

SECTION I: SCHOOL OPERATIONS

Persons Seeking to Establish a Charter School

The Inland Seas School of Expeditionary Learning has taken form as the vision and the learning journey of William “B.J.” Nimke. With an M.A. in English from Marquette University, a B.A. in English and minor in Biology from Fairfield University, he taught English for ten years at the middle and high school levels. For more than ten years, he worked for Pier Wisconsin Ltd, as director of advancement and partnerships, education director, instructor, curriculum designer, and board member. He’ll even admit to helping laminate several oak frames of the three-masted schooner *Denis Sullivan*, which the organization built and now operates. It was onboard various traditionally rigged sailing vessels that he began to understand more deeply the dynamic of the ship as an experiential education tool and the potential transformative effect it has on both the individual and the “company of the ship.”

Bill provided the leadership for the development of Pier Wisconsin’s scope of programming for K-12 students and adult learners and also provided day-to-day management and instruction. In 2000, he received the Distinguished Informal Science Educator of the Year Award from the National Science Teachers Association. It was also during his tenure at Pier Wisconsin that he began his association with Expeditionary Learning Outward Bound. Its comprehensive school design principles and practices were integrated into a professional development course he co-designed and offered through Cardinal Stritch University called “Field Learning on Lake Michigan.”

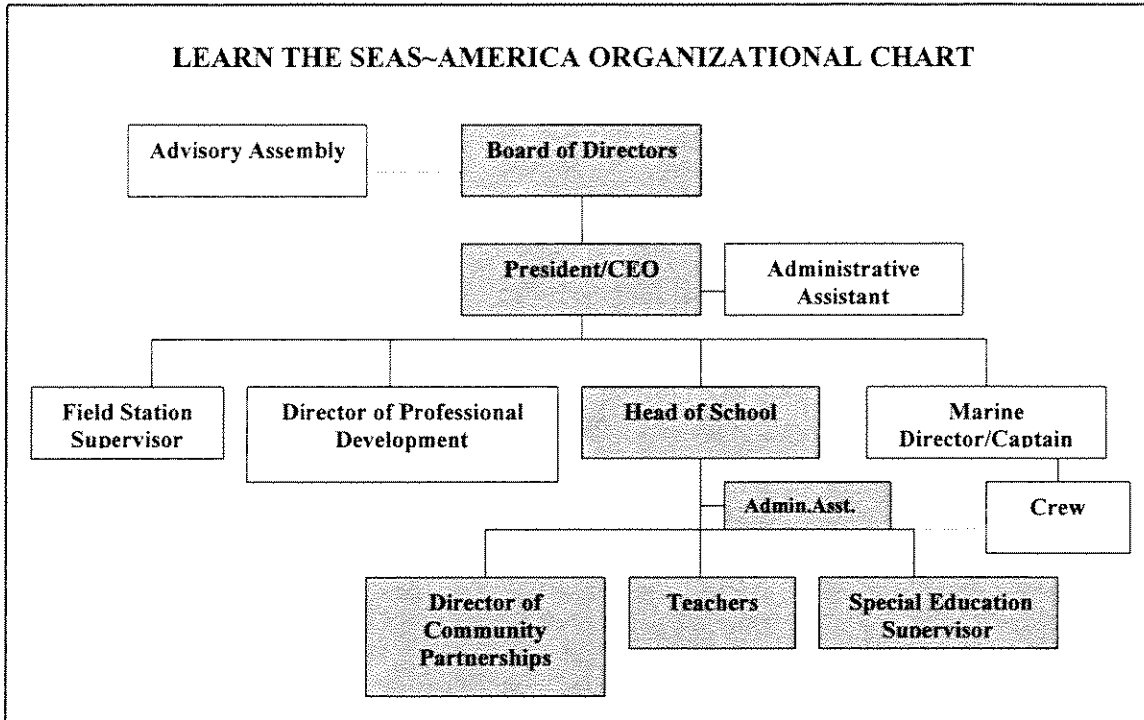
The vision and plan for a small high school took further shape as he researched and discussed with numerous colleagues the viability of this plan and the requirements to launch such an endeavor. He and others see a need and opportunity to bring together some fantastic minds and hearts, devoted to making a significant, positive difference in the intellectual, social, physical, and moral growth of adolescents. In his own words, he is compelled to countervail a 21st century culture “that is increasingly information and technology rich, but wisdom and experience poor.”

The School Design Team currently includes Mr. William Cruz (community boatbuilder and martial arts instructor); Mr. Tom McGinnity (director, MTEC); Mr. John Murray (retired special education teacher); Mr. William Nimke (LSA Founder); Dr. Robert Pavlik (director, School Development and Design Center, Institute for the Transformation of Learning); Dr. Keith Sverdrup (professor, UW-M Dept. of Geo-Sciences); Mr. Tom Van Winkle (school designer, Expeditionary Learning Outward Bound); Mrs. Patricia Ziegelbauer (science teacher).

The current **LSA** Board of Directors includes Mr. Lafayette Crump (Crump Law Firm, LLC and formerly with Quarles and Brady and Foley and Lardner); Mr. Delbert Dettmann, real estate specialist, HNTB Inc.); Mr. Ronald Giles (director, Chicago Choir Academy); Mrs. Stacy Gilmore (marine fisheries specialist); Mr. John Murray; Mr. William Nimke; Pastor Brian Norsman, (associate pastor, Northshore Lutheran Church); Dr. Keith Sverdrup; Mrs. Patricia Ziegelbauer.

Governance

The **Inland Seas School of Expeditionary Learning** is the major program initiative of Learn the Seas ~ America, Inc. Learn the Seas ~ America, Inc. (LSA) a not-for-profit organization, has been established to serve as a dynamic educational community for the scholarship and character development of adolescent youth through marine education activities. The LSA Board of Directors will appoint the Head of School who has primary responsibility for fulfilling the school's mission. The Head of School will oversee all faculty and administrative staff. The smaller nature of the Inland Seas School offers the feasibility of having a simpler administrative structure.



An organizational chart is also included as ATTACHMENT C. The Board of Directors provides governance for planning, operation, and evaluation of the Inland Seas School programs consistent with the articles of incorporation. The Board appoints a President/CEO of Learn the Seas~ America, who is responsible for fulfilling the overall mission of the organization and its major programs. The Board, together with the LSA President/CEO, will appoint a Head of School. The President/CEO delegates day-to-day management and operations of the school to the Head of School.

The Head of School is responsible for carrying out the school's goals and objectives, its daily operations, and the personnel management of all teachers and school support staff. In the first year of implementation, William Nimke will serve as Head of School and also as the President/CEO of Learn the Seas ~ America. Beginning in the second year, a separate Head of School will be appointed. The Head of School will create a leadership team representing core subject areas, grade levels, families, and vessel/facilities operations to take leadership roles. An appropriate shared leadership structure, roles, and clear decision-making processes will be agreed upon and implemented.

A Special Educations Supervisor will be employed in response to the speculation that ISSEL will attract a significant percentage of special needs students. This director will also help teach.

In addition, a Director of Partnerships and Community Service will be responsible for advisories, Saturday programs, micro-enterprises, family support programs, and community partnership.

Parents and community members will be involved in many aspects of ISSEL, including participation on the LSA Advisory Assembly. This will be a non-voting group providing input and guidance for the Board of Directors.

Operational and Fiscal Management of the School

Roles and Responsibilities

The Board of Directors provides ongoing guidance for planning, operation, and evaluation of the Inland Seas School programs consistent with the articles of incorporation. Board members will work in committees to develop policies and make recommendations to the entire Board of Directors. The full Board must adopt any policies through a majority vote of those present in legal session.

The Board appoints a President/CEO of Learn the Seas~ America, who is responsible for fulfilling the overall mission of the organization through its major programs: The Board, together with the LSA President/CEO will appoint a Head of School. The Board approves all actions of the appropriate committees that are taken in the name of the board between its meetings. President/CEO delegates day-to-day management and operations of the school to the Head of School.

The President/CEO is responsible for fulfilling the overall mission of the organization through its four major programs: 1) the Inland Seas School of Expeditionary Learning; 2) Nonformal Marine Programs; 3) Field Station and Professional Development Center; and 4) Youth Sea Corps . Further, the President /CEO is responsible for fundraising and hiring, evaluating, and firing, if necessary, the directors of the major programs.

The Head of School is responsible for carrying out the school's goals and objectives, its daily operations, and the personnel management of all teachers and school support staff.

A Special Education Supervisor will be employed in order that ISSEL has a successful educational program for all of its students. This supervisor will also help teach.

In addition, a Director of Partnerships and Community Service will be responsible for advisories, Saturday programs, mircoenterprises, family support programs, summer programs, and community partnerships.

Parents and community members will be involved in many aspects of ISSEL, including participation on the LSA Advisory Assembly. This will be a non-voting group providing input and

guidance for the Board of Directors. LSA and ISSEL will solicit and involve parents and community members in many aspects of the school, including recommendations for policy setting. We anticipate opportunities for written and oral input at various school sponsored events.

At full capacity in FY 08-09, the faculty and staff of the Inland Seas School will number 8 full-time teachers, 2 part-time content specialists, 2 teacher interns, and 3 directors. Directors will also teach. Our goal is to provide an innovative, results-oriented small school where rigor, relevance, and relationship-building is practiced with students, their families, and colleagues.

Selection criteria for teachers includes: demonstrated experience in a content area; preferred minimum of three years urban teaching experience at the high school level; strong interpersonal skills; a willingness to join our learning community as a co-learner and serve as a role model for students; and a deep commitment and understanding of the mission and vision of ISSEL and LSA.

Advancement, retention, and professional growth should be integrated. Our teachers will advance professionally by mentoring new teachers. Professional growth will be ongoing and in partnership with ELOB.

We will design a systematic evaluation tool that ensures formative and summative feedback and continuous growth for all faculty, staff, and the Head of School. We will research best practices in this area that are being utilized successfully in other schools and learning communities.

The Head of School will be accountable for the school's performance. Criteria for selection will include: Ability to fulfill the school's mission with its focus on scholarship and character development consistent with Expeditionary Learning's design principles and core practices; demonstrated knowledge of curriculum and instruction; strong track record in start-ups, resource development, communications, fiscal oversight, marketing, community partnerships.

The Board will evaluate the Head of School based on instruments it will develop after reviewing best practices of other similar schools. The review will include an opportunity to gather feedback from parents and community members and a portfolio component.

Documentation

By-Laws

A copy of Learn the Sea-America, Inc By-Laws is included as ATTACHMENT B.

Student / Family Handbook

A draft of the ISSEL Student / Family Handbook is included as ATTACHMENT S. This handbook will clearly state the school's purposes, objectives, and policies. Parents or guardians, students, professional staff and the governing body will provide evidence that they have reviewed the Handbook on an annual basis.

Operations Manual

An outline of a comprehensive Operations Manual is included as ATTACHMENT E.

Personnel Manual

An outline of a comprehensive Personnel Manual is included as ATTACHMENT D.

Budget

We are taking a conservative approach to estimating revenue over expenses. The budget is driven by the state allotted per pupil funding of the Charter and is generated based on enrollment. Currently, the per pupil allocation is \$7,100 + state and federal funds for child nutrition (free and reduced lunch). A contingency fund will cover revenue shortfall and unanticipated expenses. ISSEL will be prepared to make cuts in its operating budget to insure a balanced annual budget.

The basic operating expenses for the Inland Seas School academic program will be balanced with revenue from the States' per pupil allocation. Expenses associated with extended fieldwork and expeditionary learning voyages, capital improvements, and professional development will be funded and further supported by federal and state program grant opportunities, student social enterprise, private foundation grants, and individual contributions. A five-year development plan will maximize efficiencies of scale, allowing Inland Seas School to steward its smallness while continuing to advance its strength and position as a learning community. The operations budget describes the school's revenue and expense projections from the start-up year through 2009.

In addition, we will have a contingency plan in place to address unexpected financial losses or shortfalls. The plan will help assure that the Inland Seas School operates within its annual budget. Example: The duration of certain extended expeditions may be scaled back should funding become not available.

The fiscal plan of Inland Seas School includes a combination of loans, grants, and contributions to secure working capital for planning, facilities development, and implementation:

- A \$50,000 planning grant has been awarded to LSA from the Bill and Melinda Gates Foundation initiative to create a “New Vision of Secondary Education in Milwaukee.” In conjunction with this grant, a \$150,000 additional grant is awarded for the implementation year.
- Learn the Seas – America, Inc. has applied to the Wisconsin Department of Public Instruction for a charter school planning grant in the amount of \$10,000. If awarded, we understand there is an additional \$40,000 available for planning and \$150,000 during the school implementation year.
- Recoverable grants (also known as PRI or program-related investments) will also be investigated from foundations.
- LSA has an annual fund plan to raise individual charitable contributions.
- Inland Seas School will also establish a small bank line of credit.

The projected per pupil cost (for direct academic services) in year one is \$XXXX. In FY 08-09, the per pupil cost is projected to level out at \$XXXX.

Basis for Revenue Estimates

The operations budget describes the school’s revenue and expense projections from the start-up year through 2009. Revenues streams will include:

Tuition: \$7,100 per student for all years based on FY 04 allocations from the State of Wisconsin.

Grants & Private Funds: We have considerable fundraising experience. We have very good rapport with numerous local corporate and private foundations, as well as individual donors, and have begun dialogue with those interested in LSA’s initiatives.

Kintera Sphere – We are entering into a one-year, renewable contract with Kintera, Inc. to establish and implement a powerful on-line donor management, cultivation, and fund-raising system. Kintera, Inc., (www.kintera.com) whose clients include both large and small non-profit organizations around the country, has developed proprietary software, methods, and other tools to help organizations manage constituent cultivation and participation. Kintera will provide training and administrative support to LSA Board and selected volunteers who will manage the database and solicitation activities.

Microenterprise Development: Following a model used in developing countries of targeted microenterprise development, ISSEL students will develop and run small business enterprises.

Revenues will be used to support annual operations and also help students finance some of their extended learning expeditions. Examples of potential business initiatives include:

- Student Marine Water Shuttle on the Rivers
- Coffee house and bakery
- Aquaculture – A potential collaboration with Growing Power, Inc. and the Great Lakes WATER Institute
- Childrens' "bookstall"

Notes on revenue and expense projections:

Professional Salaries

- Teacher salary will be budgeted at \$40,000 annual salary in order to attract teachers with previous educational experience.
- Salary increases will be 4% for each year after FY 06
- Directors, including the Head of School, will also teach part-time.
- Teacher Capacity (full-time): FY05-06 = 2; FY06-07 = 4; FY07-08 = 6; FY08-09 = 8
- Full-time faculty and academic staff: FY05-06 = 5; FY06-07 = 7; FY07-08 = 9; FY08-09 = 11
- Part-time faculty: FY05-06 and FY06-07 = 1; FY07-08 and FY08-09 = 2
- Psychiatric social worker / nurse will be part-time until we have 100 students in FY06-07
- Teacher Interns can receive a \$10,000 stipend.
- Benefits/payroll taxes at 28%

Administrative Staff

- One full-time administrative assistant with 4% cost of living increase and benefits/payroll at 28%
- Custodial is included in rent

Contracted Services

- Approximately 7% of operations budget is allocated for Expeditionary Learning Outward Bound services and professional development

- Wisconsin Virtual Schools – Roughly \$15,000 in the first year and \$125,000 at full capacity based on each student taking 1 to 2 web-based courses per year at \$250 per course per semester.
- We intend to contract for financial services according to accepted accounting principles. These services will include payroll and all other expenses incurred by the school. The school's fiscal year will begin on July 1.

Facility

- Rent: FY 05 – FY 07 calculated at \$10 / square foot for developed space.
- Renovation / Buildout of undeveloped leased space is estimated at \$4 / square foot.
- Approximately \$1,000 per student is allocated for total facilities cost and lease. These estimates were provided from NCB Development Corporation.

The school will implement fiscal controls and policies to track daily business operations in order to maintain needed cash flow. One such tool being examined is the Solomon Financial Accounting System.

We are providing a current version of our projected five-year budget as ATTACHMENT H. Finally, we expect to carry a loan for any required renovation and buildout of the school. We anticipate that most of the surplus currently shown on the 5-year budget project will be used to pay down the debt. A monthly cash flow projection is included at ATTACHMENT I.

Finally, a description of internal control procedures and accounting policies and procedures is included as ATTACHMENT J.

Facility

On any given day, the student “crews” of the Inland Seas School of Expeditionary Learning will likely be found learning, leading, and serving across the city, on the Great Lakes, or the subtropical oceans. In this regard, the Inland Seas School will truly be a school without boundaries. Small-group student crews, real expeditions, flexible block scheduling, internet coursework, organizational partnerships, and apprenticeships will collectively contribute to our operations success.

Still, our students will need a “base camp.” The school facility we envision will be a departure from traditional concept of the school building. Given the relatively small size of our student enrollment and their mobility, we will develop a base facility similar to that of working space for the 21st century, which includes a large great hall setting where everyone can convene for performances and weekly community circle, flexible space for both small and large group instruction, and café / office space for quiet study. The school base camp will also have several labs, a boatbuilding shop, and administrative offices.

Short-Term and Long-Term Facility Plan

Learn the Seas-America and its Inland Seas School had been preparing to partner with another TALC New Visions School in order to cost-share a proposed school site at 126 S. 2nd Street in Walker’s Point. The site is currently used as a warehouse and would require renovation and build-out. Both schools have been on a similar developmental timeline. Both schools have been excited about the prospect to cost-share common spaces, including labs, eating areas, and the boatbuilding shop. At the end of August, however, ISSEL learned that the proposed Living Arts High School has decided to postpone its charter application and take additional time to re-group.

In response, Learn the Seas-America is moving quickly and revising its plan to secure a suitable site and facilities. Mr. Del Dettmann, an LSA board member and real estate specialist with HNTB, Inc. is leading our effort. We fully recognize that a key to our continued strong momentum is to lease an existing space that requires minimal renovation, is code-compliant, and able to accommodate the enrollment of students in the first year. LSA assures the Charter School Review Committee that we will resolve the facilities challenge within the next 30-60 days or by November 1.

At this time, we have a two-phase facilities development plan. As part of that plan, we are currently analyzing the site at 126 S. 2nd Street as a viable school site without the addition of a second school.

Phase I: A temporary, leased facility for first and second year operations (FY 05-07). This facility will accommodate the school’s first-year enrollment of 50 students and five full-time faculty. It will accommodate the planned second year enrollment of 100 students and seven full-time faculty and one part-time instructor. During this time, the school’s permanent facility will be built/renovated.

Phase II: The school’s permanent facility will be ready for the 07-08 academic year. This site will accommodate the school’s growth to 200 students, 11 full-time faculty, two part-time instructors, a teacher intern, and support staff.

Location: The school will be located in the City of Milwaukee. Currently, we desire to locate the school in or very nearby the historic Third Ward. This will meet the following goals:

- Access to the rivers, harbor confluence, and Lake Michigan
- Proximity to key community allies, including MMSD, the UW Great Lakes WATER Institute, Pier Wisconsin, Ltd., MIAD, Broadway Theatre Center, the Milwaukee Public Library, and downtown YMCA.
- Public Transportation Routes
- Approximately 8,000 - 10,000 square feet is required for the first and second year of operation
- 17,000 square feet is needed for full operations with grades 9-12.

Liability Insurance

The Inland Seas School of Expeditionary Learning will have minimum liability insurance coverage as part of a comprehensive risk management plan as required by the City of Milwaukee. The City of Milwaukee will be named as an additional insured under the Commercial General Liability, Auto Liability, and Umbrellas policies. A summary of the Types of Coverage and Minimum Amounts is included as ATTACHMENT N. Of note, the risk management plan will encompass standards and practices for the safety and welfare of students in our programs and steps to eliminate or control risk to Learn the Seas-America and its strategic partners.

Notes on Expeditionary Learning Cruises, Safety, and U.S.C.G. inspected vessels

Duration of expeditionary learning cruises. A fundamental element in the Inland Seas School curriculum and program will be engaging students in practical, hands-on lessons and activities on the water and aboard a variety of vessels. Again, we have adopted sea education as the organizing focus for the ISSEL curriculum. This does not mean that students will be learning aboard boats and ships every day. One day each week will be a designated “fieldwork” day off-site from our school facility. Longer learning expedition projects, ranging from several days to four weeks, will be scheduled as part of a required summer enrichment program, a freshmen voyage, and the senior-year capstone research experience.

Safety. The vessels we will utilize must be U.S. Coast Guard inspected and tailored for education and research. Instruction, training, and preparation begin on shore, long before students embark for any period of time. Students put their education into practice, not only learning competence in sailing, but also using the vessel’s systems to carry out their class mission. Radar, radio-telephones, GPS navigation systems and depth sounders on all of these vessels ensure their navigational safety. Auxiliary machinery

includes refrigeration systems, firefighting and pumping equipment, and electrical generators. In the unlikely event of an emergency, fully-equipped life rafts can accommodate each ship's entire company.

Any vessel we utilize operates with licensed and trained adult crew. The total number of crew depends upon the size of the vessel and the duration of the cruise. On the longest voyages we are planning, that will mean a professional staff including captain, chief scientist or education officer, two-three mates, assistant scientists/educators, an engineer, and a steward. Furthermore, each ship is equipped with a complete, practical medical kit. On extended voyages, a member of the crew with medical training such as Wilderness First Responder (WFR) or Wilderness Emergency Medical Technician (WEMT) is typically designated "medical officer" and can administer first aid if necessary. The vessels have 24-hour shoreside medical support via radio-telephone. Every vessel's shoreside marine office is in daily radio communication with the vessels.

Finally, any vessel used for extended voyages will fly the United States flag and will be inspected and certified by the United States Coast Guard as Sailing School Vessels (SSV). Sailing School Vessels are required to meet stringent safety standards that differ from those of a passenger vessel on a comparable route. Students on board are considered as crew, active participants in the operation of the vessel. A 24-hour watch system is employed, ensuring order, accountability, and vigilance around the clock. Students and crew train and practice emergency response plans for man overboard, collision, fire, and abandoning ship. Such vessels meet or exceed the safety requirements for their class.

"Constant vigilance is the price of safety at sea."

Audits

Learn the Seas – America, Inc. and its Inland Seas School has engaged the services of the Milwaukee certified accounting firm of Reilly, Penner, and Benton LLP to

- Apply the agreed-upon procedures which the City of Milwaukee has specified;
- Review and report that the internal control structure that the Inland Seas School plans to implement will provide reasonable assurance that the control objectives will be achieved;
- Conduct an audit of the Financial Statements of Learn the Seas-America, Inc.

A Letter of Engagement is included as ATTACHMENT O.