conflicts of the 20th and 21st centuries.

Primary source documents, which appear frequently, encourage students to make connections to evidence from the past. Writing skills are honed through a spiraled sequence of short analytic pieces. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

## **Honors World History**

Length: Two Semesters

World History since the Renaissance covers the development of civilizations around the world from the Renaissance to the present.

The course covers major themes in world history, including the development and influence of human-geographic relationships, political and social structures, economic systems, major religions and belief systems, the effects of science and technology, the vital role of the arts, and the importance of trade and cultural exchange.

Topics covered in this course include the Reformation and its legacy, the Scientific Revolution, European exploration, the Enlightenment, political revolutions, the rise of nation-states, the industrial era, the spread of imperialism, and the issues and conflicts of the 20th and 21st

centuries. Primary source documents, which appear frequently, encourage students to make connections to evidence from the past.

A significant focus of this course is student writing. Students develop confidence in their analytic writing through a sequence of five-paragraph essays and analytic pieces, including document-based questions. Additionally, in a series of web explorations, students use the Internet to gather information for creative writing assignments. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

## **U.S. History**

Length: Two Semesters

This course traces the nation's history from the end of the Civil War to the present. It describes the emergence of the United States as an industrial nation, highlighting social policy as well as its role in modern world affairs.

Students evaluate the attempts to bind the nation together during Reconstruction while also exploring the growth of an industrial economy. Moving into the 20th and 21st centuries, students probe the economic and diplomatic interactions between the United States and other world players while investigating how the world wars, the Cold War, and the "information revolution" affected the lives of ordinary Americans. Woven through this chronological sequence is a strong focus on the changing conditions of women, African Americans, and other minority groups.

The course emphasizes the development of historical analysis skills such as comparing and contrasting, differentiating between facts and interpretations, considering multiple perspectives, and analyzing cause-and-effect relationships. These skills are applied to text interpretation and in written assignments that guide learners step-by-step through problem-solving activities. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

## **Honors U.S. History**

Length: Two Semesters

This course traces the nation's history from the end of the Civil War to the present. It describes the emergence of the United States as an industrial nation, highlighting social policy as well as its role in modern world affairs.

Students evaluate the attempts to bind the nation together during Reconstruction while also exploring the growth of an industrial economy. Moving into the 20th and 21st centuries, students probe the economic and diplomatic interactions between the United States and other world players while investigating how the world wars, the Cold War, and the "information revolution" affected the lives of ordinary Americans. Woven through this chronological sequence is a strong focus on the changing conditions of women, African Americans, and other minority groups.

The course emphasizes the development of historical analysis skills such as comparing and contrasting, differentiating between facts and interpretations, considering multiple perspectives, and analyzing cause-and-effect relationships. These skills are applied to text interpretation and in written assignments that guide learners step-by-step through problem-solving activities.

Students perfect their ability to use logic and evidence to create persuasive written arguments in five-paragraph essays and in shorter exercises such as document-based questions and analytic discussions. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

## **Economics**

Length: One Semester

Economics offers a tightly focused and scaffolded curriculum that provides an introduction to key economic principles. The course covers fundamental properties of economics, including an examination of markets from both historical and current perspectives; the basics of supply and demand; the theories of early economic philosophers such as Adam Smith and David Ricardo; theories of value; the concept of money and how it evolved; the role of banks, investment houses, and the Federal Reserve; Keynesian economics; the productivity, wages, investment, and growth involved in capitalism; unemployment, inflations, and the national debt; and a survey of markets in areas such as China, Europe, and the Middle East.

Economics is designed to fall in the fourth year of social studies instruction. Students perfect their analytic writing through a scaffolded series of analytic assignments and written lesson tests. They also apply basic mathematics to economic concepts. Students read selections from annotated primary documents and apply those readings to the course content. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

## **U.S. and Global Economics**

Length: One Semester

U.S. and Global Economics is a wide-ranging course that provides an introduction to key economic principles. Students gain an understanding of choices they must make as producers, consumers, investors, and taxpayers. They have ample opportunity to develop their points of view and apply what they learn to the promotion of civic action. Topics include an examination of markets from both historical and current perspectives; the basics of supply and demand; the theories of early economic philosophers such as Adam Smith and David Ricardo; theories of value; the concept of money and how it evolved; the role of banks, investment houses, and the Federal Reserve; Keynesian economics; the productivity, wages, investment, and growth involved in capitalism; unemployment, inflations, and the national debt; and a survey of markets in areas such as China, Europe, and the Middle East.

U.S. and Global Economics is designed to fall in the fourth year of social studies instruction. Students perfect their analytic writing through a series of analytic assignments and written lesson tests. They also apply basic mathematics to economic concepts. Students read extensive selections from crucial primary documents and apply those readings to the course content. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

## **Government**

Length: One Semester

U.S. Government and Politics offers a tightly focused and scaffolded curriculum that uses the perspective of political institutions to explore the history, organization, and functions of the U.S. government. Beginning with basic theories of government, moving to the Declaration of Independence, and continuing to the present day, the course explores the relationship between individual Americans and the governing bodies. It covers the political culture of the country and gains insight into the challenges faced by presidents, congressional representatives, and other political activists. It also covers the roles of political parties, interest groups, the media, and the Supreme Court.

U.S. Government and Politics is designed to fall in the fourth year of social studies instruction. Students perfect their analytic writing through a scaffold series of analytic assignments and written lesson tests. Students read annotated primary documents and apply those documents to the course content. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

## **Honors Government**

Length: One Semester

U.S. Government and Politics is a vigorous, writing-intensive course that uses the perspective of political institutions to explore the history, organization, and functions of the U.S. government. Students are encouraged to use their knowledge of the structures and processes of governing to develop their own views on current political issues and apply what they have learned to the promotion of civic action. Beginning with basic theories of government, moving to the Declaration of Independence, and continuing to the present day, the course explores the relationship between individual Americans and the governing bodies. It looks closely at the political culture of the country and gains insight into the challenges faced by presidents, congressional representatives, and other political activists. It also covers the roles of political parties, interest groups, the media, and the Supreme Court.

U.S. Government and Politics is designed to fall in the fourth year of social studies instruction. Students perfect their analytic writing through a series of analytic assignments and written lesson tests. Students perform frequent close readings of primary documents and apply those documents to the course content. The content is based on standards from the National Council for History Education (1997), the National Center for History in the Schools (1996), and the National Council for Social Studies (1994) and is aligned to state standards.

### **AP U.S. History**

Length: Two Semesters

In AP\* U.S. History, students investigate the development of American economics, politics, and culture through historical analysis grounded in primary sources, research, and writing. The equivalent of an introductory college-level course, AP U.S. History prepares students for the AP exam and for further study in history, political science, economics, sociology, and law.

Through the examination of historical themes and the application of historical thinking skills, students learn to connect specific people, places, events, and ideas to the larger trends of U.S. history. Critical-reading activities, feedback-rich instruction, and application-oriented assignments hone students' ability to reason chronologically, to interpret historical sources, and to construct well-supported historical arguments. Students write throughout the course, responding to primary and secondary sources through journal entries, essays, and visual presentations of historical content. In discussion activities, students respond to the positions of others while staking and defending claims of their own. Robust scaffolding, rigorous instruction, relevant material, and regular opportunities for active learning ensure that students can achieve mastery of the skills necessary to excel on the AP exam. This course has been authorized by the College Board to use the AP designation. \*AP is a registered trademark of the College Board.

### **AP Government**



Length: One Semester

AP\* U.S. Government and Politics studies the operations and structure of the U.S. government and the behavior of the electorate and politicians. Students will gain the analytic perspective necessary to critically evaluate political data, hypotheses, concepts, opinions, and processes. Along the way, they'll learn how to gather data about political behavior and develop their own theoretical analysis of American politics. They'll also build the skills they need to examine general propositions about government and politics, and to analyze the specific relationships between political, social, and economic institutions. The equivalent of an introductory college-level course, AP U.S. Government and Politics prepares students for the AP exam and for further study in political science, law, education, business, and history. This course has been authorized by the College Board to use the AP designation. \*AP is a registered trademark of the College Board.

### **Social Studies Electives**

#### **Sociology**

Length: One Semester

Sociology examines why people think and behave as they do in relationships, groups, institutions, and societies.

Major course topics include individual and group identity, social structures and institutions, social change, social stratification, social dynamics in recent and current events, the effects of social change on individuals, and the research methods used by social scientists.

In online discussions and polls, students reflect critically on their own experiences and ideas, as well as on the ideas of sociologists. Interactive multimedia activities include personal and historical accounts to which students can respond, using methods of inquiry from sociology. Written assignments provide opportunities to practice and develop skills in thinking and communicating about human relationships, individual and group identity, and all other major course topics. The course content is based on the National Council for the Social Studies (NCSS) Expectations of Excellence: Curriculum Standards for Social Studies.

### **World Languages**

Spanish 1

Length: Two Semesters

Spanish I teaches students to greet people, describe family and friends, talk about hobbies, and communicate about other topics, such as home life, occupations, travel, and medicine. Each

lesson presents vocabulary, grammar, and culture in context, followed by explanations and exercises. Vocabulary includes terms to describe school subjects, parts of the body, and people, as well as idiomatic phrases. Instruction in language structure and grammar includes the structures and uses of present-tense verb forms, imperatives, adjective agreement, impersonal constructions, formal and informal address, and reflexive verbs. Students explore words used in different Spanish-speaking regions and learn about the cultures of Spanish-speaking countries and regions within and outside Europe. The material in this course is presented at a moderate pace. The content is based on the American Council on the Teaching of Foreign Languages (ACTFL) standards.

## **Spanish II**

Length: Two Semesters

Building on Spanish I concepts, Spanish II students learn to communicate more confidently about themselves, as well as about topics beyond their own lives - both in formal and informal situations. Each lesson presents vocabulary, grammar, and culture in context, followed by explanations and exercises. Students expand their vocabulary in topics such as cooking, ecology, geography, and architecture. Instruction in language structure and grammar includes a review of present-tense verb forms, an introduction to the past tense, the conditional mood, imperatives, impersonal constructions, and reported speech. Students deepen their knowledge of Spanish-speaking regions and cultures by learning about history, literature, culture, and contemporary issues. The material in this course is presented at a moderate pace. The content is based on the American Council on the Teaching of Foreign Languages (ACTFL) standards.

## **Spanish III**

Length: Two Semesters

In Spanish III, students build upon the skills and knowledge they acquired in Spanish I and II. The course presents new vocabulary and grammatical concepts in context while providing students with ample opportunities to review and expand upon the material they have learned previously.

Students read and listen to authentic materials from newspapers, magazines, and television. The content is focused on contemporary and relevant topics such as urbanization and population growth in Latin American countries, global health concerns, jobs of the future, and scientific advancements. The materials engage students as they improve their command of Spanish.

Students review the formation and use of regular and irregular verbs in the present and future tenses, as well as the use of reflexive particles and infinitives. They also expand their understanding of noun and adjective agreement, the comparative and superlative degree of adjectives, and the placement and use of direct and indirect objects and pronouns. Students expand their vocabulary through exposure to word roots and families, popular slang, the correct use of words that are often confused for one another, and review of concepts such as proper placement of accents and stress.

Presentation of new materials is always followed by several interactive, online exercises, allowing students to master the material as they learn it. Teacher-scored activities provide students with opportunities to use their new Spanish skills both orally and in writing. Discussion activities allow students to interact with their peers in the target language. The content is based on the American Council on the Teaching of Foreign Languages (ACTFL) standards.

### **AP Spanish Language and Culture**

Length: Two Semesters

AP\* Spanish Language students practice perfecting their Spanish speaking, listening, reading, and writing skills. They study vocabulary, grammar, and cultural aspects of the language, and then apply what they learn in extensive written and spoken exercises. The course addresses the broad themes of Global Challenges, Science and Technology, Contemporary Life, Personal and Public Identities, Families and Communities, and Beauty and Aesthetics. By the end of the course, students will have an expansive vocabulary, a solid, working knowledge of all verb forms and tenses, strong command of other language structures, and an ability to use language in many different contexts and for varied purposes. The equivalent of a college-level language course, AP Spanish Language prepares students for the AP exam and for further study of Spanish language, culture, or literature. This course has been authorized by the College Board to use the AP designation. \*AP is a registered trademark of the College Board

### **French I**

Length: Two Semesters

French I teaches students to greet people, describe family and friends, talk about hobbies, and communicate about other topics, such as sports, travel, and medicine. Each lesson presents vocabulary, grammar, and culture in context, followed by explanations and exercises. Vocabulary includes terms to describe school subjects, parts of the body, and people, as well as idiomatic phrases. Instruction in language structure and grammar includes the verb system, adjective agreement, formal and informal address, reflexive verbs, and past tense. Students also gain an understanding of the cultures of French-speaking countries and regions within and outside Europe, as well as insight into Francophone culture and people. The material in this course is

presented at a moderate pace. The content is based on the American Council on the Teaching of Foreign Languages (ACTFL) standards.

## **French II**

Length: Two Semesters

French II teaches students to communicate more confidently about themselves, as well as about topics beyond their own lives - both in formal and informal address. Each lesson presents vocabulary, grammar, and culture in context, followed by explanations and exercises. Vocabulary includes terms in cooking, geography, and architecture. Instruction in language structure and grammar includes present- and past-tense verb forms and uses, negation, and direct and indirect objects. Students deepen their knowledge of French-speaking regions and cultures by learning about history, literature, culture, and contemporary issues. The material in this course is presented at a moderate pace. The content is based on the American Council on the Teaching of Foreign Languages (ACTFL) standards.

## **French III**

Length: Two Semesters

In this expanding engagement with French, high school students deepen their focus on four key skills in foreign language acquisition: listening comprehension, speaking, reading, and writing. In addition, students read significant works of literature in French and respond orally or in writing to these works. Continuing the pattern and building on what students encountered in the first two years, each unit consists of a new vocabulary theme and grammar concept, numerous interactive games reinforcing vocabulary and grammar, reading and listening comprehension activities, speaking and writing activities, and multimedia cultural presentations covering major French-speaking areas in Europe and the Americas.

## **German I**

Length: Two Semesters

Students begin their introduction to German by focusing on the four key areas of foreign language study: listening, speaking, reading, and writing. The course represents an ideal blend of language learning pedagogy and online learning. Each unit consists of a new vocabulary theme and grammar concept, reading and listening comprehension activities, speaking and writing activities, multimedia cultural presentations, and interactive activities and practices which reinforce vocabulary and grammar. There is a strong emphasis on providing context and conversational examples for the language concepts presented in each unit. Students should expect to be actively engaged in their own language learning, become familiar with common

vocabulary terms and phrases, comprehend a wide range of grammar patterns, participate in simple conversations and respond appropriately to basic conversational prompts, analyze and compare cultural practices, products, and perspectives of various German-speaking countries, and take frequent assessments where their language progression can be monitored. The course has been carefully aligned to national standards as set forth by ACTFL (the American Council on the Teaching of Foreign Languages).

## **German II**

Length: Two Semesters

Students continue their study of German by further expanding their knowledge of key vocabulary topics and grammar concepts. Students not only begin to comprehend listening and reading passages more fully, but they also start to express themselves more meaningfully in both speaking and writing. Each unit consists of a new vocabulary theme and grammar concept, reading and listening comprehension activities, speaking and writing activities, multimedia cultural presentations, and interactive activities and practices which reinforce vocabulary and grammar. There is a strong emphasis on providing context and conversational examples for the language concepts presented in each unit. Students should expect to be actively engaged in their own language learning, understand common vocabulary terms and phrases, use a wide range of grammar patterns in their speaking and writing, participate in conversations and respond appropriately to conversational prompts, analyze and compare cultural practices, products, and perspectives of various German-speaking countries, and take frequent assessments where their language progression can be monitored. By semester 2, the course is conducted almost entirely in German. The course has been carefully aligned to national standards as set forth by ACTFL (the American Council on the Teaching of Foreign Languages).

## **Electives**

### **Career Planning and Development**

Length: One Semester

High school students have many questions about the college application process, what it takes to be a successful college student, and how to begin thinking about their careers.

In Career Planning and Development, students obtain a deeper understanding of what it means to be ready for college. Students are informed about the importance of high school performance in college admissions and how to prepare for college testing. They know the types of schools and degrees they may choose to pursue after high school and gain wide exposure to the financial resources available that make college attainable.

Career readiness is also a focus. Students connect the link between interests, college majors, and future careers by analyzing career clusters. Students come away from this course understanding how smart preparation and skill development in high school can lead into expansive career opportunities after they have completed their education and are ready for the working world.

Students who complete Career Planning and Development have the basic skills and foundation of knowledge to progress into Career Planning and Development, the capstone course that provides hands-on information about the transition from high school to college and career. The course is based on the American School Counselors Association National Standards for school counseling programs.

## **Fine Arts**

### **Art History I**

Length: 2 semesters

Introducing art within historical, social, geographical, political, and religious contexts for understanding art and architecture through the ages, this course offers high school students an in-depth overview of art throughout history, with lessons organized by chronological and historical order and world regions. Students enrolled in this one-semester course cover topics including early medieval and Romanesque art; art in the twelfth, thirteenth, and fourteenth centuries; fifteenth-century art in Europe; sixteenth-century art in Italy; the master artists; High Renaissance and baroque art; world art, which includes the art of Asia, Africa, the Americas, and the Pacific cultures; eighteenth- and nineteenth-century art in Europe and the Americas; and modern art in Europe and the Americas.

### **Digital Arts**

Length: 1 semester

Digital Arts focuses on building a solid foundation of the elements of art and design: line, shape, form, color, value, space, and texture. Topics include learning processes for evaluating artworks and identifying selected artists' works, styles, and historical periods. Students learn 3D space in a 2D environment; filters, gradients, and highlights; and methods of working with color. By the end of this course, students will have created a unique portfolio of digital artwork, including repeating images to be used as a computer's desktop background, a logo with text, two images scaled proportionally to one another, and a poster image and layout. Students advance their skills using Inkscape, a free open-source alternative to Adobe® Illustrator®, and also learn new tools such as the Spiral, Bezier, and Paint Bucket Tools.

## **PE/Health**

### **Physical Education**

Length: Two Semesters

Physical Education combines the best of online instruction with actual student participation in weekly cardiovascular, aerobic, and muscle toning activities. The course promotes a keen understanding of the value of physical fitness and aims to motivate students to participate in physical activities throughout their lives.

Specific areas of study include: cardiovascular exercise and care, safe exercising, building muscle strength and endurance, injury prevention, fitness skills and FITT benchmarks, goal setting, nutrition and diet (vitamins and minerals, food labels, evaluation product claims), and stress management. The course requires routine participation in adult-supervised physical activities. Successful completion of this course will require parent/legal guardian sign-off on student-selected physical activities and on weekly participation reports to verify the student is meeting his or her requirements and responsibilities. Physical Education is aligned to national and state standards and the Presidential Council on Physical Fitness and Sports.

### **Health**

Length: Two Semesters

Health is a valuable, skills-based health education course designed for general education in grades 9 through 12. Skills for Health helps students develop knowledge, attitudes, and essential skills in a variety of health-related subjects, including mental and emotional health; nutrition; physical activity; substance use and abuse; injury prevention and safety; and personal health, environmental conservation, and community health resources.

Through use of accessible information and real-life simulations, students apply the seven health skills. These include access to valid health information; self-management; analysis of internal and external influences; interpersonal communication; decision-making; goal setting; and advocacy. Students who complete Skills for Health build the skills they need to protect, enhance, and promote their own health and the health of others. The content is based on the National Science Teachers Association (NSTA) standards and is aligned to state standards.

## Appendix F



# Triumph Academy

## Multi-Year Forecast

Revised 5/8/19



	2019-20	2020-21	2021-22	2022-23	2023-24
	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Assumptions</b>					
LCFF COLA	3.46%	2.86%	2.92%	2.90%	0.00%
Non-LCFF Revenue COLA	n/a	0.00%	0.00%	0.00%	0.00%
Expense COLA	2.00%	2.00%	2.00%	2.00%	2.00%
Enrollment	217.00	239.00	263.00	289.00	318.00
Average Daily Attendance	206.15	227.05	249.85	274.55	302.10
<b>Revenues</b>					
<b>State Aid - Revenue Limit</b>					
8011 LCFF State Aid	1,959,477	2,224,038	2,523,605	2,858,891	3,145,769
8012 Education Protection Account	41,230	45,410	49,970	54,910	60,420
8019 State Aid - Prior Year	-	-	-	-	-
8096 In Lieu of Property Taxes	93,705	103,206	113,569	124,797	137,320
	<u>2,094,412</u>	<u>2,372,654</u>	<u>2,687,144</u>	<u>3,038,597</u>	<u>3,343,508</u>
<b>Federal Revenue</b>					
8181 Special Education - Entitlement	21,440	23,613	25,984	28,553	31,418
	<u>21,440</u>	<u>23,613</u>	<u>25,984</u>	<u>28,553</u>	<u>31,418</u>
<b>Other State Revenue</b>					
8311 State Special Education	35,664	39,280	43,224	47,497	52,263
8550 Mandated Cost	-	9,308	10,251	11,281	12,396
8560 State Lottery	39,993	44,048	48,471	53,263	58,607
	<u>75,657</u>	<u>92,635</u>	<u>101,946</u>	<u>112,041</u>	<u>123,267</u>
<b>Total Revenue</b>	<b>\$ 2,191,509</b>	<b>\$ 2,488,902</b>	<b>\$ 2,815,075</b>	<b>\$ 3,179,191</b>	<b>\$ 3,498,193</b>

# Triumph Academy

## Multi-Year Forecast

Revised 5/8/19



	2019-20	2020-21	2021-22	2022-23	2023-24
	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Expenses</b>					
<b>Certificated Salaries</b>					
1100 Teachers' Salaries	605,000	684,420	767,919	855,769	948,266
1175 Teachers' Extra Duty/Stipends	30,250	34,221	38,396	42,788	47,413
1200 Pupil Support Salaries	35,000	39,270	44,061	49,436	55,468
1300 Administrators' Salaries	170,000	190,740	214,010	240,120	269,414
	<u>840,250</u>	<u>948,651</u>	<u>1,064,386</u>	<u>1,188,113</u>	<u>1,320,561</u>
<b>Classified Salaries</b>					
2200 Support Salaries	70,000	78,540	88,122	98,873	110,935
	<u>70,000</u>	<u>78,540</u>	<u>88,122</u>	<u>98,873</u>	<u>110,935</u>
<b>Benefits</b>					
3101 STRS	152,337	181,192	203,298	226,930	252,227
3301 OASDI	4,340	4,869	5,464	6,130	6,878
3311 Medicare	13,199	14,894	16,711	18,661	20,757
3401 Health and Welfare	120,000	135,405	151,924	169,663	188,739
3501 State Unemployment	7,840	8,673	9,540	10,445	11,392
3601 Workers' Compensation	12,744	14,381	16,135	18,018	20,041
	<u>310,459</u>	<u>359,415</u>	<u>403,073</u>	<u>449,847</u>	<u>500,033</u>
<b>Books and Supplies</b>					
4100 Textbooks and Core Curricula	17,523	19,685	22,095	24,765	27,795
4200 Books and Other Materials	10,308	11,580	12,997	14,568	16,350
4302 School Supplies	205,635	231,012	259,294	290,626	326,185
4305 Software	41,230	46,318	51,989	58,271	65,401
4310 Office Expense	4,329	4,863	5,459	6,118	6,867
4311 Business Meals	216	243	273	306	343
4400 Noncapitalized Equipment	29,376	29,964	30,563	31,174	31,798
	<u>308,617</u>	<u>343,665</u>	<u>382,670</u>	<u>425,829</u>	<u>474,740</u>
<b>Subagreement Services</b>					
5102 Special Education	20,615	23,159	25,994	29,135	32,700
5106 Other Educational Consultants	293,764	330,017	370,420	415,180	465,979
	<u>314,379</u>	<u>353,176</u>	<u>396,415</u>	<u>444,316</u>	<u>498,679</u>

**Triumph Academy**  
Multi-Year Forecast

Revised 5/8/19



	2019-20	2020-21	2021-22	2022-23	2023-24
	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Operations and Housekeeping</b>					
5201 Auto and Travel	3,472	3,900	4,377	4,906	5,507
5300 Dues & Memberships	1,303	1,464	1,643	1,841	2,067
5400 Insurance	10,308	11,580	12,997	14,568	16,350
5501 Utilities	1,237	1,390	1,560	1,748	1,962
5502 Janitorial Services	1,031	1,158	1,300	1,457	1,635
5516 Miscellaneous Expense	2,500	27,246	29,982	32,946	36,252
5900 Communications	4,123	4,632	5,199	5,827	6,540
5901 Postage and Shipping	3,039	3,414	3,832	4,295	4,820
	<u>27,011</u>	<u>54,782</u>	<u>60,889</u>	<u>67,588</u>	<u>75,133</u>
<b>Facilities, Repairs and Other Leases</b>					
5601 Rent	15,461	17,369	19,496	21,852	24,525
5610 Repairs and Maintenance	868	975	1,094	1,227	1,377
	<u>16,329</u>	<u>18,344</u>	<u>20,590</u>	<u>23,078</u>	<u>25,902</u>
<b>Professional/Consulting Services</b>					
5802 Audit & Taxes	7,215	7,360	7,507	7,657	7,810
5803 Legal	4,339	4,426	4,515	4,605	4,697
5804 Professional Development	4,383	4,924	5,526	6,194	6,952
5805 General Consulting	1,031	1,158	1,300	1,457	1,635
5806 Special Activities/Field Trips	58,753	66,003	74,084	83,036	93,196
5807 Bank Charges	173	195	218	245	275
5808 Printing	260	292	328	367	412
5809 Other taxes and fees	1,031	1,158	1,300	1,457	1,635
5810 Payroll Service Fee	3,092	3,474	3,899	4,370	4,905
5811 Management Fee	38,351	43,556	49,264	55,636	61,218
5812 District Oversight Fee	62,832	71,180	80,614	91,158	100,305
5814 SPED Encroachment	4,568	5,031	5,537	6,084	6,695
5815 Public Relations/Recruitment	1,736	1,770	1,806	1,842	1,879
	<u>187,765</u>	<u>210,526</u>	<u>235,897</u>	<u>264,108</u>	<u>291,614</u>
<b>Interest</b>					
7438 Interest Expense	49,085	37,487	20,558	3,746	-
	<u>49,085</u>	<u>37,487</u>	<u>20,558</u>	<u>3,746</u>	<u>-</u>
<b>Total Expenses</b>	<u>\$ 2,123,895</u>	<u>\$ 2,404,597</u>	<u>\$ 2,672,600</u>	<u>\$ 2,965,498</u>	<u>\$ 3,297,596</u>
<b>Surplus (Deficit)</b>	<u>\$ 67,614</u>	<u>\$ 84,305</u>	<u>\$ 142,474</u>	<u>\$ 213,693</u>	<u>\$ 200,597</u>
<b>Fund Balance, Beginning of Year</b>	<u>\$ -</u>	<u>\$ 67,614</u>	<u>\$ 151,919</u>	<u>\$ 294,393</u>	<u>\$ 508,086</u>
<b>Fund Balance, End of Year</b>	<u>\$ 67,614</u>	<u>\$ 151,919</u>	<u>\$ 294,393</u>	<u>\$ 508,086</u>	<u>\$ 708,683</u>
	<u>3.2%</u>	<u>6.3%</u>	<u>11.0%</u>	<u>17.1%</u>	<u>21.5%</u>

# Triumph Academy

## Multi-Year Forecast

Revised 5/8/19



	2019-20	2020-21	2021-22	2022-23	2023-24
	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Cash Flow Adjustments</b>					
Surplus (Deficit)	67,613	84,305	142,474	213,693	200,597
<b>Cash Flows From Operating Activities</b>					
Depreciation/Amortization	-	-	-	-	-
Public Funding Receivables	(226,652)	(35,704)	(33,751)	(38,470)	(35,022)
Grants and Contributions Rec.	-	-	-	-	-
Due To/From Related Parties	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Other Assets	-	-	-	-	-
Accounts Payable	9,566	2,463	1,568	1,744	1,553
Accrued Expenses	-	-	-	-	-
Other Liabilities	-	-	-	-	-
<b>Cash Flows From Investing Activities</b>					
Purchases of Prop. And Equip.	-	-	-	-	-
Notes Receivable	-	-	-	-	-
<b>Cash Flows From Financing Activities</b>					
Proceeds from Factoring	981,697	937,417	513,952	93,661	-
Payments on Factoring	(814,163)	(949,073)	(543,602)	(219,889)	-
Proceeds from Debt	-	-	-	-	-
Payments on Debt	-	-	-	-	-
<b>Total Change in Cash</b>	<b>18,061</b>	<b>39,408</b>	<b>80,641</b>	<b>50,739</b>	<b>167,128</b>
<b>Cash, Beginning of Year</b>	<b>-</b>	<b>18,061</b>	<b>57,469</b>	<b>138,110</b>	<b>188,848</b>
<b>Cash, End of Year</b>	<b>\$ 18,061</b>	<b>\$ 57,469</b>	<b>\$ 138,110</b>	<b>\$ 188,848</b>	<b>\$ 355,976</b>

**Triumph Academy**  
**Monthly Cash Flow/Budget FY19-20**  
 Revised 5/8/19

ADA = 206.15



	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Year-End Accruals	Annual Budget	Original Budget Total	Favorable / (Unfav.)
<b>Revenues</b>																
State Aid - Revenue Limit																
8011 LCFF State Aid	-	-	-	725,006	-	-	352,706	-	176,353	176,353	176,353	176,353	176,352	1,959,477	1,959,477	-
8012 Education Protection Account	-	-	10,308	-	-	10,308	-	-	10,308	-	-	-	10,308	41,230	41,230	-
8019 State Aid - Prior Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8096 In Lieu of Property Taxes	-	-	24,363	7,496	7,496	7,496	7,496	13,119	6,559	6,559	6,559	6,559	-	93,705	93,705	-
	-	-	34,671	732,503	7,496	17,804	360,202	13,119	193,220	182,912	182,912	182,912	186,659	2,094,412	2,094,412	-
<b>Federal Revenue</b>																
8181 Special Education - Entitlement	-	-	5,574	1,715	1,715	1,715	1,715	1,801	1,801	1,801	1,801	1,801	-	21,440	21,440	-
	-	-	5,574	1,715	1,715	1,715	1,715	1,801	1,801	1,801	1,801	1,801	-	21,440	21,440	-
<b>Other State Revenue</b>																
8311 State Special Education	-	-	9,273	2,853	2,853	2,853	2,853	2,996	2,996	2,996	2,996	2,996	0	35,664	35,664	-
8560 State Lottery	-	-	-	-	-	-	-	-	-	-	-	-	39,993	39,993	39,993	-
	-	-	9,273	2,853	2,853	2,853	2,853	2,996	2,996	2,996	2,996	2,996	39,993	75,657	75,657	-
<b>Total Revenue</b>	-	-	49,518	737,071	12,065	22,372	364,770	17,915	198,016	187,709	187,709	187,709	226,652	2,191,509	2,191,509	-
<b>Expenses</b>																
<b>Certificated Salaries</b>																
1100 Teachers' Salaries	50,417	50,417	50,417	50,417	50,417	50,417	50,417	50,417	50,417	50,417	50,417	50,417	-	605,000	605,000	-
1175 Teachers' Extra Duty/Stipends	2,521	2,521	2,521	2,521	2,521	2,521	2,521	2,521	2,521	2,521	2,521	2,521	-	30,250	30,250	-
1200 Pupil Support Salaries	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	-	35,000	35,000	-
1300 Administrators' Salaries	14,167	14,167	14,167	14,167	14,167	14,167	14,167	14,167	14,167	14,167	14,167	14,167	-	170,000	170,000	-
	70,021	70,021	70,021	70,021	70,021	70,021	70,021	70,021	70,021	70,021	70,021	70,021	-	840,250	840,250	-
<b>Classified Salaries</b>																
2200 Support Salaries	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	-	70,000	70,000	-
2300 Classified Administrators' Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2400 Clerical and Office Staff Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	-	70,000	70,000	-
<b>Benefits</b>																
3101 STRS	12,695	12,695	12,695	12,695	12,695	12,695	12,695	12,695	12,695	12,695	12,695	12,695	-	152,337	152,337	-
3301 OASDI	362	362	362	362	362	362	362	362	362	362	362	362	-	4,340	4,340	-
3311 Medicare	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	13,199	13,199	-
3401 Health and Welfare	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	120,000	120,000	-
3501 State Unemployment	392	392	392	392	392	392	1,960	1,968	784	392	392	392	-	7,840	7,840	-
3601 Workers' Compensation	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	1,062	-	12,744	12,744	-
	25,610	25,610	25,610	25,610	25,610	25,610	27,178	26,786	26,002	25,610	25,610	25,610	-	310,459	310,459	-
<b>Books and Supplies</b>																
4100 Textbooks and Core Materials	-	4,381	4,381	4,381	4,381	-	-	-	-	-	-	-	-	17,523	17,523	-
4200 Books and Reference Materials	2,062	2,062	2,062	2,062	2,062	-	-	-	-	-	-	-	-	10,308	10,308	-
4302 School Supplies	6,169	10,282	10,282	14,394	14,394	20,563	20,563	20,563	20,563	20,563	20,563	26,733	-	205,635	205,635	-
4305 Software	3,436	3,436	3,436	3,436	3,436	3,436	3,436	3,436	3,436	3,436	3,436	3,436	-	41,230	41,230	-
4310 Office Expense	361	361	361	361	361	361	361	361	361	361	361	361	-	4,329	4,329	-
4311 Business Meals	18	18	18	18	18	18	18	18	18	18	18	18	-	216	216	-
4400 Noncapitalized Equipment	881	1,469	1,469	2,056	2,056	2,938	2,938	2,938	2,938	2,938	2,938	3,819	-	29,376	29,376	-
	12,926	22,007	22,007	26,708	26,708	27,316	27,316	27,316	27,316	27,316	27,316	34,366	-	308,617	308,617	-



**Triumph Academy**  
**Monthly Cash Flow/Budget FY19-20**  
 Revised 5/8/19  
 ADA = 206.15



	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Year-End Accruals	Annual Budget	Original Budget Total	Favorable / (Unfav.)
<b>Subagreement Services</b>																
5101 Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5102 Special Education	1,718	1,718	1,718	1,718	1,718	1,718	1,718	1,718	1,718	1,718	1,718	1,718	-	20,615	20,615	-
5106 Other Educational Consultants	8,813	14,688	14,688	20,563	20,563	29,376	29,376	29,376	29,376	29,376	29,376	38,189	-	293,764	293,764	-
	10,531	16,406	16,406	22,281	22,281	31,094	31,094	31,094	31,094	31,094	31,094	39,907	-	314,379	314,379	-
<b>Operations and Housekeeping</b>																
5201 Auto and Travel	-	-	-	-	-	-	868	868	868	868	-	-	-	3,472	3,472	-
5300 Dues & Memberships	109	109	109	109	109	109	109	109	109	109	109	109	-	1,303	1,303	-
5400 Insurance	859	859	859	859	859	859	859	859	859	859	859	859	-	10,308	10,308	-
5501 Utilities	103	103	103	103	103	103	103	103	103	103	103	103	-	1,237	1,237	-
5502 Janitorial Services	86	86	86	86	86	86	86	86	86	86	86	86	-	1,031	1,031	-
5516 Miscellaneous Expense	208	208	208	208	208	208	208	208	208	208	208	208	-	2,500	2,500	-
5900 Communications	344	344	344	344	344	344	344	344	344	344	344	344	-	4,123	4,123	-
5901 Postage and Shipping	-	-	304	304	304	304	304	304	304	304	304	304	-	3,039	3,039	-
	1,708	1,708	2,012	2,012	2,012	2,012	2,880	2,880	2,880	2,880	2,012	2,012	-	27,011	27,011	-
<b>Facilities, Repairs and Other Leases</b>																
5601 Rent	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	-	15,461	15,461	-
5602 Additional Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5610 Repairs and Maintenance	72	72	72	72	72	72	72	72	72	72	72	72	-	868	868	-
	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	-	16,329	16,329	-
<b>Professionals/Consulting Services</b>																
5802 Audit & Taxes	-	-	-	2,405	2,405	2,405	-	-	-	-	-	-	-	7,215	7,215	-
5803 Legal	362	362	362	362	362	362	362	362	362	362	362	362	-	4,339	4,339	-
5804 Professional Development	-	-	438	438	438	438	438	438	438	438	438	438	-	4,383	4,383	-
5809 General Consulting	-	-	103	103	103	103	103	103	103	103	103	103	-	1,031	1,031	-
5806 Special Activities/Field Trips	1,763	2,938	2,938	4,113	4,113	5,875	5,875	5,875	5,875	5,875	5,875	7,638	-	58,753	58,753	-
5807 Bank Charges	-	-	17	17	17	17	17	17	17	17	17	17	-	173	173	-
5808 Printing	-	-	26	26	26	26	26	26	26	26	26	26	-	260	260	-
5809 Other taxes and fees	-	-	103	103	103	103	103	103	103	103	103	103	-	1,031	1,031	-
5810 Payroll Service Fee	238	238	238	238	238	238	238	238	238	238	238	238	-	3,092	3,092	-
5811 Management Fee	-	-	867	12,899	211	392	6,383	314	3,465	3,285	3,285	3,285	3,966	38,351	38,351	-
5812 District Oversight Fee	-	-	1,040	21,975	225	534	10,806	394	5,797	5,487	5,487	5,487	5,600	62,832	62,832	-
5814 SPED Encroachment	-	-	1,188	365	365	365	365	384	384	384	384	384	[0]	4,568	4,568	-
5815 Public Relations/Recruitment	-	-	174	174	174	174	174	174	174	174	174	174	-	1,736	1,736	-
	2,382	3,557	7,513	43,238	8,800	11,052	24,911	8,447	17,001	16,512	16,512	18,274	9,566	187,765	187,765	-
<b>Interest</b>																
7438 Interest Expense	21,750	-	-	-	10,581	-	-	-	8,377	8,377	-	-	-	49,085	49,085	-
	21,750	-	-	-	10,581	-	-	-	8,377	8,377	-	-	-	49,085	49,085	-
<b>Total Expenses</b>	152,123	146,504	150,764	197,064	173,208	174,300	190,594	173,738	189,886	189,004	179,759	197,385	9,566	2,123,895	2,123,895	-
<b>Monthly Surplus (Deficit)</b>	(152,123)	(146,504)	(101,246)	540,007	(161,143)	(151,927)	174,176	(155,823)	8,131	(1,295)	7,950	(9,676)	217,086	67,614	67,614	-

# Triumph Academy

## Monthly Cash Flow/Budget FY19-20

Revised 5/8/19

ADA = 206.15



	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Year-End Accruals	Annual Budget	Original Budget Total	Favorable / (Unfav.)
Cash Flow Adjustments														3%		
Monthly Surplus (Deficit)	(152,123)	(146,304)	(101,246)	340,007	(161,143)	(151,927)	174,176	(155,823)	8,131	(1,295)	7,950	(9,676)	217,086	67,613		
Cash flows from operating activities																
Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Funding Receivables	-	-	-	-	-	-	-	-	-	-	-	-	(226,652)	(226,652)	-	-
Grants and Contributions Rec.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Due To/From Related Parties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	9,566	9,566	-	-
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from investing activities																
Purchases of Prop. And Equip.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Notes Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from financing activities																
Proceeds from Factoring	435,004	-	-	-	211,623	-	-	-	167,535	167,534	-	-	-	981,697	-	-
Payments on Factoring	-	-	-	(435,004)	-	-	-	-	(211,623)	-	-	(167,535)	-	(814,163)	-	-
Proceeds from Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Change in Cash	282,881	(146,304)	(101,246)	105,003	30,481	(151,927)	174,176	(155,823)	(35,937)	166,239	7,950	(177,212)				
Cash, Beginning of Month	-	282,881	136,377	35,131	140,134	190,615	38,687	212,864	57,041	21,083	187,323	195,272				
Cash, End of Month	282,881	136,377	35,131	140,134	190,615	38,687	212,864	57,041	21,083	187,323	195,272	18,061				

Triumph Academy  
Monthly Cash Flow/Forecast FY20-21  
Revised 5/8/19

ADA = 227.05



	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
8011 LCFF State Aid	-	100,966	100,966	181,738	181,738	181,738	181,738	181,738	222,683	222,683	222,683	222,683	222,683	2,224,038	1,959,477	264,562
8012 Education Protection Account	-	-	-	10,308	-	-	10,308	-	-	13,443	-	-	11,353	45,410	41,230	4,180
8096 In Lieu of Property Taxes	6,192	12,385	8,256	8,256	8,256	8,256	8,256	14,449	7,224	7,224	7,224	7,224	-	103,206	93,705	9,500
	6,192	113,350	109,222	200,302	189,995	189,995	200,302	196,187	229,907	243,350	229,907	229,907	234,035	2,372,654	2,094,412	278,242
<b>Federal Revenue</b>																
8181 Special Education - Entitlement	-	1,072	1,072	1,930	1,930	1,930	1,930	1,930	2,364	2,364	2,364	2,364	2,364	23,613	21,440	2,174
	-	1,072	1,072	1,930	1,930	1,930	1,930	1,930	2,364	2,364	2,364	2,364	2,364	23,613	21,440	2,174
<b>Other State Revenue</b>																
8311 State Special Education	-	1,783	1,783	3,210	3,210	3,210	3,210	3,210	3,933	3,933	3,933	3,933	3,933	39,280	35,664	3,616
8550 Mandated Cost	-	-	-	-	-	9,308	-	-	-	-	-	-	-	9,308	-	9,308
8560 State Lottery	-	-	-	-	-	-	11,012	-	-	11,012	-	-	22,024	44,048	39,993	4,055
	-	1,783	1,783	3,210	3,210	12,517	14,222	3,210	3,933	14,945	3,933	3,933	25,957	92,635	75,657	16,978
<b>Total Revenue</b>	6,192	116,206	112,077	205,442	195,134	204,442	216,454	201,326	236,205	260,659	236,205	236,205	262,357	2,488,902	2,191,509	297,393
<b>Expenses</b>																
<b>Certificated Salaries</b>																
1100 Teachers' Salaries	57,035	57,035	57,035	57,035	57,035	57,035	57,035	57,035	57,035	57,035	57,035	57,035	-	684,420	605,000	(79,420)
1175 Teachers' Extra Duty/Stipends	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	-	34,221	30,250	(3,971)
1200 Pupil Support Salaries	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	-	39,270	35,000	(4,270)
1300 Administrators' Salaries	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	-	190,740	170,000	(20,740)
	79,054	79,054	79,054	79,054	79,054	79,054	79,054	79,054	79,054	79,054	79,054	79,054	-	948,651	840,250	(108,401)
<b>Classified Salaries</b>																
2200 Support Salaries	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	-	78,540	70,000	(8,540)
	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	6,545	-	78,540	70,000	(8,540)
<b>Benefits</b>																
3101 STRS	15,099	15,099	15,099	15,099	15,099	15,099	15,099	15,099	15,099	15,099	15,099	15,099	-	181,192	152,337	(28,855)
3301 OASDI	406	406	406	406	406	406	406	406	406	406	406	406	-	4,869	4,340	(529)
3311 Medicare	1,241	1,241	1,241	1,241	1,241	1,241	1,241	1,241	1,241	1,241	1,241	1,241	-	14,894	13,199	(1,696)
3401 Health and Welfare	11,284	11,284	11,284	11,284	11,284	11,284	11,284	11,284	11,284	11,284	11,284	11,284	-	135,405	120,000	(15,405)
3501 State Unemployment	434	434	434	434	434	434	2,168	1,735	867	434	434	434	-	8,673	7,840	(833)
3601 Workers' Compensation	1,198	1,198	1,198	1,198	1,198	1,198	1,198	1,198	1,198	1,198	1,198	1,198	-	14,381	12,744	(1,637)
	29,662	29,662	29,662	29,662	29,662	29,662	31,397	30,963	30,096	29,662	29,662	29,662	-	359,415	310,459	(48,955)
<b>Books and Supplies</b>																
4100 Textbooks and Core Curricula Materi	-	4,921	4,921	4,921	4,921	-	-	-	-	-	-	-	-	19,685	17,513	(2,162)
4200 Books and Other Reference Materi	2,316	2,316	2,316	2,316	2,316	-	-	-	-	-	-	-	-	11,580	10,308	(1,272)
4302 School Supplies	6,930	11,551	11,551	16,171	16,171	23,101	23,101	23,101	23,101	23,101	23,101	30,032	-	231,012	205,635	(25,377)
4305 Software	3,860	3,860	3,860	3,860	3,860	3,860	3,860	3,860	3,860	3,860	3,860	3,860	-	46,318	41,230	(5,088)
4310 Office Expense	405	405	405	405	405	405	405	405	405	405	405	405	-	4,863	4,329	(534)
4311 Business Meals	20	20	20	20	20	20	20	20	20	20	20	20	-	243	216	(27)
4400 Noncapitalized Equipment	899	1,498	1,498	2,097	2,097	2,996	2,996	2,996	2,996	2,996	2,996	3,895	-	29,964	29,376	(588)
	14,431	24,571	24,571	29,791	29,791	30,383	30,383	30,383	30,383	30,383	30,383	38,212	-	343,665	308,617	(35,049)



# Triumph Academy

## Monthly Cash Flow/Forecast FY20-21

Revised 5/8/19

ADA = 227.05



	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Subagreement Services</b>																
3101 Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3102 Special Education	1,930	1,930	1,930	1,930	1,930	1,930	1,930	1,930	1,930	1,930	1,930	1,930	-	23,159	20,615	(2,544)
3106 Other Educational Consultants	9,901	16,501	16,501	23,101	23,101	33,002	33,002	33,002	33,002	33,002	33,002	42,902	-	330,017	293,764	(36,253)
	11,830	18,431	18,431	25,031	25,031	34,932	34,932	34,932	34,932	34,932	34,932	44,832	-	353,176	314,379	(38,798)
<b>Operations and Housekeeping</b>																
3201 Auto and Travel	-	-	-	-	-	-	975	975	975	975	-	-	-	3,900	3,472	(428)
3300 Dues & Memberships	122	122	122	122	122	122	122	122	122	122	122	122	-	1,464	1,303	(161)
3400 Insurance	965	965	965	965	965	965	965	965	965	965	965	965	-	11,580	10,308	(1,272)
3501 Utilities	116	116	116	116	116	116	116	116	116	116	116	116	-	1,390	1,237	(153)
3502 Janitorial Services	96	96	96	96	96	96	96	96	96	96	96	96	-	1,158	1,031	(127)
3516 Miscellaneous Expense	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	2,271	-	27,246	2,500	(24,746)
3900 Communications	386	386	386	386	386	386	386	386	386	386	386	386	-	4,632	4,123	(509)
3901 Postage and Shipping	-	-	341	341	341	341	341	341	341	341	341	341	-	3,414	3,039	(375)
	3,956	3,956	4,297	4,297	4,297	4,297	5,272	5,272	5,272	5,272	4,297	4,297	-	54,782	27,011	(27,771)
<b>Facilities, Repairs and Other Lessees</b>																
3601 Rent	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	-	17,369	15,461	(1,908)
3610 Repairs and Maintenance	81	81	81	81	81	81	81	81	81	81	81	81	-	975	868	(107)
	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	-	18,344	16,329	(2,015)
<b>Professional/Consulting Services</b>																
3802 Audit & Taxes	-	-	-	2,453	2,453	2,453	-	-	-	-	-	-	-	7,360	7,215	(144)
3803 Legal	369	369	369	369	369	369	369	369	369	369	369	369	-	4,426	4,339	(87)
3804 Professional Development	-	-	492	492	492	492	492	492	492	492	492	492	-	4,924	4,383	(541)
3805 General Consulting	-	-	116	116	116	116	116	116	116	116	116	116	-	1,158	1,031	(127)
3806 Special Activities/Field Trips	-	-	-	-	-	-	-	22,001	22,001	22,001	-	-	-	66,003	58,753	(7,251)
3807 Bank Charges	-	-	19	19	19	19	19	19	19	19	19	19	-	195	173	(21)
3808 Printing	-	-	29	29	29	29	29	29	29	29	29	29	-	292	260	(32)
3809 Other taxes and fees	-	-	116	116	116	116	116	116	116	116	116	116	-	1,158	1,031	(127)
3810 Payroll Service Fee	289	289	289	289	289	289	289	289	289	289	289	289	-	3,474	3,092	(382)
3811 Management Fee	-	-	984	14,649	240	445	7,250	356	3,936	3,731	3,731	3,731	4,505	43,556	38,351	(5,204)
3812 District Oversight Fee	186	3,401	3,277	6,009	5,700	5,700	6,009	5,886	6,897	7,300	6,897	6,897	7,021	71,180	62,832	(8,347)
3814 SPED Encroachment	-	228	228	411	411	411	411	411	504	504	504	504	504	5,031	4,568	(463)
3815 Public Relations/Recruitment	-	-	177	177	177	177	177	177	177	177	177	177	-	1,770	1,736	(35)
	844	4,287	6,097	25,131	10,412	10,617	15,278	30,262	34,946	35,144	12,740	12,740	12,030	210,526	187,765	(22,762)
<b>Interest</b>																
7438 Interest Expense	5,307	5,089	6,543	-	3,635	-	5,344	-	5,344	-	6,235	-	-	37,497	49,085	11,588
	5,307	5,089	6,543	-	3,635	-	5,344	-	5,344	-	6,235	-	-	37,497	49,085	11,588
<b>Total Expenses</b>	153,158	173,124	176,729	201,040	189,956	197,019	209,734	218,940	228,100	222,521	205,377	216,871	12,030	2,404,597	2,123,895	(280,702)
<b>Monthly Surplus (Deficit)</b>	(146,965)	(56,918)	(64,652)	4,402	5,178	7,423	6,720	(17,613)	8,104	38,138	30,828	19,333	250,327	84,305	67,614	16,691

# Triumph Academy

## Monthly Cash Flow/Forecast FY20-21

Revised 5/8/19

ADA = 227.05



	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Cash Flow Adjustments</b>																
Monthly Surplus (Deficit)	(146,969)	(56,918)	(64,652)	4,402	9,178	7,423	6,720	(17,613)	8,104	38,138	30,828	19,333	250,327	84,305		
Cash flows from operating activities																
Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Funding Receivables	186,659	-	-	-	-	39,993	-	-	-	-	-	-	(262,357)	(35,704)	-	-
Grants and Contributions Rec.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Due To/From Related Parties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	(9,566)	-	-	-	-	-	-	-	-	-	-	-	12,030	2,463	-	-
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from investing activities																
Purchases of Prop. And Equip.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Notes Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from financing activities																
Proceeds from Factoring	132,669	127,217	163,565	-	90,869	-	133,610	-	133,610	-	155,878	-	-	937,417	-	-
Payments on Factoring	(167,534)	-	-	(132,669)	(127,217)	-	(163,565)	-	(90,869)	-	(133,610)	(133,610)	-	(949,073)	-	-
Proceeds from Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Change in Cash</b>	<b>(4,738)</b>	<b>70,299</b>	<b>98,913</b>	<b>(128,267)</b>	<b>(31,169)</b>	<b>47,416</b>	<b>(23,235)</b>	<b>(17,613)</b>	<b>50,845</b>	<b>38,138</b>	<b>53,096</b>	<b>(114,276)</b>				
Cash, Beginning of Month	18,061	13,323	83,622	182,534	54,267	23,098	70,514	47,279	29,666	80,511	118,649	171,745				
Cash, End of Month	13,323	83,622	182,534	54,267	23,098	70,514	47,279	29,666	80,511	118,649	171,745	57,469				

# Triumph Academy

## Monthly Cash Flow/Forecast FY21-22

Revised 5/8/19

ADA = 249.85



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
ADA = 227.05																
<b>Revenues</b>																
State Aid - Revenue Limit																
8011 LCFF State Aid	-	114,666	114,666	206,398	206,398	206,398	206,398	206,398	252,456	252,456	252,456	252,456	252,456	2,523,605	2,224,038	299,567
8012 Education Protection Account	-	-	-	11,353	-	-	11,353	-	-	14,773	-	-	12,493	49,970	45,410	4,560
	6,814	128,294	123,751	226,836	215,484	215,484	226,836	222,298	260,406	275,179	260,406	260,406	264,949	2,687,144	2,372,654	314,490
<b>Federal Revenue</b>																
8181 Special Education - Entitlement	-	1,181	1,181	2,125	2,125	2,125	2,125	2,125	2,599	2,599	2,599	2,599	2,599	25,984	23,613	2,371
	-	1,181	1,181	2,125	2,125	2,125	2,125	2,125	2,599	2,599	2,599	2,599	2,599	25,984	23,613	2,371
<b>Other State Revenue</b>																
8311 State Special Education	-	1,964	1,964	3,535	3,535	3,535	3,535	3,535	4,324	4,324	4,324	4,324	4,324	43,224	39,280	3,944
8560 State Lottery	-	-	-	-	-	-	12,118	-	-	12,118	-	-	24,235	48,471	44,048	4,423
	-	1,964	1,964	3,535	3,535	13,786	15,653	3,535	4,324	16,442	4,324	4,324	28,559	101,946	92,635	9,311
<b>Total Revenue</b>	<b>6,814</b>	<b>131,439</b>	<b>126,896</b>	<b>232,497</b>	<b>221,144</b>	<b>231,395</b>	<b>244,614</b>	<b>227,958</b>	<b>267,330</b>	<b>294,220</b>	<b>267,330</b>	<b>267,330</b>	<b>296,108</b>	<b>2,815,075</b>	<b>2,488,902</b>	<b>326,173</b>
<b>Expenses</b>																
<b>Certificated Salaries</b>																
1100 Teachers' Salaries	63,993	63,993	63,993	63,993	63,993	63,993	63,993	63,993	63,993	63,993	63,993	63,993	-	767,919	684,420	(83,499)
1175 Teachers' Extra Duty/Stipends	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	-	38,396	34,221	(4,175)
1200 Pupil Support Salaries	3,672	3,672	3,672	3,672	3,672	3,672	3,672	3,672	3,672	3,672	3,672	3,672	-	44,061	39,270	(4,791)
1300 Administrators' Salaries	17,834	17,834	17,834	17,834	17,834	17,834	17,834	17,834	17,834	17,834	17,834	17,834	-	214,010	190,740	(23,270)
	88,699	88,699	88,699	88,699	88,699	88,699	88,699	88,699	88,699	88,699	88,699	88,699	-	1,064,386	948,651	(115,735)
<b>Classified Salaries</b>																
2200 Support Salaries	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	-	88,122	78,540	(9,582)
	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	7,343	-	88,122	78,540	(9,582)
<b>Benefits</b>																
3101 STRS	16,941	16,941	16,941	16,941	16,941	16,941	16,941	16,941	16,941	16,941	16,941	16,941	-	203,298	181,192	(22,105)
3301 OASDI	455	455	455	455	455	455	455	455	455	455	455	455	-	5,464	4,869	(594)
3311 Medicare	1,393	1,393	1,393	1,393	1,393	1,393	1,393	1,393	1,393	1,393	1,393	1,393	-	16,711	14,894	(1,817)
3401 Health and Welfare	12,660	12,660	12,660	12,660	12,660	12,660	12,660	12,660	12,660	12,660	12,660	12,660	-	151,924	135,405	(16,519)
3501 State Unemployment	477	477	477	477	477	477	2,385	1,908	954	477	477	477	-	9,540	8,673	(867)
3601 Workers' Compensation	1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	-	16,135	14,381	(1,754)
	33,271	33,271	33,271	33,271	33,271	33,271	35,179	34,702	33,748	33,271	33,271	33,271	-	403,073	359,415	(43,658)
<b>Books and Supplies</b>																
4100 Textbooks and Core Curricula Mat	-	5,524	5,524	5,524	5,524	-	-	-	-	-	-	-	-	22,095	19,685	(2,410)
4200 Books and Other Reference Mater	2,599	2,599	2,599	2,599	2,599	-	-	-	-	-	-	-	-	12,997	11,580	(1,418)
4302 School Supplies	7,779	12,965	12,965	18,151	18,151	25,929	25,929	25,929	25,929	25,929	25,929	33,708	-	259,294	231,012	(28,282)
4305 Software	4,332	4,332	4,332	4,332	4,332	4,332	4,332	4,332	4,332	4,332	4,332	4,332	-	51,989	46,318	(5,671)
4310 Office Expense	455	455	455	455	455	455	455	455	455	455	455	455	-	5,459	4,863	(595)
4311 Business Meals	23	23	23	23	23	23	23	23	23	23	23	23	-	273	243	(30)
4400 Noncapitalized Equipment	917	1,528	1,528	2,139	2,139	3,056	3,056	3,056	3,056	3,056	3,056	3,973	-	30,563	29,964	(599)
	16,105	27,426	27,426	33,223	33,223	33,796	33,796	33,796	33,796	33,796	33,796	42,491	-	382,670	343,665	(39,005)

**Triumph Academy**  
**Monthly Cash Flow/Forecast FY21-22**

Revised 5/8/19

ADA = 249.85



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Subagreement Services</b>																
3101 Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3102 Special Education	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	-	25,994	23,159	(2,835)
3106 Other Educational Consultants	11,113	18,521	18,521	25,929	25,929	37,042	37,042	37,042	37,042	37,042	37,042	48,155	-	370,420	330,017	(40,403)
	13,179	20,687	20,687	28,096	28,096	39,208	39,208	39,208	39,208	39,208	39,208	50,321	-	396,415	353,176	(43,238)
<b>Operations and Housekeeping</b>																
3201 Auto and Travel	-	-	-	-	-	-	1,094	1,094	1,094	1,094	-	-	-	4,377	3,900	(477)
3300 Dues & Memberships	137	137	137	137	137	137	137	137	137	137	137	137	-	1,643	1,464	(179)
3400 Insurance	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	-	12,997	11,580	(1,418)
3501 Utilities	130	130	130	130	130	130	130	130	130	130	130	130	-	1,560	1,390	(170)
3502 Janitorial Services	108	108	108	108	108	108	108	108	108	108	108	108	-	1,300	1,158	(142)
3516 Miscellaneous Expense	2,499	2,499	2,499	2,499	2,499	2,499	2,499	2,499	2,499	2,499	2,499	2,499	-	29,982	27,246	(2,736)
3900 Communications	433	433	433	433	433	433	433	433	433	433	433	433	-	5,199	4,632	(567)
3901 Postage and Shipping	-	-	383	383	383	383	383	383	383	383	383	383	-	3,832	3,414	(418)
	4,390	4,390	4,773	4,773	4,773	4,773	5,868	5,868	5,868	5,868	4,773	4,773	-	60,889	54,782	(6,107)
<b>Facilities, Repairs and Other Leases</b>																
3601 Rent	1,625	1,625	1,625	1,625	1,625	1,625	1,625	1,625	1,625	1,625	1,625	1,625	-	19,496	17,369	(2,126)
3602 Additional Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3610 Repairs and Maintenance	91	91	91	91	91	91	91	91	91	91	91	91	-	1,094	975	(119)
	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	-	20,590	18,344	(2,246)
<b>Professional/Consulting Services</b>																
3802 Audit & Taxes	-	-	-	2,502	2,502	2,502	-	-	-	-	-	-	-	7,507	7,360	(147)
3803 Legal	376	376	376	376	376	376	376	376	376	376	376	376	-	4,515	4,426	(89)
3804 Professional Development	-	-	553	553	553	553	553	553	553	553	553	553	-	5,526	4,924	(603)
3805 General Consulting	-	-	130	130	130	130	130	130	130	130	130	130	-	1,300	1,158	(142)
3806 Special Activities/Field Trips	-	-	-	-	-	-	-	24,695	24,695	24,695	-	-	-	74,084	66,003	(8,081)
3807 Bank Charges	-	-	22	22	22	22	22	22	22	22	22	22	-	218	195	(24)
3808 Printing	-	-	33	33	33	33	33	33	33	33	33	33	-	328	292	(36)
3809 Other taxes and fees	-	-	130	130	130	130	130	130	130	130	130	130	-	1,300	1,158	(142)
3810 Payroll Service Fee	325	325	325	325	325	325	325	325	325	325	325	325	-	3,899	3,474	(425)
3811 Management Fee	-	-	1,113	16,569	271	503	8,200	403	4,451	4,220	4,220	4,220	5,095	49,264	43,556	(5,708)
3812 District Oversight Fee	204	3,849	3,713	6,805	6,465	6,465	6,805	6,669	7,812	8,255	7,812	7,812	7,948	80,614	71,180	(9,435)
3814 SPED Encroachment	-	252	252	453	453	453	453	453	554	554	554	554	554	5,537	5,031	(505)
3815 Public Relations/Recruitment	-	-	181	181	181	181	181	181	181	181	181	181	-	1,806	1,770	(35)
	906	4,802	6,826	28,078	11,440	11,671	17,207	33,968	39,261	39,472	14,335	14,335	13,597	235,897	210,526	(25,371)
<b>Interest</b>																
7438 Interest Expense	7,430	-	-	-	8,079	-	-	-	5,049	-	-	-	-	20,558	37,497	16,939
	7,430	-	-	-	8,079	-	-	-	5,049	-	-	-	-	20,558	37,497	16,939
<b>Total Expenses</b>	173,140	188,335	190,742	225,200	216,640	220,478	229,016	245,300	254,688	249,374	223,141	242,950	13,597	2,672,600	2,404,597	(268,003)
<b>Monthly Surplus (Deficit)</b>	(166,325)	(56,896)	(63,846)	7,297	4,504	10,917	15,599	(17,342)	12,642	44,846	44,188	24,380	282,510	142,474	84,305	58,169

# Triumph Academy

## Monthly Cash Flow/Forecast FY21-22

Revised 5/8/19

ADA = 249.85



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Cash Flow Adjustments</b>																
Monthly Surplus (Deficit)	(166,325)	(56,896)	(63,846)	7,297	4,504	10,917	15,599	(17,342)	12,642	44,846	44,188	24,380	282,510	142,474		
Cash flows from operating activities																
Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Funding Receivables	234,035	-	22,024	-	-	-	6,297	-	-	-	-	-	(296,108)	(33,751)	-	-
Grants and Contributions Rec.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Due To/From Related Parties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	(12,030)	-	-	-	-	-	-	-	-	-	-	-	13,597	1,568	-	-
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from investing activities																
Purchases of Prop. And Equip.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Notes Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from financing activities																
Proceeds from Factoring	185,758	-	-	-	201,965	-	-	-	126,228	-	-	-	-	513,952	-	-
Payments on Factoring	(155,878)	-	-	-	(185,758)	-	-	-	(201,965)	-	-	-	-	(543,602)	-	-
Proceeds from Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Change in Cash</b>	<b>85,561</b>	<b>(56,896)</b>	<b>(41,823)</b>	<b>7,297</b>	<b>20,711</b>	<b>10,917</b>	<b>21,896</b>	<b>(17,342)</b>	<b>(63,095)</b>	<b>44,846</b>	<b>44,188</b>	<b>24,380</b>				
<b>Cash, Beginning of Month</b>	<b>57,469</b>	<b>143,030</b>	<b>86,134</b>	<b>44,311</b>	<b>51,608</b>	<b>72,319</b>	<b>83,236</b>	<b>105,132</b>	<b>87,790</b>	<b>24,695</b>	<b>69,541</b>	<b>113,730</b>				
<b>Cash, End of Month</b>	<b>143,030</b>	<b>86,134</b>	<b>44,311</b>	<b>51,608</b>	<b>72,319</b>	<b>83,236</b>	<b>105,132</b>	<b>87,790</b>	<b>24,695</b>	<b>69,541</b>	<b>113,730</b>	<b>138,110</b>				

**Triumph Academy**  
**Monthly Cash Flow/Forecast FY22-23**

Revised 5/8/19

ADA = 274.55



	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
ADA = 249.85																
<b>Revenues</b>																
State Aid - Revenue Limit																
8011 LCFF State Aid	-	130,084	130,084	234,152	234,152	234,152	234,152	234,152	285,592	285,592	285,592	285,592	285,592	2,858,891	2,523,605	335,286
8012 Education Protection Account	-	-	-	12,493	-	-	12,493	-	-	16,198	-	-	13,728	54,910	49,970	4,940
	7,488	143,060	140,068	256,628	244,136	244,136	256,628	251,624	294,328	310,526	294,328	294,328	299,320	3,038,597	2,687,144	351,453
<b>Federal Revenue</b>																
8181 Special Education - Entitlement	-	1,299	1,299	2,339	2,339	2,339	2,339	2,339	2,852	2,852	2,852	2,852	2,852	28,553	25,984	2,569
	-	1,299	1,299	2,339	2,339	2,339	2,339	2,339	2,852	2,852	2,852	2,852	2,852	28,553	25,984	2,569
<b>Other State Revenue</b>																
8311 State Special Education	-	2,161	2,161	3,890	3,890	3,890	3,890	3,890	4,745	4,745	4,745	4,745	4,745	47,497	43,224	4,273
	-	2,161	2,161	3,890	3,890	14,141	17,206	3,890	4,745	18,060	4,745	4,745	32,406	112,041	101,946	10,094
<b>Total Revenue</b>	7,488	148,520	143,529	262,857	250,365	260,616	276,173	257,852	301,925	331,438	301,925	301,925	334,578	3,179,191	2,815,075	364,117
<b>Expenses</b>																
<b>Certificated Salaries</b>																
1100 Teachers' Salaries	71,314	71,314	71,314	71,314	71,314	71,314	71,314	71,314	71,314	71,314	71,314	71,314	-	855,769	767,919	(87,850)
1179 Teachers' Extra Duty/Stipends	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	-	42,788	38,396	(4,392)
1200 Pupil Support Salaries	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	-	49,436	44,061	(5,375)
1300 Administrators' Salaries	20,010	20,010	20,010	20,010	20,010	20,010	20,010	20,010	20,010	20,010	20,010	20,010	-	240,120	214,010	(26,109)
	99,009	99,009	99,009	99,009	99,009	99,009	99,009	99,009	99,009	99,009	99,009	99,009	-	1,188,113	1,064,386	(123,727)
<b>Classified Salaries</b>																
2200 Support Salaries	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	-	98,873	88,122	(10,751)
	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	8,239	-	98,873	88,122	(10,751)
<b>Benefits</b>																
3101 STRS	18,911	18,911	18,911	18,911	18,911	18,911	18,911	18,911	18,911	18,911	18,911	18,911	-	226,930	203,298	(23,632)
3301 OASDI	511	511	511	511	511	511	511	511	511	511	511	511	-	6,130	5,464	(667)
3311 Medicare	1,555	1,555	1,555	1,555	1,555	1,555	1,555	1,555	1,555	1,555	1,555	1,555	-	18,661	16,711	(1,950)
3401 Health and Welfare	14,139	14,139	14,139	14,139	14,139	14,139	14,139	14,139	14,139	14,139	14,139	14,139	-	169,663	151,924	(17,739)
3501 State Unemployment	522	522	522	522	522	522	2,611	2,089	1,045	522	522	522	-	10,445	9,540	(905)
3601 Workers' Compensation	1,501	1,501	1,501	1,501	1,501	1,501	1,501	1,501	1,501	1,501	1,501	1,501	-	18,018	16,135	(1,883)
	37,139	37,139	37,139	37,139	37,139	37,139	39,228	38,706	37,661	37,139	37,139	37,139	-	449,847	403,073	(46,775)
<b>Books and Supplies</b>																
4100 Textbooks and Core Curricula Mat	-	6,191	6,191	6,191	6,191	-	-	-	-	-	-	-	-	24,765	22,095	(2,670)
4200 Books and Other Reference Mater	2,914	2,914	2,914	2,914	2,914	-	-	-	-	-	-	-	-	14,568	12,997	(1,571)
4302 School Supplies	8,719	14,531	14,531	20,344	20,344	29,063	29,063	29,063	29,063	29,063	29,063	37,781	-	290,626	259,294	(31,332)
4305 Software	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	-	58,271	51,989	(6,282)
4310 Office Expense	510	510	510	510	510	510	510	510	510	510	510	510	-	6,118	5,459	(660)
4311 Business Meals	25	25	25	25	25	25	25	25	25	25	25	25	-	306	273	(33)
4400 Noncapitalized Equipment	935	1,559	1,559	2,182	2,182	3,117	3,117	3,117	3,117	3,117	3,117	4,053	-	31,174	30,563	(611)
	17,959	30,586	30,586	37,022	37,022	37,571	37,571	37,571	37,571	37,571	37,571	47,225	-	425,829	382,670	(43,159)

**Triumph Academy**  
**Monthly Cash Flow/Forecast FY22-23**

Revised 5/8/19

ADA = 274.55



	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Subagreement Services</b>																
5101 Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5102 Special Education	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	-	29,135	25,994	(3,141)
5106 Other Educational Consultants	12,455	20,759	20,759	29,063	29,063	41,518	41,518	41,518	41,518	41,518	41,518	33,973	-	415,180	370,420	(44,760)
	14,883	23,187	23,187	31,491	31,491	43,946	43,946	43,946	43,946	43,946	43,946	36,401	-	444,316	396,415	(47,901)
<b>Operations and Housekeeping</b>																
5201 Auto and Travel	-	-	-	-	-	-	1,227	1,227	1,227	1,227	-	-	-	4,906	4,377	(529)
5300 Dues & Memberships	153	153	153	153	153	153	153	153	153	153	153	153	-	1,841	1,643	(199)
5400 Insurance	1,214	1,214	1,214	1,214	1,214	1,214	1,214	1,214	1,214	1,214	1,214	1,214	-	14,568	12,997	(1,571)
5501 Utilities	146	146	146	146	146	146	146	146	146	146	146	146	-	1,748	1,560	(188)
5502 Janitorial Services	121	121	121	121	121	121	121	121	121	121	121	121	-	1,457	1,300	(157)
5516 Miscellaneous Expense	2,746	2,746	2,746	2,746	2,746	2,746	2,746	2,746	2,746	2,746	2,746	2,746	-	32,946	29,982	(2,964)
5900 Communications	486	486	486	486	486	486	486	486	486	486	486	486	-	5,827	5,199	(628)
5901 Postage and Shipping	-	-	429	429	429	429	429	429	429	429	429	429	-	4,295	3,832	(463)
	4,866	4,866	5,295	5,295	5,295	5,295	6,522	6,522	6,522	6,522	5,295	5,295	-	67,588	60,889	(6,699)
<b>Facilities, Repairs and Other Leases</b>																
5601 Rent	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	-	21,852	19,496	(2,356)
5602 Additional Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5610 Repairs and Maintenance	102	102	102	102	102	102	102	102	102	102	102	102	-	1,227	1,094	(132)
	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	-	23,078	20,590	(2,488)
<b>Professional/Consulting Services</b>																
5802 Audit & Taxes	-	-	-	2,552	2,552	2,552	-	-	-	-	-	-	-	7,657	7,507	(150)
5803 Legal	384	384	384	384	384	384	384	384	384	384	384	384	-	4,605	4,515	(90)
5804 Professional Development	-	-	619	619	619	619	619	619	619	619	619	619	-	6,194	5,526	(668)
5805 General Consulting	-	-	146	146	146	146	146	146	146	146	146	146	-	1,457	1,300	(157)
5806 Special Activities/Field Trips	-	-	-	-	-	-	-	27,679	27,679	27,679	-	-	-	83,036	74,084	(8,952)
5807 Bank Charges	-	-	24	24	24	24	24	24	24	24	24	24	-	245	218	(26)
5808 Printing	-	-	37	37	37	37	37	37	37	37	37	37	-	367	328	(40)
5809 Other taxes and fees	-	-	146	146	146	146	146	146	146	146	146	146	-	1,457	1,300	(157)
5810 Payroll Service Fee	364	364	364	364	364	364	364	364	364	364	364	364	-	4,370	3,899	(471)
5811 Management Fee	-	-	1,257	18,712	306	568	9,260	455	5,017	4,765	4,765	4,765	5,754	55,636	49,264	(6,372)
5812 District Oversight Fee	225	4,352	4,202	7,699	7,324	7,324	7,699	7,549	8,830	9,316	8,830	8,830	8,980	91,158	80,614	(10,544)
5814 SPED Encroachment	-	277	277	498	498	498	498	498	608	608	608	608	608	6,084	5,537	(547)
5815 Public Relations/Recruitment	-	-	184	184	184	184	184	184	184	184	184	184	-	1,842	1,806	(36)
	973	5,377	7,640	31,366	12,585	12,847	19,362	38,085	44,047	44,272	16,107	16,107	15,341	264,108	235,897	(28,211)
<b>Interest</b>																
7438 Interest Expense	-	-	3,746	-	-	-	-	-	-	-	-	-	-	3,746	20,558	16,812
	-	-	3,746	-	-	-	-	-	-	-	-	-	-	3,746	20,558	16,812
<b>Total Expenses</b>	<b>184,991</b>	<b>210,326</b>	<b>216,766</b>	<b>251,484</b>	<b>232,704</b>	<b>245,970</b>	<b>255,801</b>	<b>274,002</b>	<b>278,920</b>	<b>278,622</b>	<b>249,231</b>	<b>271,340</b>	<b>15,341</b>	<b>2,965,498</b>	<b>2,672,600</b>	<b>(292,898)</b>
<b>Monthly Surplus (Deficit)</b>	<b>(177,504)</b>	<b>(61,806)</b>	<b>(73,237)</b>	<b>11,373</b>	<b>17,661</b>	<b>14,646</b>	<b>20,372</b>	<b>(16,149)</b>	<b>23,005</b>	<b>52,817</b>	<b>52,695</b>	<b>30,585</b>	<b>319,236</b>	<b>213,693</b>	<b>142,474</b>	<b>71,218</b>

**Triumph Academy**  
**Monthly Cash Flow/Forecast FY22-23**

Revised 5/8/19

ADA = 274.55



	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Cash Flow Adjustments</b>																
Monthly Surplus (Deficit)	(177,504)	(61,806)	(73,237)	11,373	17,661	14,646	20,372	(16,149)	23,005	52,817	52,695	30,585	319,236	213,693		
Cash flows from operating activities																
Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Public Funding Receivables	264,949	-	24,235	-	-	-	6,923	-	-	-	-	-	(334,578)	(38,470)		
Grants and Contributions Rec.	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Due To/From Related Parties	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Accounts Payable	(13,597)	-	-	-	-	-	-	-	-	-	-	-	15,341	1,744		
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Cash flows from investing activities																
Purchases of Prop. And Equip.	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Notes Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Cash flows from financing activities																
Proceeds from Factoring	-	-	93,661	-	-	-	-	-	-	-	-	-	-	93,661		
Payments on Factoring	(126,228)	-	-	-	-	-	(93,661)	-	-	-	-	-	-	(219,889)		
Proceeds from Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Payments on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Total Change in Cash</b>	<b>(52,380)</b>	<b>(61,806)</b>	<b>44,659</b>	<b>11,373</b>	<b>17,661</b>	<b>14,646</b>	<b>(66,365)</b>	<b>(16,149)</b>	<b>23,005</b>	<b>52,817</b>	<b>52,695</b>	<b>30,585</b>				
<b>Cash, Beginning of Month</b>	<b>138,110</b>	<b>85,729</b>	<b>23,923</b>	<b>68,582</b>	<b>79,955</b>	<b>97,616</b>	<b>112,261</b>	<b>45,896</b>	<b>29,747</b>	<b>52,752</b>	<b>105,568</b>	<b>158,263</b>				
<b>Cash, End of Month</b>	<b>85,729</b>	<b>23,923</b>	<b>68,582</b>	<b>79,955</b>	<b>97,616</b>	<b>112,261</b>	<b>45,896</b>	<b>29,747</b>	<b>52,752</b>	<b>105,568</b>	<b>158,263</b>	<b>188,848</b>				



**Triumph Academy**  
**Monthly Cash Flow/Forecast FY23-24**

Revised 5/8/19

ADA = 302.10



	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Revenues</b>																
State Aid - Revenue Limit															ADA = 274.55	
8011 LCFF State Aid	-	142,945	142,945	257,300	257,300	257,300	257,300	257,300	314,676	314,676	314,676	314,676	314,676	3,145,769	2,858,891	286,878
8012 Education Protection Account	-	-	-	13,728	-	-	13,728	-	-	17,860	-	-	15,105	60,420	54,910	5,510
	8,239	159,423	153,930	282,013	268,286	268,286	282,013	276,535	324,288	342,148	324,288	324,288	329,781	3,343,508	3,038,597	304,911
<b>Federal Revenue</b>																
8181 Special Education - Entitlement	-	1,428	1,428	2,570	2,570	2,570	2,570	2,570	3,143	3,143	3,143	3,143	3,143	31,418	28,553	2,865
	-	1,428	1,428	2,570	2,570	2,570	2,570	2,570	3,143	3,143	3,143	3,143	3,143	31,418	28,553	2,865
<b>Other State Revenue</b>																
8311 State Special Education	-	2,375	2,375	4,275	4,275	4,275	4,275	4,275	5,228	5,228	5,228	5,228	5,228	52,263	47,497	4,766
8560 State Lottery	-	-	-	-	-	-	14,652	-	-	14,652	-	-	29,304	58,607	53,263	5,343
	-	2,375	2,375	4,275	4,275	14,526	18,927	4,275	5,228	19,880	5,228	5,228	36,676	123,267	112,041	11,226
<b>Total Revenue</b>	8,239	163,225	157,733	288,858	275,130	285,382	303,510	283,369	332,659	365,171	332,659	332,659	369,600	3,498,193	3,179,191	319,002
<b>Expenses</b>																
<b>Certificated Salaries</b>																
1100 Teachers' Salaries	79,022	79,022	79,022	79,022	79,022	79,022	79,022	79,022	79,022	79,022	79,022	79,022	-	948,266	855,769	(92,497)
1175 Teachers' Extra Duty/Stipends	3,951	3,951	3,951	3,951	3,951	3,951	3,951	3,951	3,951	3,951	3,951	3,951	-	47,413	42,788	(4,625)
1200 Pupil Support Salaries	4,622	4,622	4,622	4,622	4,622	4,622	4,622	4,622	4,622	4,622	4,622	4,622	-	55,468	49,436	(6,031)
1300 Administrators' Salaries	22,451	22,451	22,451	22,451	22,451	22,451	22,451	22,451	22,451	22,451	22,451	22,451	-	269,414	240,120	(29,293)
	110,047	110,047	110,047	110,047	110,047	110,047	110,047	110,047	110,047	110,047	110,047	110,047	-	1,320,561	1,188,113	(132,448)
<b>Classified Salaries</b>																
2200 Support Salaries	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	-	110,935	98,873	(12,062)
	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	9,245	-	110,935	98,873	(12,062)
<b>Benefits</b>																
3101 STRS	21,019	21,019	21,019	21,019	21,019	21,019	21,019	21,019	21,019	21,019	21,019	21,019	-	252,227	226,930	(25,298)
3301 OASDI	573	573	573	573	573	573	573	573	573	573	573	573	-	6,878	6,130	(748)
3311 Medicare	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730	1,730	-	20,757	18,661	(2,095)
3401 Health and Welfare	15,728	15,728	15,728	15,728	15,728	15,728	15,728	15,728	15,728	15,728	15,728	15,728	-	188,739	169,663	(19,075)
3501 State Unemployment	570	570	570	570	570	570	2,848	2,278	1,139	570	570	570	-	11,392	10,445	(947)
3601 Workers' Compensation	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	-	20,041	18,018	(2,023)
	41,290	41,290	41,290	41,290	41,290	41,290	43,568	42,998	41,859	41,290	41,290	41,290	-	500,033	449,847	(50,186)
<b>Books and Supplies</b>																
4100 Textbooks and Core Curricula Mat	-	6,949	6,949	6,949	6,949	-	-	-	-	-	-	-	-	27,795	24,765	(3,030)
4200 Books and Other Reference Mater	3,270	3,270	3,270	3,270	3,270	-	-	-	-	-	-	-	-	16,350	14,568	(1,782)
4302 School Supplies	9,786	16,309	16,309	22,833	22,833	32,619	32,619	32,619	32,619	32,619	32,619	42,404	-	326,185	290,626	(35,559)
4305 Software	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	-	65,401	58,271	(7,130)
4310 Office Expense	572	572	572	572	572	572	572	572	572	572	572	572	-	6,867	6,118	(749)
4311 Business Meals	29	29	29	29	29	29	29	29	29	29	29	29	-	343	306	(37)
4400 Noncapitalized Equipment	954	1,590	1,590	2,226	2,226	3,180	3,180	3,180	3,180	3,180	3,180	4,134	-	31,798	31,174	(623)
	20,060	34,169	34,169	41,329	41,329	41,849	41,849	41,849	41,849	41,849	41,849	52,589	-	474,740	425,829	(48,911)

**Triumph Academy**  
**Monthly Cash Flow/Forecast FY23-24**

Revised 5/8/19

ADA = 302.10



	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Subagreement Services</b>																
3101 Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3102 Special Education	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	-	32,700	29,135	(3,565)
3106 Other Educational Consultants	13,979	23,299	23,299	32,619	32,619	46,598	46,598	46,598	46,598	46,598	46,598	60,577	-	465,979	415,180	(50,799)
	16,704	26,024	26,024	35,344	35,344	49,323	49,323	49,323	49,323	49,323	49,323	63,302	-	498,679	444,316	(54,363)
<b>Operations and Housekeeping</b>																
3201 Auto and Travel	-	-	-	-	-	-	1,377	1,377	1,377	1,377	-	-	-	5,507	4,906	(600)
3300 Dues & Memberships	172	172	172	172	172	172	172	172	172	172	172	172	-	2,067	1,841	(225)
3400 Insurance	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	-	16,350	14,568	(1,782)
3501 Utilities	164	164	164	164	164	164	164	164	164	164	164	164	-	1,962	1,748	(214)
3502 Janitorial Services	136	136	136	136	136	136	136	136	136	136	136	136	-	1,635	1,457	(178)
3516 Miscellaneous Expense	3,021	3,021	3,021	3,021	3,021	3,021	3,021	3,021	3,021	3,021	3,021	3,021	-	36,252	32,946	(3,306)
3900 Communications	545	545	545	545	545	545	545	545	545	545	545	545	-	6,540	5,827	(713)
3901 Postage and Shipping	-	-	-	482	482	482	482	482	482	482	482	482	-	4,820	4,295	(525)
	5,400	5,400	5,882	5,882	5,882	5,882	7,259	7,259	7,259	7,259	5,882	5,882	-	75,133	67,588	(7,545)
<b>Facilities, Repairs and Other Leases</b>																
3601 Rent	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	-	24,525	21,852	(2,674)
3602 Additional Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3610 Repairs and Maintenance	115	115	115	115	115	115	115	115	115	115	115	115	-	1,377	1,227	(150)
	2,158	2,158	2,158	2,158	2,158	2,158	2,158	2,158	2,158	2,158	2,158	2,158	-	25,902	23,078	(2,824)
<b>Professional/Consulting Services</b>																
3802 Audit & Taxes	-	-	-	2,603	2,603	2,603	-	-	-	-	-	-	-	7,810	7,657	(153)
3803 Legal	391	391	391	391	391	391	391	391	391	391	391	391	-	4,697	4,605	(92)
3804 Professional Development	-	-	695	695	695	695	695	695	695	695	695	695	-	6,952	6,194	(758)
3805 General Consulting	-	-	164	164	164	164	164	164	164	164	164	164	-	1,635	1,457	(178)
3806 Special Activities/Field Trips	-	-	-	-	-	-	-	31,065	31,065	31,065	-	-	-	93,196	83,036	(10,160)
3807 Bank Charges	-	-	27	27	27	27	27	27	27	27	27	27	-	275	245	(30)
3808 Printing	-	-	41	41	41	41	41	41	41	41	41	41	-	412	367	(45)
3809 Other taxes and fees	-	-	164	164	164	164	164	164	164	164	164	164	-	1,635	1,457	(178)
3810 Payroll Service Fee	409	409	409	409	409	409	409	409	409	409	409	409	-	4,905	4,370	(535)
3811 Management Fee	-	-	1,383	20,590	337	625	10,190	300	5,331	5,244	5,244	5,244	6,331	61,218	55,636	(5,583)
3812 District Oversight Fee	247	4,783	4,618	8,460	8,049	8,049	8,460	8,296	9,729	10,264	9,729	9,729	9,893	100,305	91,158	(9,147)
3814 SPED Encroachment	-	304	304	548	548	548	548	548	670	670	670	670	670	6,695	6,084	(611)
3815 Public Relations/Recruitment	-	-	188	188	188	188	188	188	188	188	188	188	-	1,879	1,842	(37)
	1,047	5,887	8,384	34,280	13,615	13,903	21,277	42,488	49,074	49,322	17,721	17,721	16,895	291,614	264,108	(27,506)
<b>Interest</b>																
7438 Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,746	3,746
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,746	3,746
<b>Total Expenses</b>	<b>205,952</b>	<b>234,220</b>	<b>237,199</b>	<b>279,574</b>	<b>258,910</b>	<b>273,698</b>	<b>284,726</b>	<b>305,368</b>	<b>310,814</b>	<b>310,493</b>	<b>277,515</b>	<b>302,234</b>	<b>16,895</b>	<b>3,297,596</b>	<b>2,965,498</b>	<b>(332,098)</b>
<b>Monthly Surplus (Deficit)</b>	<b>(197,713)</b>	<b>(70,995)</b>	<b>(79,467)</b>	<b>9,284</b>	<b>16,221</b>	<b>11,684</b>	<b>18,784</b>	<b>(21,998)</b>	<b>21,845</b>	<b>54,678</b>	<b>55,144</b>	<b>30,425</b>	<b>352,705</b>	<b>200,597</b>	<b>213,693</b>	<b>(13,095)</b>

**Triumph Academy**  
**Monthly Cash Flow/Forecast FY23-24**  
 Revised 5/8/19

ADA = 302.10



	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
<b>Cash Flow Adjustments</b>																
Monthly Surplus (Deficit)	(197,713)	(70,995)	(79,467)	9,284	16,221	11,684	18,784	(21,998)	21,845	54,678	55,144	30,425	352,705	200,597		
Cash flows from operating activities																
Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Funding Receivables	299,320	-	26,631	-	-	-	8,627	-	-	-	-	-	(369,600)	(35,022)	-	-
Grants and Contributions Rec.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Due To/From Related Parties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	(15,341)	-	-	-	-	-	-	-	-	-	-	-	16,895	1,553	-	-
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from investing activities																
Purchases of Prop. And Equip.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Notes Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flows from financing activities																
Proceeds from Factoring	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments on Factoring	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Change in Cash</b>	<b>86,265</b>	<b>(70,995)</b>	<b>(52,835)</b>	<b>9,284</b>	<b>16,221</b>	<b>11,684</b>	<b>27,410</b>	<b>(21,998)</b>	<b>21,845</b>	<b>54,678</b>	<b>55,144</b>	<b>30,425</b>				
<b>Cash, Beginning of Month</b>	<b>188,848</b>	<b>275,114</b>	<b>204,119</b>	<b>151,284</b>	<b>160,568</b>	<b>176,788</b>	<b>188,472</b>	<b>215,883</b>	<b>193,884</b>	<b>215,729</b>	<b>270,407</b>	<b>325,551</b>				
<b>Cash, End of Month</b>	<b>275,114</b>	<b>204,119</b>	<b>151,284</b>	<b>160,568</b>	<b>176,788</b>	<b>188,472</b>	<b>215,883</b>	<b>193,884</b>	<b>215,729</b>	<b>270,407</b>	<b>325,551</b>	<b>355,976</b>				

## Budget Narrative & Cash Flow Statement

Below is the financial information and narrative for the proposal of Triumph Academy. The financial statements include a 5-year pro-forma annual budget and monthly cash flow statement (the planning year plus 4 years of operations for 2020-21 through 2023-24 inclusive).

### Students: Enrollment, Demographics and Average Daily Attendance

Revenues for Triumph Academy will largely depend on the number of students enrolled and their attendance. Average Daily Attendance (ADA) is the aggregate attendance during a reporting period divided by the number of days the school is in session during that period. ADA is used to calculate many of the revenue sources. To allow for conservatism, this budget assumes a 95% attendance rate.

It is planned that Triumph Academy will open in 2019-20 for grades 9-12 only with enrollment of 217 and grow to 318 at capacity. The following table shows Triumph Academy's projected enrollment and ADA.

**Table A: Enrollment & ADA**

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Projected Enrollment &amp; ADA by Grade</b>					
9th Grade	18	23	27	36	45
10th Grade	54	60	67	74	83
11th Grade	72	77	84	89	94
12th Grade	73	79	85	90	96
<b>Total Projected Enrollment</b>	<b>217</b>	<b>239</b>	<b>263</b>	<b>289</b>	<b>318</b>
<b>Average Daily Attendance (ADA)</b>					
ADA %	95%	95%	95%	95%	95%
<b>Total</b>	<b>206.15</b>	<b>227.05</b>	<b>249.85</b>	<b>274.55</b>	<b>302.10</b>

## Revenues

Factoring in all revenues at the school, per-pupil funding is expected to be around \$11,200/ADA at Triumph Academy except in the early/initial, start-up years when some revenue streams are not immediately available. State revenue streams provide the largest source of funding making up about 95% of Triumph Academy's total revenues. All revenues are monitored throughout the year as various funding estimates are refined and recalculated.

Table B: Summary of Projected Revenues

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Summary of Revenue Programs</b>					
State Aid - Revenue Limit	\$2,094,412	\$2,372,654	\$2,687,144	\$3,038,597	\$3,343,508
Federal Revenue	\$21,440	\$23,613	\$25,984	\$28,553	\$31,418
Other State Revenue	\$75,657	\$92,635	\$101,946	\$112,041	\$123,267
<b>Total Revenues</b>	<b>\$2,191,509</b>	<b>\$2,488,902</b>	<b>\$2,815,075</b>	<b>\$3,179,191</b>	<b>\$3,498,193</b>
State Revenues as % of Total	95.6%	95.3%	95.5%	95.6%	95.6%
Revenues per ADA	\$10,631	\$10,962	\$11,267	\$11,580	\$11,580

## State Revenues

State Revenues are estimated based on specific programs as identified below, with the majority of funding dependent upon the annual State budget and the school's student population.

### Principal Apportionment

The LCFF FCMAT calculator (FCMAT Version v19.2c released 1/14/19) was used to determine the LCFF projections for each year of the above revenue projections which are based on expected student ADA and the expected unduplicated count of students at Triumph Academy of 29.70%.

The 2018-19 estimates for the District's LCFF floor, gap funding and ADA stated on the LCFF Funding snapshot were used as estimates for 2019-20 floor to calculate the LCFF per-pupil funding for Triumph Academy in its first year. The calculator accounts for the updated implementation and cost of living adjustment (COLA) rates. These projections show that in year 1, a total of \$41,230, or \$200 per ADA, of the principal apportionment ADA funding will be disbursed via the Education Protection Account.

Table C: Projected State Revenues

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>State Aid - Revenue Limit</b>					
LCFF State Aid	\$1,959,477	\$2,224,038	\$2,523,605	\$2,858,891	\$3,145,769
Education Protection Account	\$41,230	\$45,410	\$49,970	\$54,910	\$60,420
<b>Total State Revenue</b>	<b>\$2,094,412</b>	<b>\$2,372,654</b>	<b>\$2,687,144</b>	<b>\$3,038,597</b>	<b>\$3,343,508</b>

## *Federal Revenues*

### *Special Education*

Triumph Academy provides special education services and will work with the LACOE Special Education Local Planning Area (SELPA) to ensure resources are provided to ensure compliant, efficient and effective delivery of services. Triumph Academy's state special education funding includes general state aid of \$173/ADA. In addition to state special education funding, the revenue projection for Triumph Academy also assumes \$104/ADA of federal special education funding beginning in year 2.

Table D: Projected Federal Revenues

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Federal Revenue</b>					
Special Education - Entitlement	\$21,440	\$23,613	\$25,984	\$28,553	\$31,418
<b>Total Federal Revenue</b>	<b>\$21,440</b>	<b>\$23,613</b>	<b>\$25,984</b>	<b>\$28,553</b>	<b>\$31,418</b>

## *Other State Revenues*

### *Lottery & Mandated Block Grant*

Lottery funding is based upon a projection of \$194 per ADA per year. Lottery funds are mainly allocated for general purpose use with nearly 25% of the funds restricted for instructional materials. Projections for the Mandate Block Grant are assumed at \$45/ADA for grades 9-12. Since funding is dependent on the previous year's ADA, Triumph Academy will not be eligible to receive the Mandate Block Grant funding until the second year of operations.

The Lottery funds have been included in year one and an accrual and receivable at the end of year one as the funds will be paid as a prior year adjustment during year two of operations.

Table E: Projected Other State Revenues

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Other State Revenue</b>					
State Special Education	\$35,664	\$39,280	\$43,224	\$47,497	\$52,263
Mandated Cost	-	\$9,308	\$10,251	\$11,281	\$12,396
State Lottery	\$39,993	\$44,048	\$48,471	\$53,263	\$58,607
<b>Total Other State Revenue</b>	<b>\$75,657</b>	<b>\$92,635</b>	<b>\$101,946</b>	<b>\$112,041</b>	<b>\$123,267</b>

## *Other Local Revenues*

Although Triumph Academy does intend to utilize fundraising, non-public revenue has been excluded from the budget to be conservative.

## Expenditures

The projected expenditures through 2023-24 are shown below and are followed by a summary of assumptions for some of the larger expenses.

Table F: Summary of Projected Expenses

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Summary of Projected Expenses</b>					
Certificated Salaries	\$840,250	\$948,651	\$1,064,386	\$1,188,113	\$1,320,561
Classified Salaries	\$70,000	\$78,540	\$88,122	\$98,873	\$110,935
Employee Benefits	\$310,459	\$359,415	\$403,073	\$449,847	\$500,033
<b>Total Compensation</b>	<b>\$1,220,709</b>	<b>\$1,386,606</b>	<b>\$1,555,581</b>	<b>\$1,736,833</b>	<b>\$1,931,529</b>
Books and Supplies	\$308,617	\$343,665	\$382,670	\$425,829	\$474,740
Subagreement Services	\$314,379	\$353,176	\$396,415	\$444,316	\$498,679
Operations and Housekeeping	\$27,011	\$54,782	\$60,889	\$67,588	\$75,133
Facilities, Repairs and Other Leases	\$16,329	\$18,344	\$20,590	\$23,078	\$25,902
Professional/Consulting Services	\$187,765	\$210,526	\$235,897	\$264,108	\$291,614
Interest	\$49,085	\$37,497	\$20,558	\$3,746	-
<b>Total Non-Comp</b>	<b>\$903,186</b>	<b>\$1,017,991</b>	<b>\$1,117,019</b>	<b>\$1,228,665</b>	<b>\$1,366,067</b>
<b>Total Expenses</b>	<b>\$2,123,895</b>	<b>\$2,404,597</b>	<b>\$2,672,600</b>	<b>\$2,965,498</b>	<b>\$3,297,596</b>

### Total Compensation - Salaries and Employee Benefits

Total compensation costs (salary and benefits) at capacity remain relatively constant near 53% of total expenditures. "Compensation" includes the salary costs of all staff, including those who work full-time and part-time, and includes all staff benefits including social security, Medicare, and workers' compensation.

Triumph Academy's teacher staffing levels are based upon enrollment projections. Ratios of Certificated Teachers to Students is expected to be at or below 25:1 over the course of the full 5 years of operations. However, that ratio is much improved at 16:1 when including all staff who are in Student/Program support roles.

Table G: Instructional Staff Ratio

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Instructional Staff Ratio</b>					
School Attendance	217.0	239.0	263.0	289.0	318.0
Certificated Teacher	11.0	12.0	13.0	15.0	16.0
Certificated Pupil Support (including SPED)	1.0	1.0	1.0	1.0	1.0
Classified Instructional Aides	2.0	2.0	2.0	3.0	3.0
<b>Total Instructional Staff</b>	<b>14.0</b>	<b>15.0</b>	<b>16.0</b>	<b>19.0</b>	<b>20.0</b>
<b>Student : Instructional Staff Ratio</b>	<b>15.5</b>	<b>15.9</b>	<b>16.4</b>	<b>15.2</b>	<b>15.9</b>



The staffing tables associated with our financial projections are shown below:

**Table H: Staffing Summary**

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total Staffing</b>					
<b>Instructional Staff</b>					
<b>Teachers</b>					
9th Grade	2.0	2.0	2.0	3.0	3.0
10th Grade	2.0	3.0	3.0	3.0	4.0
11th Grade	3.0	3.0	4.0	4.0	4.0
12th Grade	4.0	4.0	4.0	5.0	5.0
<b>Total Teacher</b>	<b>11.0</b>	<b>12.0</b>	<b>13.0</b>	<b>15.0</b>	<b>16.0</b>
<b>Other Instructional Staff</b>					
Certificated Pupil Support (including SPED)	1.0	1.0	1.0	1.0	1.0
Classified Instructional Aides	2.0	2.0	2.0	3.0	3.0
<b>Total Other Instructional Staff</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>
<b>Total Instructional Staff</b>	<b>14.0</b>	<b>15.0</b>	<b>16.0</b>	<b>19.0</b>	<b>20.0</b>
<b>Administrative Staff - Certified</b>					
Principal	1.0	1.0	1.0	1.0	1.0
<b>Total Administrative Staff - Certified</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Support and Administrative Staff</b>					
Support Staff - Classified (FTE)					
Administrative - Classified (FTE)	1.0	1.0	1.0	1.0	1.0
<b>Total Classified Staff</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Total Staffing</b>	<b>16.0</b>	<b>17.0</b>	<b>18.0</b>	<b>21.0</b>	<b>22.0</b>

For the first year of operations (2019-20), it is assumed that the School and Site Directors and other 12-month employees will begin on July 1, 2019.

The average salary structure for key FTE staff positions is listed in the table below. The budget assumes a 2% cost of living adjustment every year. Note that the projected total salary amounts in Table E also includes support staff costs.

**Table I: Average Budgeted Salary by Position**

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Average Budgeted Salary by Position</b>					
Teacher (including SPED)	\$55,000	\$57,035	\$59,071	\$57,051	\$59,267
Administrative Staff - Certified	\$170,000	\$190,740	\$214,010	\$240,120	\$269,414
Classified Staff (Support and Administrative)	\$23,333	\$26,180	\$29,374	\$24,718	\$27,734



**Table J: Employee Benefits**

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Employee Benefits</b>					
STRS	\$152,337	\$181,192	\$203,298	\$226,930	\$252,227
OASDI	\$4,340	\$4,869	\$5,464	\$6,130	\$6,878
Medicare	\$13,199	\$14,894	\$16,711	\$18,661	\$20,757
Health and Welfare	\$120,000	\$135,405	\$151,924	\$169,663	\$188,739
State Unemployment	\$7,840	\$8,673	\$9,540	\$10,445	\$11,392
Workers' Compensation	\$12,744	\$14,381	\$16,135	\$18,018	\$20,041
<b>Total Benefits</b>	<b>\$310,459</b>	<b>\$359,415</b>	<b>\$403,073</b>	<b>\$449,847</b>	<b>\$500,033</b>

The table above lists the total projected annual employer costs for all employee benefits, on a year-by-year basis. Within employee benefits, most benefits are statutory and are determined by either state or federal mandate and are based on current rate factors. These benefits differ by type of employee (i.e. certificated or classified) and by whether they are full-time, part-time and/or hourly employees. PRIME's employees participate in different combinations of STRS, Social Security, Medicare, and workers' compensation depending on position. For full-time certificated employees, who participate in the State Teachers' Retirement System (and not in the Federal Social Security system), the employer contribution is expected to increase from 18.13% in 2019-20 to 19.10% 2020-21 onward.

### Books and Supplies

Many of the core programming cost projections after the initial start-up period from July 1, 2019 through the first day of school are based upon a per pupil allotment for instructional supplies, online curricula, project materials and some assessments. These costs and additional enrichment/field trip opportunities for students may be supplemented in the future by private funding as it is secured, thus these estimates are conservative.

**Table K: Books & Supplies**

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Books &amp; Supplies</b>					
School Supplies	\$205,635	\$231,012	\$259,294	\$290,626	\$326,185
Software	\$41,230	\$46,318	\$51,989	\$58,271	\$65,401
Office Expense	\$4,329	\$4,863	\$5,459	\$6,118	\$6,867
Business Meals	\$216	\$243	\$273	\$306	\$343
Noncapitalized Equipment	\$29,376	\$29,964	\$30,563	\$31,174	\$31,798
<b>Total Books &amp; Supplies</b>	<b>\$308,617</b>	<b>\$343,665</b>	<b>\$382,670</b>	<b>\$425,829</b>	<b>\$474,740</b>

The purchase of equipment will also be a critical part of the instructional program. The budget accounts for the purchase of this equipment (furniture and technology) on a per pupil, per full time staff member and general purchases. As these items do wear out over time and need replacement, the budget accounts for the replacement of requisite devices over time in addition to the initial purchase in the first year of operation.

### *Other Expenses*

Many of the operating cost projections are based upon historical averages experienced at other independent charter schools, such as communication costs, utilities, insurance, and copier lease costs.

**Table L: Operations & Housekeeping**

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Operations and Housekeeping</b>					
Auto and Travel	\$3,472	\$3,900	\$4,377	\$4,906	\$5,507
Dues & Memberships	\$1,303	\$1,464	\$1,643	\$1,841	\$2,067
Insurance	\$10,308	\$11,580	\$12,997	\$14,568	\$16,350
Utilities	\$1,237	\$1,390	\$1,560	\$1,748	\$1,962
Janitorial Services	\$1,031	\$1,158	\$1,300	\$1,457	\$1,635
Miscellaneous Expense	\$2,500	\$27,246	\$29,982	\$32,946	\$36,252
Communications	\$4,123	\$4,632	\$5,199	\$5,827	\$6,540
Postage and Shipping	\$3,039	\$3,414	\$3,832	\$4,295	\$4,820
<b>Total Operations and Housekeeping</b>	<b>\$27,011</b>	<b>\$54,782</b>	<b>\$60,889</b>	<b>\$67,588</b>	<b>\$75,133</b>

Expenses shown in the table below are primarily based on preliminary negotiations with prospective service providers or based on industry averages. We make note of items below as needed to explain our budgeting assumptions.

**Table M: Professional Services**

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Professional Services</b>					
Audit & Taxes	\$7,215	\$7,360	\$7,507	\$7,657	\$7,810
Legal	\$4,339	\$4,426	\$4,515	\$4,605	\$4,697
Professional Development	\$4,383	\$4,924	\$5,526	\$6,194	\$6,952
General Consulting	\$1,031	\$1,158	\$1,300	\$1,457	\$1,635
Special Activities/Field Trips	\$58,753	\$66,003	\$74,084	\$83,036	\$93,196
Bank Charges	\$173	\$195	\$218	\$245	\$275
Printing	\$260	\$292	\$328	\$367	\$412
Other taxes and fees	\$1,031	\$1,158	\$1,300	\$1,457	\$1,635
Management Fee	\$38,351	\$43,556	\$49,264	\$55,636	\$61,218
District Oversight Fee	\$62,832	\$71,180	\$80,614	\$91,158	\$100,305
SPED Encroachment	\$4,568	\$5,031	\$5,537	\$6,084	\$6,695
Public Relations/Recruitment	\$1,736	\$1,770	\$1,806	\$1,842	\$1,879
<b>Total Professional Services</b>	<b>\$187,765</b>	<b>\$210,526</b>	<b>\$235,897</b>	<b>\$264,108</b>	<b>\$291,614</b>

### *Management Fee*

Triumph Academy has contracted with Charter Impact, Inc. to provide financial management services including financial reporting, accounts payable, and general accounting. Fees for these services are budgeted at 1.75% of total revenue. Charter Impact, Inc. also provides hourly based support for

attendance, CALPADS and other student data needs. These fees have also been included in the Management Fee account within the budget.

#### *Authorizer Oversight Fee*

Triumph Academy has projected that it will be required to pay a fee of 3% of general-purpose revenues.

#### *Other Outgo and Transfers*

Due to the expected high cost of starting up a school, and the expected first LCFF apportionment not paid until after the end of the first quarter of Year 1, Triumph Academy expects cash flow to be a problem during the first quarter of Year 1 and each year thereafter due to the growing enrollment. Many other charter schools cover their start-up cash shortfall through philanthropy and start-up grant support such as the PCSGP. However, to project cash flow conservatively, Triumph Academy has secured external financing to provide the cash necessary to initiate operations. The budget projects the cost of factoring portions of its principal apportionment payment to cover the cash shortfall during the growth phase. The need to factor is not expected to be necessary after the 3<sup>rd</sup> year of operations as projections show that the cash balance will grow substantially after this initial period. As such, the projections show interest payment equal to 5% of each receivable sale during the first 3 years.

Table N: Interest

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Depreciation &amp; Interest</b>					
Interest	\$49,085	\$37,497	\$20,558	\$3,746	-
<b>Total Depreciation &amp; Interest</b>	<b>\$49,085</b>	<b>\$37,497</b>	<b>\$20,558</b>	<b>\$3,746</b>	<b>-</b>

#### Cash Flow

As noted above, because of a limited opening cash balance starting in Year 1, Triumph Academy has allocated necessary funds to account for requisite borrowing costs during the growth phase. Once the school gets through the 3<sup>rd</sup> year of operations, the timing of the State Aid will no longer be an issue. In addition, the year over year surpluses will allow for the school to begin growing a substantial cash reserve to protect itself against economic uncertainty and other cash flow timing pitfalls.

#### *Ending Cash Balance*

The cash balance at the end of 2019-20 through 2020-21 is projected to be minimal but will grow from there as the State funding calculations catch up with the school's enrollment at capacity. Triumph Academy will be able to reach a 5.2% cash reserve by the 3<sup>rd</sup> year of operations. At the end of Year 5, Triumph Academy is projected to have a cash balance of almost \$356,000 representing 10.8% of expenses.

Table O: Statement of Activities &amp; Cash Balance

	2019-20	2020-21	2021-22	2022-23	2023-24
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Statement of Activities</b>					
<b>Revenues</b>					
State Aid - Revenue Limit	\$2,094,412	\$2,372,654	\$2,687,144	\$3,038,597	\$3,343,508
Federal Revenue	\$21,440	\$23,613	\$25,984	\$28,553	\$31,418
Other State Revenue	\$75,657	\$92,635	\$101,946	\$112,041	\$123,267
Other Local Revenue	-	-	-	-	-
<b>Total Revenues</b>	<b>\$2,191,509</b>	<b>\$2,488,902</b>	<b>\$2,815,075</b>	<b>\$3,179,191</b>	<b>\$3,498,193</b>
<b>Expenses</b>					
Certificated Salaries	\$840,250	\$948,651	\$1,064,386	\$1,188,113	\$1,320,561
Classified Salaries	\$70,000	\$78,540	\$88,122	\$98,873	\$110,935
Employee Benefits	\$310,459	\$359,415	\$403,073	\$449,847	\$500,033
Books & Supplies	\$308,617	\$343,665	\$382,670	\$425,829	\$474,740
Subagreement Services	\$314,379	\$353,176	\$396,415	\$444,316	\$498,679
Operations and Housekeeping	\$27,011	\$54,782	\$60,889	\$67,588	\$75,133
Facilities, Repairs and Other Leases	\$16,329	\$18,344	\$20,590	\$23,078	\$25,902
Professional Services	\$187,765	\$210,526	\$235,897	\$264,108	\$291,614
Depreciation and Interest	\$49,085	\$37,497	\$20,558	\$3,746	-
<b>Total Expenses</b>	<b>\$2,123,895</b>	<b>\$2,404,597</b>	<b>\$2,672,600</b>	<b>\$2,965,498</b>	<b>\$3,297,596</b>
<b>Increase/(Decrease) of Net Assets</b>	<b>\$67,614</b>	<b>\$84,305</b>	<b>\$142,474</b>	<b>\$213,693</b>	<b>\$200,597</b>
	3.2%	3.5%	5.3%	7.2%	6.1%
Beginning Cash Balance	-	\$18,061	\$57,469	\$138,110	\$188,848
<b>Ending Cash Balance</b>	<b>\$18,061</b>	<b>\$57,469</b>	<b>\$138,110</b>	<b>\$188,848</b>	<b>\$355,976</b>
<b>Cash Balance (% of Expenditures)</b>	<b>0.9%</b>	<b>2.4%</b>	<b>5.2%</b>	<b>6.4%</b>	<b>10.8%</b>

### Revenues

Since revenues fluctuate and are received from multiple sources, accurate cash projections are vital to maintenance of a healthy financial position. The greatest cash flow challenge is correctly predicting the flow of federal and state revenue sources. California law specifies the payment schedule for State Aid funds. Although this schedule is subject to legislative and regulatory change, the California Department of Education (CDE) has committed to a 5-9-9 payment schedule. We have used this schedule to project our cash flow position for the first five years Triumph Academy is in operation except for new schools or new grade levels when the initial PENSEC payment of 37% is expected to be received in September, and 18% is expected in December. To be conservative, we have assumed that all funds will be received in the month following their scheduled payment. We assumed no deferrals in these projections.

### State Aid – Revenue Limit

The State Aid – Revenue Limit funds come from State Aid and Education Protection Account. State Aid is due from the state on or before the end of the month and is paid monthly from July to June on a 5-5-9 schedule. Based on the typical timing of funds coming through County Treasurer to a school bank account, we have assumed a one-month delay in the payments. The Economic Protection Account flows quarterly in September, December, March and June. Again, for conservatism, we have assumed that all receipts will be delayed to the month following their scheduled payment.

### *California Lottery*

State Lottery Revenues are paid according to the prior year's ADA and are paid quarterly, except in year 1 of operations.

### *Expenditures*

The most significant part of Triumph Academy's cost structure is staff compensation which is generally paid evenly throughout the year. Most of the curriculum costs are front-loaded to the beginning of the school year.

### **Fund Balance**

The fund balance is expected to above the CDE-recommended levels in each year of operations and grow to 21.5% by the end of year 5.

**Table P: Statement of Fund Balance**

	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
<b><i>Fund Balance</i></b>					
Beginning Fund Balance	-	\$67,614	\$151,919	\$294,393	\$508,086
Increase/(Decrease) in Net Assets	\$67,614	\$84,305	\$142,474	\$213,693	\$200,597
<b>Ending Fund Balance</b>	<b>\$67,614</b>	<b>\$151,919</b>	<b>\$294,393</b>	<b>\$508,086</b>	<b>\$708,683</b>
<b>Fund Balance (% of Expenditures)</b>	<b>3.2%</b>	<b>6.3%</b>	<b>11.0%</b>	<b>17.1%</b>	<b>21.5%</b>