

**ATTACHMENT A**

**RESUMES FOR STAFF, BOARD, AND  
KEY PERSONNEL**

# Chris Litzau

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## Experience

2000–Present Milwaukee Community Service Corps

### Executive Director

- Responsible for administration of non-profit job training agency
- Instructor for Employment Connections class, Lead-Safe Worker certification, Hazardous Waste Operations and Emergency Response certification, drivers education, homebuyer education and personal finance, and OSHA forklift certification
- Integrating curriculum founded on construction, manufacturing and building trades industry

1998–2000 Milwaukee Community Service Corps

### Development Director

- Responsible for neighborhood revitalization and development activities
- Program oversight for U.S. EPA brownfield remediation job training program

1995–1998 Milwaukee Housing Assistance Corporation

### Development Director

- Expedited development and management of affordable housing and supportive service programs

## Education

2003–Present University of Wisconsin-Milwaukee

- Baccalaureate Program, Exceptional Education

1988-89 University of Wisconsin-Madison

- Completed coursework for Master of Science in Real Estate Valuation and Investment Analysis

1987 University of Wisconsin-Madison

- Bachelor of Business Administration, Real Estate, Finance and Urban Land Economics

## Accreditations

Train-the-trainer Hazardous Waste Operations (29 CFR 1910.120), accredited Wisconsin Department of Health & Family Services Lead-Safe Worker trainer, certified Homebuyer Counselor.

**Professional Biographical Information**  
**Christopher Litzau**

Christopher Litzau serves as the Executive Director for the Milwaukee Community Service Corps (MCSC), an urban youth corps program that engages young adults aged 18 to 23 in community service and public infrastructure development projects. After completing his Bachelor of Business Administration degree at the University of Wisconsin-Madison, Mr. Litzau enrolled in the university's graduate program in Real Estate Development and Urban Investment Analysis. He studied under the direction of the late Professor James Graskamp, and subsequently traveled to Minneapolis where he assisted Project For Pride In Living with the non-profit agency's redevelopment initiatives. He returned to Milwaukee in 1990 to accept a project management position with the Toldt Hennessy Group, a for-profit real estate development company that was pioneering the use of low-income housing tax credits in Wisconsin. Five years later, Mr. Litzau joined the Community Development Corporation of Wisconsin as the Development Director. He assembled more than 20 real estate development projects using all facets of creative financing, including low income housing tax credits, historic tax credits, and federal Low Income Housing Preservation (LIHPRA) funds. Mr. Litzau was recruited to MCSC in 1998 to serve as the Development Coordinator, and became Executive Director in 2000.

In 1998, Mr. Litzau served as project manager for the Milwaukee Community Service Corps' brownfield remediation job training program to train and engage minority and under-represented young adults for careers in the environmental industry. He presented the successes of MCSC's EPA Brownfields Remediation Job Training Program at the 1999 national Brownfields Conference in Dallas, Texas, and then again at the Brownfields 2000 Conference in Atlantic City he and his team presented on a concept of sustainability for brownfields remediation job training. For the Brownfields 2002 Conference in Charlotte, North Carolina, he presented the Milwaukee Community Service Corps' initiative to promote the widespread commercialization of phytoremediation. Mr. Litzau presented at the 2003 International Economic Development Council Brownfields Conference, and the 2003 EPA Region V "Nuts and Bolts" seminar on brownfield redevelopment. He recently completed the publication of BlueGreen Magazine—an effort to promote the ecological image of greater Milwaukee for recruitment and retention of professional talent—on behalf of the Milwaukee Community Service Corps.

Name: Litzau Christopher James  
 Campus ID: 990-S9-1727  
 Birthdate: 06-JUL-1964  
 UW-Madison  
 Education Non-Degree / Post Baccalaureate Teacher Certification  
 Madison / Exceptional Education: Cross Categorical Special Education, Early Adolescence - Adolescence  
 Requested By: WEB1  
 Advisor(s): Nancy Rice  
 Ryan Durant

UW - MILWAUKEE UNDERGRADUATE  
 ACADEMIC RECORD/CREDIT EVALUATION  
 CAMPUS COPY  
 WI  
 29-AUG-2007  
 Page 1

-----Academic History-----  
 Program : Education Non-Degree  
 2004-05-20 Post Baccalaureate Teacher Certification  
 Exceptional Education 6-12  
 Post Baccalaureate Teacher Certification  
 2007-01-19 Exceptional Education: Cross Categorical  
 Special Education, Early Adolescence - Adolescence

-----External Degree-----  
 UW Madison 1987-05-17 Bachelor of Business Admin.  
 UW Madison 2004-04-13 none

Summer 2004 UWM Credit  
 EXCEDUC 680 Literacy I 3.00  
 Term GPA: 4.000 GPA Credit: 3.00 Progress Credit: 3.00 A  
 Cum GPA: 4.000 Cum Totals: 3.00 Cum Totals(Degree): 3.00 12.00  
 2004-10-07 No Action 3.00 12.00

Fall 2004 UWM Credit  
 EXCEDUC 635 Curric Accomm t: Middle/High 3.00 A- 11.01  
 EXCEDUC 671 Bhw Supr/Inw-Mid/High Disabil 3.00 A 12.00  
 Term GPA: 3.835 GPA Credit: 6.00 Progress Credit: 6.00 A  
 Cum GPA: 3.890 Cum Totals: 9.00 Cum Totals(Degree): 9.00 23.01  
 2005-01-05 No Action 9.00 35.01

Spring 2005 UWM Credit  
 EXCEDUC 636 Curr Acc II: Adaptive-Mid/High 2.00 A 8.00  
 CURRINS 562 Sec Sch Math Iss-EX Ed Teachr 1.00 A 4.00  
 CURRINS 500 Workshop in Curriculum & Instr 1.00 A 4.00  
 Course Topic(s): Issu-High School Sci: Tchgr/Lrn  
 Term GPA: 4.000 GPA Credit: 4.00 Progress Credit: 4.00 16.00  
 Cum GPA: 3.924 Cum Totals: 13.00 Cum Totals(Degree): 13.00 51.01

-----Test Results-----  
 PRACT 20146 2005-05-11 167 Level: 20  
 Placement: Middle School Satisfied

Effective: 05-09-2005  
 -- DPI approval of PPST exemption per prior pre-1987 rule.

Summary  
 CUM GPA CREDITS 16.000  
 CUM DEGREE CREDITS 16.000  
 CUM GRADE POINTS 61.000  
 UNDERGRAD GPA 3.813

Spring 2007 UWM Credit  
 EXCEDUC 587 Teaching Experience II 3.00 B+ 9.99  
 Term GPA: 3.330 GPA Credit: 3.00 Progress Credit: 3.00 9.99  
 Cum GPA: 3.813 Cum Totals: 16.00 Cum Totals(Degree): 16.00 61.00  
 2007-05-30 No Action

Fall 2007 UWM Credit  
 EXCEDUC 588 Teaching Experience III 3.00 JP 0.00  
 Term GPA: 0.000 GPA Credit: 0.00 Progress Credit: 0.00 0.00  
 Cum GPA: 3.813 Cum Totals: 16.00 Cum Totals(Degree): 16.00 61.00

THIS IS NOT AN OFFICIAL UNIVERSITY TRANSCRIPT

-----End Of File-----

IF COURSES IN PROGRESS INCLUDE ANY REPEAT OF PREVIOUS COURSEWORK, STATED GPA MAY NOT BE ACCURATE

**ATTACHMENT B**

**LEGAL STRUCTURE**

United States of America

6384888 AM

State of Wisconsin

OFFICE OF THE SECRETARY OF STATE



FILED  
JUN 28 1990

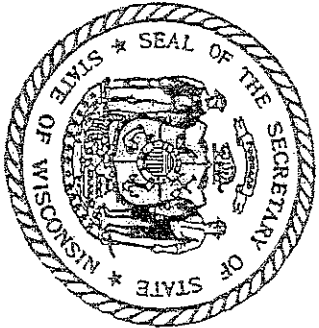
REGISTERS OFFICE  
MILWAUKEE COUNTY, WI  
RECORDED AT -9 00 AM  
JUN - 4 1990 9:37 AM  
REEL 2454 IMAGE 987  
L.M.C. Grogan REGISTRAR OF DEEDS

TO: REGISTER OF DEEDS

POPEL, WILLIAM W. UNIV. ST.

Attached please find a duplicate of a document filed in my office on the date endorsed therein. It is furnished in compliance with sec. 180.86(2) (b), 181.67(2) (b), 185.82(2) (b) or other section of the Wisconsin statutes specifying the recording of the document in your office.

6384888  
RECORD 16.00



*Douglas La Follette*

DOUGLAS LA FOLLETTE  
Secretary of State

16.00

ARTICLES OF INCORPORATION  
OF  
MILWAUKEE COMMUNITY SERVICE CORPS, INC.

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The undersigned adult acting as incorporator of a corporation under the Wisconsin Nonstock Corporation Law (Chapter 181 of the Wisconsin Statutes) adopts the following Articles of such corporation:

ARTICLE ONE  
Name and Location of Principal Office

The name of the corporation is the MILWAUKEE COMMUNITY SERVICE CORPS, INC. and its principal office address is c/o Office of Youth Programs, Milwaukee City Hall, Room 801, 200 East Wells Street, in the City and County of Milwaukee, State of Wisconsin, 53202.

ARTICLE TWO  
Purposes

This corporation is organized for charitable and educational purposes as may qualify it as exempt from Federal Income Tax under Section 501(c) (3) of the Internal Revenue Code of 1954, as amended. In the fulfillment of such purposes and except as prohibited by Article V below, the corporation may exercise any and all powers of a corporation organized under the

Wisconsin Nonstock Corporation Law, including, without limiting the generality of the foregoing, making donations for the public welfare or for charitable or educational purposes, or otherwise promoting such purposes either directly or by grants or other activities in aid of other organizations, enterprises or persons. More specifically, such purposes include, but are not limited to:

- bringing Milwaukee's low-income and racially diverse young men and women to serve and reshape the community in which they live;
- improving the physical environment of the community and better meeting its people's needs; and
- helping Milwaukee's low-income and racially diverse young men and women achieve, through service, the self-confidence and skills they need to become permanently employed, fully engaged members of their community.

ARTICLE THREE  
Members

The Corporation shall have no members.

ARTICLE FOUR  
Board of Directors

The number and manner of election or appointment of the members of the Board of Directors shall be set forth in the Bylaws provided, however that the number shall not be less than three (3).



ARTICLE FIVE  
Prohibited Activities

No part of the net earnings of the corporation shall inure to the benefit or be distributable to its members, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Two hereof. No substantial part of the activities of the corporation shall be the carrying on of propoganda, or to otherwise attempt to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office. Notwithstanding, any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from Federal Income Tax under Section 501(c) (3) of the Internal Revenue Code of 1954, as amended, or its successor provisions.

ARTICLE SIX  
Nondiscrimination

Milwaukee Community Service Corps, Inc. shall not discriminate against any employee or applicant for employment because of age, race, creed, color, handicap, marital status, sex, national origin, ancestry, arrest record, conviction record, membership in the national guard, state defense force or any

reserve component of the military forces of the United States or this state, physical condition, developmental disability as defined in s.51.01(5) Wis. Stats., or sexual orientation as defined in s.111.32(13m) Wis. Stats. This provision shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection of training, including apprenticeship. Except with respect to sexual orientation, the corporation shall also take affirmative action to ensure equal employment opportunities. The corporation shall post in a conspicuous place available for employees and applicants for employment, notices setting forth the provisions of the non-discrimination clause.

ARTICLE SEVEN  
Dissolution

In the event of dissolution of this corporation, all of its assets, after payment of its debts and liabilities, shall be distributed to one or more corporations, funds or foundations qualified for exemption from tax as an exclusively charitable or educational corporation, fund, or foundation under the Internal Revenue code of 1954, as amended, or its successor provisions.

ARTICLE EIGHT  
Intitial Registered Agent

The name and address of the intitial registered agent for the corporation is David R. Webster of the City of Milwaukee, % Office of Youth Programs, Milwaukee City Hall, Room 801, 200 East Wells Street, in the City and County of Milwaukee, State of Wisconsin, 53202.

ARTICLE NINE  
Incorporator

The name and address of the incorporator is Nola J. Hitchcock Cross of 207 East Michigan Street, Suite 315, in the City and County of Milwaukee, State of Wisconsin, 53202.

ARTICLE TEN  
Intital Directors

The number of directors constituting the initial Board of Directors shall be three (3). The names and addresses of the members of the intitial Board of Directors are as follows:

% Ms. Jeannetta Robinson  
Career Youth Development  
2601 N. Dr. ML King, Jr. Drive  
Milwaukee, Wisconsin 53212

% Mr. John Parr  
District Council 48, AFSCME, AFL-CIO  
3427 W. St. Paul Avenue  
Milwaukee, Wisconsin 53208

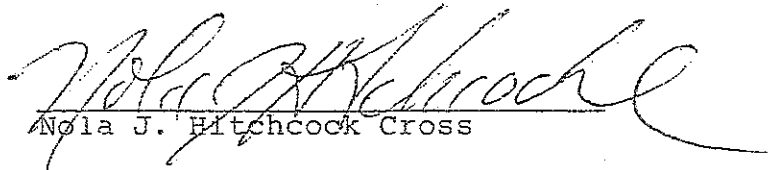
Ms. Daisy Cubias  
Youth Initiatives Office - South  
c/o United Community Center  
1028 South 9th Street  
Milwaukee, Wisconsin 53204

ST 15 19 1-190L 00

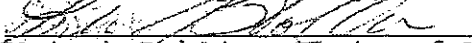
ARTICLE ELEVEN  
Amendments

These Articles may be amended in the manner authorized by law at the time of the amendment.

These Articles are executed in duplicate on May Day, May 1, 1990.

  
Nola J. Hitchcock Cross

Subscribed and sworn to before me this 1st day of May, 1990.

  
Notary Public, State of Wisconsin  
My Commission expires 9/13/93

STATE OF WISCONSIN  
FILED  
MAY 25 1990

This instrument was drafted by:

Nola J. Hitchcock Cross, of  
PODELL, UGENT & CROSS, S.C.  
207 E. Michigan, Suite 315  
Milwaukee, Wisconsin 53202

DOUGLAS LA FOLLETTE  
SECRETARY OF STATE

**BYLAWS  
OF  
MILWAUKEE COMMUNITY SERVICE CORPS, INC.**

A not-for-profit corporation organized under the Wisconsin Nonstock Corporation Law, Chapter 181, Wisconsin Statutes.

**I.  
NAME AND LOCATION**

The name of the corporation (the "Corporation") shall be MILWAUKEE COMMUNITY SERVICE CORPS, INC. and its principal offices shall be located at 3141 West Fond du Lac Avenue, in the City and County of Milwaukee, State of Wisconsin, 53202.

**II.  
PURPOSES**

This Corporation is organized for charitable and educational purposes as may qualify it as exempt from Federal Income Tax under Section 501 (C) (3) of the Internal Revenue Code of 1954, as amended. In the fulfillment of such purposes and except as prohibited by Section III below, the Corporation may exercise any and all powers of a corporation organized under the Wisconsin Nonstock Corporation Law, including, without limiting the generality of the foregoing, making donations for the public welfare or for charitable or educational purposes, or otherwise promoting such purposes either directly or by grants or other activities in aid of other organizations, enterprises or persons. The Mission Statement of the Milwaukee Community Service Corps is the following:

**MCSC MISSION STATEMENT**

The Milwaukee Community Service Corps promotes the virtue of work and the ethic of social responsibility through the commitment:

- For primarily low-income ethnically and racially diverse 18-23 year olds to improve their community, and
- To develop young citizens through the customized integration of high value work education job training, career exploration life skills and personal growth.

Resulting in permanently employed fully engaged members of the Milwaukee Community.

**III.  
PROHIBITED ACTIVITIES**

No part of the net earnings of the Corporation shall inure to the benefit or be distributable to its directors ("Directors"), officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Two hereof. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or to otherwise attempt to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles,

the Corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954, as amended (or the corresponding provision of any future United States Internal Revenue Law.

#### IV. NON DISCRIMINATION

Milwaukee Community Service Corps, Inc. shall not illegally discriminate against any employee or applicant for employment because of age, race, creed, color, handicap, marital status, sex, national origin, ancestry, arrest or conviction record, membership in the national guard, state defense force or any reserve component of the military forces of the United States or this state, physical condition, developmental disability as defined in § 51.01(5) Wis. Stats., or sexual orientation as defined in § 111.32(1.3m) Wis. Stats. This provision shall include, but not be limited to the following: employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection of training, including apprenticeship. The Corporation shall also take affirmative action to ensure equal employment opportunities. The Corporation shall post in a conspicuous place available for employees and applicants for employment, notices setting forth the provisions of the non-discrimination clause.

#### V. MEMBERS

The Corporation shall have no members.

#### VI. BOARD OF DIRECTORS

Section 1. General Powers. The affairs of the Corporation shall be managed by its board of directors (the "Board"), which shall have all the powers and duties enumerated in The Wisconsin Nonstock Corporation Law, subject to the purposes and prohibited activities as set forth in these Bylaws and in the Articles of Incorporation.

Section 2. Number and Classes. The number of Directors shall be not less than three (3) and not more than twenty-one (21).

Section 3. Election and Term of Office. The initial Directors designated in the Articles of Incorporation shall serve until such date as the Directors are elected and qualified as hereinafter provided. The Directors shall be elected by a majority vote of all the Directors then in office at the annual meeting of the Board. Each Director shall be elected for a term of three years. No person shall serve as a Director for more than two terms in succession.

Section 4. Place and Time of Annual, Regular and Special Meetings.

(a) The annual meeting of the Board shall be held in November of each year at a time and place fixed by the President of the Board.

(b) A minimum of three (3) regular meetings of the Board shall be held at regular intervals between annual meetings, at a time and place fixed by the President of the Board.

(c) Special meetings of the Board may be called by or at the request of the President or Secretary, and shall be called by the Secretary on the written request of any three Directors. The person(s) calling a special meeting may fix any reasonable time and place for holding the meeting and shall be responsible for complying with the notice requirement.

Section 5. Notice. Notice of any annual or regular meeting of the Board shall be given at least five days prior thereto, and notice of any special meeting of the Board shall be given at least two days prior thereto, communicated in person, by telephone, telegraph, teletype, facsimile or other form of wire or wireless communication, or by mail or private carrier, to each Director at his/her address, facsimile number or e-mail address, as appropriate, as shown by the records of the Corporation. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail in a sealed envelope so addressed, with first class postage thereon prepaid. Notice of any special meeting of the Board may be waived in writing signed by the person or persons entitled to the notice either before or after the time of the meeting. The attendance of a Director at a meeting, except where Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 6. Quorum. Three of the Directors of the Board shall constitute a quorum for the transaction of business at any meeting of the Board, provided that if less than a quorum of the Directors are present at said meeting, a majority of the Directors present may adjourn the meeting to another time. At any adjourned meeting at which a quorum is present any business may be transacted which might have been transacted at the meeting as originally called.

Section 7. Action by the Board.

1. Voting. A Director of the Corporation who is present at a meeting of the Board or a committee thereof of which he or she is a member, at which action on any corporate matter is taken, shall be presumed to have assented to the action taken unless his or her dissent is articulated at the meeting. At any meeting of the Board at which a quorum is present, the vote of a majority of the Directors present at the time of the vote shall be the act of the Directors present at the time of the vote shall be the act of the Board. Participation of one or more Directors by conference telephone allowing all persons participating in the meeting to hear each other at the same time shall constitute presence at meeting. Voting by proxy is not permitted. Mail or fax ballots shall be allowed when voting for Directors and officers and when a crucial voting issue falls between dates of Board meetings, and such restrictions shall apply thereto as may be set by the Board.

Any action required or permitted to be taken by the Board or by any committee thereof may be taken without a meeting if all members of the Board or the committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consent shall be filed with the minutes of the proceedings of the Board or committee.

2. Director conflicts of interest. No contract or other transaction between the Corporation and one or more of the Directors or any other corporation, firm, association, or entity in which one or more of the Directors or Corporation's officers has a material financial interest, shall be either void or voidable because of such relationship or interest or because such Director or Directors and/or officers are present at the meeting of the Board or a committee thereof which authorizes, approves or ratifies such contract or transaction or because his/her or their votes are counted for such purpose, if (i) the fact of such relationship or interest is disclosed or known to the Board or committee which authorizes, approves or ratifies the contract or transaction by a vote or consent sufficient for the purpose without counting the votes or consents of such interested Directors; or (ii) the fact of such relationship or interest is disclosed or known to the Directors entitled to vote and they authorize, approve or ratify such contract or transaction by vote or written consent; or (iii) the contract or transaction is fair and reasonable to the Corporation. Common or interested directors may be counted in determining the presence of a quorum at a meeting of the Board or a committee thereof which authorizes, approves or ratifies such contract or transaction.

Section 8. Compensation. Directors shall not be entitled to receive compensation for their services. The President of the Board may authorize the payment of reasonable expenses incurred by a Director in attending a meeting of the Board or a meeting of a committee of the Board. Nothing herein contained shall be construed to preclude any Director from serving the Corporation in any other capacity and receiving reasonable compensation therefor.

Section 9. Removal. Any Director may be removed without cause by vote of a two-thirds (2/3) vote of the Directors, excluding the director who is the subject of the vote.

Section 10. Resignation. Any Director may resign from the Board by delivering a written resignation to the President or to the Secretary of the Corporation. Such resignation shall take effect at the time specified therein and acceptance thereof shall not be necessary to make it effective.

Section 11. Vacancies. Any vacancy occurring on the Board shall be filled by a vote of a majority of the Directors then in office. A Director elected to fill a vacancy shall be elected for the unexpired term of his/her predecessor.

Section 12. Attendance. A Director may be removed from the Board by an act of the Board following the Director's third consecutive absence from a meeting of the Board.

## VII. OFFICERS

Section 1. Officers. The officers of the Corporation shall be a President of the Board, one or more Vice Presidents, a Secretary, a Treasurer, and such additional officers, including Assistant Secretaries and Assistant Treasurers, as the Board may determine. Only Directors of the Corporation may be elected as officers of the Corporation. One Director may serve in two or more officer positions; provided, however, the same Director may not serve as the President and a Vice President at the same time.



Section 2. Election and Term of Office. The officers of the Corporation shall be elected annually by the Board at the annual meeting of the Board or as soon thereafter as may be convenient. Vacancies may be filled at any meeting of the Board. Each officer shall hold office until the next annual meeting of Directors and until his/her successor shall have been duly elected and shall have qualified or until his/her death or until he/she shall resign or shall have been removed in the manner hereinafter provided. No officer shall hold more than three successive terms per office.

Section 3. Resignation. Any officer may resign at any time by giving written notice to the Board. Such resignation shall take effect at the date of 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.

Section 4. Removal. All officers, agents and employees of the Corporation may be removed at any time, with or without cause, by the vote of a majority of the Directors then in office.

Section 5. Vacancies. Any vacancy among the offices of the Corporation may be filled for the unexpired portion of the term by the Board.

Section 6. Compensation. The officers who are Directors shall not be entitled to receive compensation for their services in such capacity. Nothing herein contained shall be construed to preclude such officers from serving the Corporation in any other capacity and receiving reasonable compensation therefore.

Section 7. President of the Board. The President of the Board shall preside at all meetings of the Board. The President of the Board shall have the responsibility of guiding the Board in effectively discharging its responsibilities, including but not limited to, providing for the execution of the Corporation's objectives, safeguarding and furthering the Corporation's interests, and appraising the adequacy of overall results.

Section 8. Vice President. The Vice President (s) shall assist the President in the discharge of his/her duties as the President may direct and shall perform such other duties as from time to time may be assigned to him/her by the Board.

Section 9. Secretary. The Secretary shall record the minutes of the meetings of the Board and, unless otherwise directed by such committee, of each standing committee, in one or more books provided for that purpose, see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law, and be custodian of the corporate records.

Section 10. Treasurer. The Treasurer shall be the principal accounting and financial officer of the Corporation. He/She shall: (a) have charge of and be responsible for the maintenance of adequate books of account for the Corporation, (b) have charge and custody of all funds and securities of the Corporation, and be responsible therefore, and for the receipt and disbursement thereof, and (c) perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him/her by the Board.

Section 11. Bonding. The Board shall have power to require any officer or employee of the Corporation to give a bond for the faithful discharge of his/her duties in such form and with such surety or sureties as the Board may deem advisable.

## VIII. COMMITTEES

The Board may establish such standing and temporary committees as it may deem necessary or prudent from time to time.

## IX. INDEMNIFICATION OF OFFICERS AND DIRECTORS

Section 1. Indemnification. The Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, against whom liability of any character, threatened to be asserted or imposed by reason of the fact that he or she is or was a Director, officer, employee or agent of the Corporation, to the fullest extent permitted, by the Wisconsin Nonstock Corporation Law, as amended from time to time. The Corporation shall also reimburse any such person for all expenses, costs, and other payments actually and reasonably incurred, or liability described above to the fullest extent permitted by the Wisconsin Nonstock Corporation Law, as amended from time to time. Indemnification hereunder shall include, without limitation, indemnification of the Directors, officers, employees or agents of the Corporation with respect to all potential liability arising under the Employee Retirement Income Security Act of 1974 and the Internal Revenue Code as amended thereby, as said Act and said Code are from time to time hereafter amended.

Indemnification under this Section shall not be deemed exclusive of any other right provided for or available to such person under any agreement, vote or otherwise, or under insurance purchased and maintained by the Corporation on behalf of such person against liability to an extent greater than the power of the Corporation to indemnify such person under the provisions of the Wisconsin Nonstock Corporation Law, as amended from time to time.

Section 2. Limitations. All payments in discharge of indemnification rights shall be made only at such times as will not jeopardize the solvency of the Corporation, provided that such delayed or installment payments are not in violation of law.

## X. CONTRACTS, CHECKS, DEPOSITS AND FUNDS

Section 1. Contracts. The Board may authorize any officer or officers, agent or agents of the Corporation, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. In the absence of other designation, all contracts, deeds, mortgages and other instruments made by the Corporation shall be executed in the name of the Corporation by the President or Vice President

and the Executive Director, and when so executed no other party to such instrument or any third party shall be required to make any inquiry into the authority of the signing officer or officers.

Section 2. Checks, Drafts, Etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents of the Corporation in such manner as shall from time to time be determined by the Board.

Section 3. Deposits. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board may select.

Section 4. Gifts. The Board may accept on behalf of the Corporation any contribution, gift, bequest or devise for the general purposes or for any special purpose of the Corporation.

## **XI. BOOKS and RECORDS**

The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of members and of the Board and committees having any of the authority of the Board, and shall keep at the registered or principal office a record giving the names and addresses of the members. All books and records of the Corporation may be inspected by any member, or his/her agent or attorney, for any proper purpose at any reasonable time.

## **XII. FISCAL YEAR**

The fiscal year of the Corporation shall be on a calendar year basis.

## **XIII. AMENDMENTS**

These Bylaws may be amended at any meeting of the Board by a vote of the majority of the entire Board, except that any amendment which increased the quorum requirement or the proportion of votes necessary for the transaction of business or of any specified item of business must be authorized by a vote of two-thirds of the entire Board.

## **XIV. ADVISORY BOARD**

The Board shall nominate and approve an advisory board of directors (the "Advisory Board") every two (2) years to provide advice, as needed and requested, to the Board. The Board may add or remove members of the Advisory Board prior to the end of such two (2) year term. Any such members added to the Advisory Board shall serve the remaining portion of the then current two (2) year term of the Advisory Board. The Advisory Board shall consist of no

more than fifty (50) members. The Advisory Board shall hold no meetings, unless called for by the Board, and shall have no powers.

X:\CLIENT\B\066254\0005\A\0257840

INTERNAL REVENUE SERVICE  
DISTRICT DIRECTOR  
P O BOX A-3290 DPH 22-2  
CHICAGO, IL 60670

DEPARTMENT OF THE TREASURY

Date: JUL 13 1995

MILWAUKEE COMMUNITY SERVICE CORPS  
INC  
C-O ANTONIO M PEREZ  
P O BOX 92051  
MILWAUKEE, WI 53202

Employer Identification Number:  
39-1680342  
Case Number:  
265152054  
Contact Person:  
MRS. R. COOLEY  
Contact Telephone Number:  
(312) 366-6532

Addendum Applies:  
No

Dear Applicants:

Based on the information you recently submitted, we have classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Internal Revenue Code because you are described in sections 509(a)(1) and 170(b)(1)(A)(vi).

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in 501(c)(3) is still in effect.

This classification is based on the assumption that your operations will continue as you have stated. If your sources of support, or your purposes, character, or method of operation changes, please let us know so we can consider the effect of the change on your exempt status and foundation status.

This supersedes our letter dated April 15, 1995.

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, you should keep it in your permanent records.

Letter 1078 (DO/CB)

MILWAUKEE COMMUNITY SERVICE CORPS

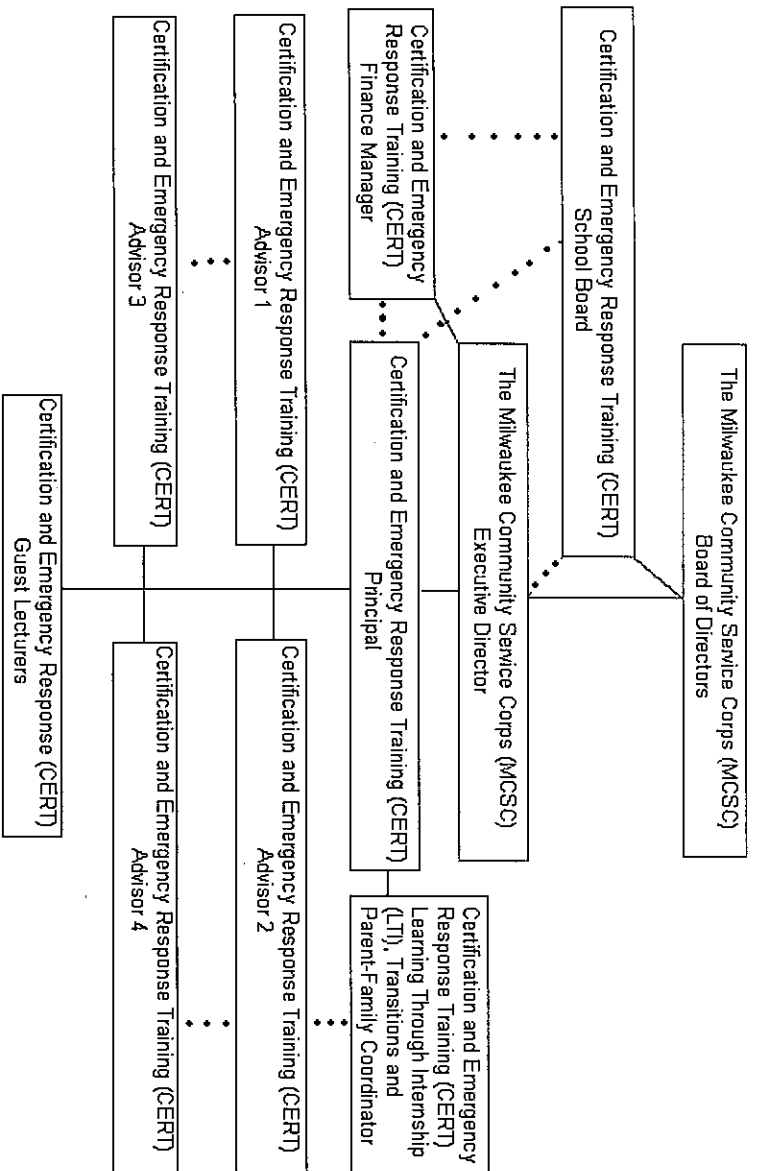
If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,  
*Marilyn A. Day*

Marilyn A. Day  
District Director

**ATTACHMENT C**

**ORGANIZATIONAL CHART**





**ATTACHMENT D**

**EMPLOYEE/PERSONNEL HANDBOOK**

# **CERT Employee Handbook**

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## Introduction & Welcome to our Mission

Welcome to CERT, the Certification and Emergency Response Training School of Milwaukee, established in 2008. The purpose of this Employee handbook is to provide you with the relevant policies and procedures of CERT in order to assist you in the performance of your job responsibilities and our collective mission:

*CERT will leverage the Milwaukee Community Service Corps' philosophy to develop an ethic of social responsibility among young adults who ultimately become permanently employed, fully contributing, educated citizens. CERT will engage young adults within a culture of social responsibility and prepare them for the future by developing the confidence, skills and experiences by which they can transform their lives and the lives of others.*

This employee handbook is designed to provide general information and is presented in summary form as a matter of information for employees regarding School policies, procedures and employee benefits. Please take the time to read the material carefully and become familiar with its contents. We suggest you keep this information handy so that you'll be able to use it as a quick reference if questions arise. This handbook is neither intended to be a substitute for your good judgment and discretion, nor is it meant to set forth restrictions in all personnel situations.

The language used in the handbook is not intended to create or be interpreted as conditions of employment or as a contract between CERT and any one or all of its employees.

## The Milwaukee Community Service Corps

The Milwaukee Community Service Corps (MCSC), a Milwaukee-based nonprofit organization established in 1991 under section 501(c)3 of the Internal Revenue Service code, has served as an alternative education program for under-educated and out-of-school youth who did not succeed in the conventional education setting. While there has been no one solution, our subsequent success is testimony to the importance of experiential learning and applied education at the Corps. Students' motivation is rooted in their ability to see how education concretely affects their lives, now and in the future. The Corps helps students see how learning algebra is necessary to work as an electrician, and how writing truly matters when reporting where and how hazardous waste samples are taken when measuring levels of environmental contamination in Milwaukee's neighborhoods. The Corps knows firsthand that real world connections change the educational environment for underserved youth, and has been practicing a modified version of the Big Picture Model for the past 15 years.

As a nationally recognized urban youth corps that integrates education, experiential work projects and skill development to prepare disadvantaged young adults for family-sustaining employment opportunities, MCSC believes in the power of creating educational plans that work with a student's passions and needs. MCSC structures students into crews which function as small teams that learn by completing real projects

to impact the physical and social landscape of Milwaukee. Students connect the classroom education to field projects. Through this process, they recognize the skills and credentials they attain are valued by various industry sectors. MCSC's education program accommodates myriad paths for student learning, including partnerships with community agencies, scholarships for post-secondary education, and advanced learning opportunities. Corps staff members meet as an education team with each individual student to build an individualized educational plan with concrete goals. Like the Big Picture Model, MCSC correlates the success of the student with the role of family in the student's education.

In 2008, MCSC, with its proven track record, positive outcomes and nationally recognized and award-winning programs, is expanding its educational program with the inception of the Certification and Emergency Response Training School of Milwaukee.

## **The CERT Vision**

Under the guidance and support of MCSC, CERT hopes to give both education and fieldwork experiences in the science, medical, environmental and construction fields to students not succeeding in the typical traditional high school setting. It is CERT's belief that students get excited and motivated by linking abstract knowledge to learning in the real world and that all students can learn when an environment is personalized to help meet their needs and interests. Staff members will work to create a community-like environment where everyone is treated equally and with respect. Students will work with CERT staff, family and community member mentors to further their educations via concrete goals in their individualized education plans. Students will leave CERT ready to fully contribute to their communities as responsible citizens and lifelong learners who will succeed in the skilled workforce and post-secondary educational institutions.

The Incident Command System (ICS) is the modus operandi for an emergency response and natural disaster recovery operation. An incident commander receives vital input from competent, trusted advisors. Decision-making authority rests with the incident commander who bases decisions on input, and then delegates authority accordingly. CERT will transform students with the knowledge, skills and credentials necessary--within a context of community emergency response, recovery and rebuilding from incidents at a local, state, national and even international level--to effectively analyze information to make informed decisions and assume leadership roles.

## **Employment Practices**

### ***Equal Employment Opportunity***

CERT does not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, creed, ancestry, age, disability, military status, arrest/conviction record or on any other basis prohibited by local, state or federal law. Employment decisions will be made on the basis of each individual's job qualifications, experience, and abilities.

CERT will comply with all state and federal employment, contracting and record-keeping laws, related to the hiring and performance of teachers. Teachers at CERT will be required to hold certification with the Wisconsin Department of Public Instruction (DPI) or be eligible for a one-year permit in compliance with the requirements of the DPI to comply with ESEA. For teachers who are completing their certification or nearing completion of credits equivalent to a major in their subject area, arrangements will be made with universities to ensure all teachers are certified or have taken appropriate course work to be qualified high school teachers. In accordance with §PI34 of the Wisconsin Administrative code, teachers will be expected to produce a Growth Portfolio using the 10 teacher standards. This macrostructure will be a part of the teacher's annual evaluation. Teachers will be expected to formally and informally share and support other teachers with the implementation of technology throughout the curriculum. CERT teachers will generate school-based continuous improvement plans and documentation based on data driven decision-making for meeting the academic, social and career exploration needs.

### ***Anti-Harassment Policy***

CERT is committed to providing a school environment free from any form of harassment. We require the school to be free from physical, psychological, verbal and non-verbal harassment based on any legally protected characteristic. Harassment of a colleague or student motivated by gender, race, color, religion, national origin, creed, ancestry, disability, sexual orientation, age, arrest/conviction record or any factor that creates an intimidating, hostile or offensive educational or work environment is strictly prohibited. Sexual harassment is defined as any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature.

Any employee who suspects or knows that a student is being harassed by a school employee or by another student shall inform the Executive Director or immediate supervisor.

Any employee or student who believes he or she has been the subject of harassment or intimidation should report the matter to the Executive Director or the Human Resources Department. All complaints will be investigated promptly.

Any employee or student who is found to have violated this policy is subject to immediate disciplinary action, up to and including possible termination, suspension or expulsion.

### ***Types of Employment***

Employees may be hired as regular or temporary employees:

- Regular employees work full-time (40 hours per week) or part-time (less than 40 hours per week) and are eligible for benefits
- Temporary employees may work full- or part-time for a specific length of time and are not eligible for benefits

## **Standards of Employee Conduct**

All employees are expected to work together in a cooperative spirit to best serve the interests of CERT. Employees are expected to observe the following standards:

- ★ Recognize the rights, privacy and property of students and coworkers and maintain confidentiality in all matters relating to same, this includes health or personnel information, unless otherwise required by law.
- ★ Report to work per established work schedule.
- ★ Notify supervisor as soon as possible when he or she will be absent or late.
- ★ Know and comply with school procedures and policies.
- ★ Observe all safety rules and regulations and report injuries or unsafe conditions to a supervisor or the Executive Director immediately.
- ★ Use school time, funds and property for authorized school-related activities only.
- ★ Maintain the dignity of the profession, demonstrate personal integrity and exemplify honesty.
- ★ In accepting a position of public trust, will measure success by the progress of each student toward their IEP and realization of his or her potential as an effective citizen.
- ★ Will not knowingly engage in deceptive practices regarding official CERT policies.
- ★ Will not knowingly misappropriate, divert or use monies, personnel or property committed to his or her charge for personal gain.
- ★ Will not submit fraudulent requests for reimbursement, expenses or pay.
- ★ Will not use institutional or professional privileges for personal advantage.
- ★ Will not accept or offer gratuities, gifts or favors that impair professional judgment or to obtain special advantage. This doesn't include gifts offered and accepted openly from students, parents in recognition or appreciation of service.
- ★ Will not falsify records or direct others to do so.
- ★ Comply with state regulations, local school board policies and other applicable state or federal laws.
- ★ Will refrain from making false statements about CERT, its staff and students.
- ★ Adhere to local school policies, state and federal laws regarding the hiring, evaluation and dismissal of personnel.
- ★ Will never interfere with a colleague's exercise of political, professional or citizenship rights and responsibilities.
- ★ Will not use coercive means or promise of special treatment in order to influence professional decisions or colleagues.
- ★ Will not knowingly treat a student in a manner that adversely affects his or her learning, physical or mental health or safety.
- ★ Will not deliberately misrepresent facts regarding a student.
- ★ Will not engage in physical or psychological mistreatment of a student.
- ★ Will not solicit or engage in sexual conduct with a student.
- ★ Will not furnish to student or allow consumption of by student, alcohol or illegal/unauthorized drugs.
- ★ Will not retaliate against a student who has filed a complaint.

## ***Disciplinary Action***

CERT reserves the right to discipline, when, where, and how it deems appropriate in any given situation. Typically, disciplinary action will call for any of four measures depending on the severity of the infraction and the number of times the employee has committed the offense: verbal warning, written warning, suspension or dismissal.

The major purpose of any disciplinary action is to correct the situation and prevent recurrence. Therefore, the method of disciplinary action chosen should be the one most likely to accomplish the overall purpose in the particular situation.

Below are some examples of conditions that will warrant disciplinary action – this list is meant only to provide examples and is not all inclusive:

- Willful damage of CERT property - the unauthorized use, misuse, destruction of or damage to any property, including vehicles.
- Excessive absenteeism or tardiness (five minutes or more late) - defined as more than six occurrences of either in one year, except in the case of unusual circumstances.
- Insubordination, not showing respect for authority.
- Falsifying timesheet.
- Failure to follow safe practices or report an accident or injury.
- Disclosing of confidential information to unauthorized party.
- Unsatisfactory work performance, including failure to respect direct request of a supervisor
- Leaving early or consistently overstaying lunch or break times.
- Rumor spreading.
- Threatening, intimidating, coercing or harassing employees or students at any time, provoking or participating in fights.
- Knowingly discriminating against any coworker, student, visitor or potential employee because of such individual's age, race, color, handicap, gender, creed, national origin, ancestry or any other legally protected characteristic.
- Excessive personal phone calls that interfere with job performance.

Below are some examples of conditions that will warrant immediate termination – this list is meant only to provide examples and is not all inclusive:

- Theft of property belonging to a coworker, student or visitor
- Possession of alcohol, drugs or other intoxicants on CERT premises and/or consumption of these items during work.
- Possession of a dangerous weapon on CERT premises.
- Indecent or immoral conduct in or around CERT.
- Falsification of employment application/resume.
- Criminal conviction related to employee's employment.
- Falsifying CERT records.

## ***Personal Appearance & Uniform***

An employee's overall physical appearance, including both dress and personal hygiene, affects the image that CERT wants to project to the community and, even more



importantly, our students. It is your responsibility to project a positive and professional image at all times and essential for all staff members to be neat and clean. CERT will provide shirts for both staff and students. This consistency in dress will support a sense of unity and pride among staff and the student body. CERT expects that the provided and/or recommended apparel is kept clean and worn consistently during school hours, unless prohibited by projects, athletics or special situations.

Some examples of unacceptable apparel for CERT staff or students are as follows, but not limited to:

- † Denim jeans (other than for classes that merit such apparel or pre-approved days)
- † Clothing with holes or is fraying at the edges
- † Warm-ups or sweat suits (other than for phy-ed classes)
- † Mini-dresses or skirts or excessively high slits on same

### ***Employee Identification Badges***

CERT employees and students will receive an ID badge, with photograph, upon hire or enrollment. Badges will be provided at the expense of CERT. Badges must be worn in full view for the safety of both staff and our students. When an employee terminates employment or when a student leaves or graduates from CERT, the ID badge must be returned. A fee may be charged for replacement of a lost ID badge.

### ***Vehicle Use Regulations***

- 🚗 CERT vehicles may not be used for staff's personal use, unless authorized by the Executive Director.
- 🚗 Accidents, body damage and maintenance problems must be reported immediately.
- 🚗 Vehicles must be parked in assigned spaces and locked and keys returned to a designated, locked location.
- 🚗 No personal items should ever be left in a school vehicle.
- 🚗 Staff who purposefully deface or damage any CERT vehicle will be held financially responsible.
- 🚗 No smoking is allowed in school vehicles.
- 🚗 No staff member is allowed to use a CERT vehicle without the appropriate class of Wisconsin driver's license, current DMV license document and approval of CERT insurance carrier.
- 🚗 CERT staff must obey all state and local traffic laws and regulations. Fines or penalties resulting from violations are the sole responsibility of the driver.
- 🚗 In accordance with Wisconsin state law, all passengers, including the driver, are required to wear safety belts. It is the responsibility of the driver to instruct all passengers to wear safety belts whenever the vehicle is in motion.

## **Performance Evaluations**

The Board of Directors may evaluate the performance of the Executive Director annually. The Executive Director or designee shall establish, maintain and direct a system for the evaluation of the work performance of other employees.

Performance evaluations are based on an employee's assigned job duties. Employees will participate in the evaluation process with their assigned supervisor on an annual basis. Written evaluations will be completed on approved forms. Employees will receive a copy of their written evaluation, have a performance conference with their supervisor and be given an opportunity to respond to the evaluation.

The performance evaluation may be considered in promotions, merit pay increases, disciplinary matters, rehiring procedures, demotions, transfers, layoffs or for other reasons.

An employee may request a review of his or her evaluation at any time.

## **Employee Grievance Policy**

A grievance procedure protects all employees and affords an employee the opportunity to express feelings toward work situations and perceived unfair treatment and a means by which complaints can be resolved. A grievance may relate to work assignment, performance standards, performance evaluation, disciplinary action or termination.

The CERT grievance procedure is as follows:

- Discuss situation with immediate supervisor. If this process is ineffective, employee must document grievance in writing and present to supervisor for written response. Please note that if grievance is against the supervisor, the employee may go directly to the ED or human resources representative and follow same steps to find resolution.
- If the first step is ineffectual, the employee may go directly to the ED or human resources representative to arrive at a solution.
- If these informal meetings do not resolve problem, the grievance should be made in writing to the Executive Director. The written statement must be submitted within ten working days after receipt of disciplinary action, termination, performance evaluation, or the inception of the circumstance leading to the grievance.
- The ED will investigate the circumstances upon which the grievance is based and has the right to delegate responsibility for investigation of the grievance to another party. The ED will provide a response to the grievance after review

*Please note: in grievance cases in which the employee wishes to report **harassment** in the workplace, the employee should report the incident directly and immediately to the Executive Director or human resources representative.*

## **Employment Forms / New Employee Orientation**

Upon hire, an employee will participate in an orientation that will address job responsibilities and benefits and will be required to complete the following forms:

- I-9 This form is required by the Federal government and requires the inspection of documents that establish a new employee's identity and authorization for US employment.
- W-4 This form is required for payroll and includes name, address, social security number and number of withholding allowances an employee wants to be used when calculating the amount of taxes taken from his or her paycheck.
- Employee Information Form Employee name, address, phone number(s), hire date, and, marital status, emergency contact information are included on this form. This information is used to communicate with employee and the information is considered confidential, to the extent practicable under law. CERT should be notified within 30 days of any changes in this information.
- Automobile Insurance Information If an employee will be driving a school vehicle, CERT requires that he or she has a signed copy of the vehicle policy on file. In addition, he or she will be required to complete a questionnaire about individual driving history to be submitted to the insurance company and provide a valid state of Wisconsin driver's license, allowing the insurance company access to a DMV license report. When approved by insurance company, CERT will be notified that employee is covered by CERT policy.

## **Conflict of Interest**

No employee or member of the Board of Directors, or their designees or agents, during their tenure, shall benefit, directly or indirectly by the selection of those businesses which provide services or products to CERT.

## **Personnel Records & Wisconsin**

Wisconsin's public records law provides that almost all records of state and local government (this includes public schools) are available for inspection. Therefore, most school records, including personnel records, are generally considered public information and must be released upon request. An employee may elect to have the following personal information withheld:

- ✓ Address
- ✓ Phone number
- ✓ Social Security number
- ✓ Information on whether he or she has family members
- ✓ Date of birth
- ✓ Marital Status

Employee may submit a written request to CERT at any time to not allow public access to this information. Common law allows the denial of certain requests for access to public records if the balance of interests favors nondisclosure. Some of the cases in which the courts have upheld nondisclosure involve certain personnel records of public employees; however, the Wisconsin Supreme Court has also held that personnel records are not automatically excluded from disclosure. The CERT records custodian is required to balance the public interest in disclosure of the record against the interests

that may weigh against disclosure. If, after conducting the balancing test, CERT determines that a requester is entitled to the release of personnel records or other records with information compromising the privacy of reputation of a person, CERT will notify the employee who is the subject of the records and give that employee an opportunity to contest the release of the records in court.

### ***Equal Educational Opportunities***

The right of the student to be admitted to school and to participate fully in curricular, extracurricular, student services, recreational or other programs or activities shall not be abridged or impaired because of a student's gender, race, national origin, ancestry, creed, pregnancy, marital or parental status, sexual orientation, disability or special needs.

### ***Student Records***

Student records include all records relating to an individual student other than notes or records maintained for personal use by teachers or other certified personnel who are not available to others, and records necessary for and available to persons involved in psychological treatment of a student. CERT maintains the following student records:

- Progress Reports records maintained by the school which include a statement of subjects taken by the student, the student academic grades, the student's extracurricular activities, and the student's attendance records.
- Behavioral Records include (for example) psychological tests, personality inventories, teacher evaluations other than grades and statements relating to individual student behavior.
- Directory Data student information to include name, address, telephone, date and place of birth, major field of study (if applicable), participation in officially recognized activities and awards received.
- Immunization Records
- Standardized Test Scores

Student records are confidential and are protected from unauthorized inspection or use. The only people who have general access to a student's records are the following:

- Parents of a minor or a student who is a dependent for tax purposes.
- The student (if over 18 years of age or attending an institution of postsecondary education).
- School officials with legitimate educational interests.
- The judge of any court of the State of Wisconsin or the United States who shall, upon request, be provided with a copy of all progress records of a student who is the subject of any proceeding in such court.

The Executive Director shall have primary responsibility for maintaining the confidentiality of all student records kept by CERT. Parents or students who want to review student records should be directed to the Executive Director for assistance, who will determine whether inspection is permitted.

## ***Parent and Student Complaints***

In an effort to hear and resolve parent and student complaints in a timely manner, the following procedures have been established:

- Contact teacher, if applicable. If there is a serious issue, you may wish to schedule a personal meeting rather than discuss by phone.
- If no resolution is reached, contact the Principal and then Executive Director.
- If resolution is still not reached, contact the school for the names and phone numbers of governance committee (MSCS BOD).

## ***Copyrighted Materials***

Employees and students of CERT must comply with the provisions of the United States Copyright Law of 1976, as amended (Title 17, United States Code) relating to the unauthorized use, reproduction, distribution, performance or display of copyrighted materials (i.e. printed material, videos, computer data, computer or other programs). Duplication of computer programs and data must be made within the provisions of the purchase agreement(s).

Employees who violate this policy or who knowingly permit colleagues or students to violate this policy are subject to disciplinary action, up to and including termination.

## ***Computer Use and Data Management***

CERT electronic communications systems, including its network access to the internet, are for administrative and instructional purposes. Limited personal use of the system is permitted if the use is as follows:

- ☑ Imposes no tangible cost to CERT;
- ☑ Does not unduly burden CERT's computer or network resources; or
- ☑ Has no adverse effect on job performance or student's academic performance.

Electronic media cannot be used for knowingly transmitting, retrieving or storing any communication such as the following:

- ⊗ Discriminatory or harassing;
- ⊗ Derogatory to any individual group;
- ⊗ Obscene;
- ⊗ Defamatory, libelous or threatening; or
- ⊗ Engaged for any purpose that is illegal or contrary to any of the school's policies or business interests.

Electronic mail transmissions and other use of electronic communications systems are not confidential and CERT reserves the right to monitor, intercept or otherwise review any employee's or student's electronic communications, files and messages to the extent necessary to ensure that electronic media and services are being used in compliance with the law, this policy and other CERT policies. Employees and students should not assume that electronic communications are private.

Failure to abide by the provisions of this policy by staff or students can result in suspension or termination of privileges and may lead to disciplinary action, up to and including termination or expulsion.

### ***Working with the Media***

The Executive Director, or direct designee, is CERT's sole contact for the news media and any information requested by the news media should be directed appropriately. This includes statements concerning current issues and requests for school information such as enrollment reports or funding figures. Employees who would like a news item to be given to the media must go through the ED's office. Employees who violate this policy are subject to discipline, up to and including termination.

### ***Inclement Weather Closing***

CERT may close the school for a full or part day because of inclement weather or emergency conditions. When such conditions exist, the Executive Director, with input from the CERT Principal, will make the official decision concerning the closing of CERT. When it becomes necessary to close, open late or release students early, school will notify television and radio stations.

## **Employee Benefits**

### ***Health & Dental Insurance and Disability Coverage***

Employee benefits are provided to regular, full-time employees (40 hours per week); regular, part-time employees are also eligible for benefits, but benefits for such employees, including medical or dental insurance are prorated based upon the amount of time worked each week in comparison with a 40 hour week. Temporary employees are not eligible for benefits other than worker's compensation and unemployment benefits.

Under MCSC, CERT is a member of the Wisconsin Employee Benefits Association which provides access to group medical, dental and other insurance coverage to nonprofit agencies and organizations. The Association offers access to various health maintenance organizations (HMO's) as well as traditional fee-for-service plans. During yearly enrollment periods employees can choose from the following plans:

- **Individual Coverage** MCSC/CERT pays the monthly premium for health and dental coverage at a 100% rate for individual coverage. For an average staff member with no dependents, this is a cost to the organization of over \$215.00 per month in addition to the employee's salary and other fringe benefits. It represents our commitment to provide as comprehensive a benefits package as possible to our employees.
- **Family Coverage** If a regular employee is married or has dependents and elects for family coverage, MCSC/CERT pays the monthly premium for the individual and 35% of the difference resulting from full family rate minus the individual rate.

*Family Rate (-) Individual Rate (paid by CERT) (x) .35= paid by CERT*

- **Short-term Disability** This plan offers employees a benefit of 60% of their salary after the eighth day of their disability, with a maximum benefit period of 12 weeks. There is no additional cost to the employee.
- **Long-term Disability** This plan offers employees a benefit of 60% of their salary, starting the 91<sup>st</sup> day of their disability, with the maximum benefit period of coverage through age 65. There is no additional cost to the employee.

It is required that employees requesting health/dental insurance will contribute their portion via payroll deduction. Upon hire, he or she will receive insurance plan coverage information for plan selection, to be completed within 30 days of hire date.

Coverage for qualified staff begins on the 1st of the month following the 90<sup>th</sup> day of employment and is terminated on the 1st of the month following his or her last day of employment, unless the employee chooses to continue coverage, as provided by law and at the expense of the employee.

Employees choosing *not* to receive coverage under MCSC/CERT plan(s) will be required to sign a waiver releasing MCSC/CERT from coverage responsibility. Changes to employee insurance coverage, due to change in family circumstance or other reasons, will be governed by the insurance provider policies.

## **Paid Benefit Hours**

### **Overview**

Regular full- or part-time employees are eligible for Paid Benefit Hours (PBH), which is available after three months of employment and thereafter is accrued on a monthly basis. Temporary employees are not eligible to receive PBH. PBH is a benefit to be used when time off is taken due to illness or for personal matters. Hours not utilized by an employee in a year will not carry over to the following year. Paid Benefit Hours provide for the following:

- Earnings for loss of work due to sickness and accidents when not provided by short-term disability or worker's compensation programs. Sickness includes the employee, employee's children, spouse or parent.
- Paid time off for personal matters, such as business transactions, medical or dental appointments.
- Paid time off for recreational purposes.

*Please note, an employee absent for more than three consecutive workdays may be asked to submit, upon return, a doctor's statement or other acceptable proof of illness (for self or family) as well as a certificate of his or her fitness to return to work.*

### **Accrual and Procedure**

- Other than those used for illness, PBH must be scheduled with prior approval of the employee's supervisor.
- Pay is based on the straight hourly rate and does not include shift differential, overtime or other premiums.

- Regular full-time employees will accrue, on a monthly basis and beginning the first pay period after three month, new hire probationary period, one day of PBH.  
12 Month employee = Up to 12 days of PBH  
10 Month employee = Up to 10 days of PBH
- Regular part-time employees will receive PBH on a pro-rated basis, according to hours worked and equivalent to one day of PBH per month.
- PBH does not carry over to the following year.
- Paid holidays occurring during an employee's time off using PBH will not be charged against PBH.
- Accrued PBH is paid upon employee resignation. If employee is terminated or discharged, accrued PBH shall not be paid.
- If an employee who leaves voluntarily neglects to give proper notice (two weeks) of their departure he or she will relinquish any accrued PBH.
- Accrued Paid Benefit Hours may be verified at any time with fiscal office.

*Please note that days off during Spring or Christmas break that are not considered paid holidays (see next section) are not subject to PBH but are considered paid time off. This time off is considered when setting hourly rates and salaries for CERT staff.*

## **Holidays**

An employee must work or be on pre-approved PBH the day before and the day after the CERT observed holiday in order to receive holiday pay.

Whether employee departs voluntarily or involuntarily, remaining holiday hours will not be paid at end of service.

MCSC/CERT observes the following holidays:

New Year's Day	Fourth of July
Martin Luther King Jr. Day	Labor day
Good Friday	Thanksgiving Day & Friday following
Memorial Day	Christmas Eve & Day

## **Military Leave**

An employee who is ordered into the armed forces of the United States government will be granted a leave of absence, without pay, for the duration of the military training requirements.

Any employee who serves as an armed force reservist shall be granted a leave of absence without pay for the duration of the ordered reserve duty. The employee may elect to use accumulated PBH in lieu of leave without pay. National Guard leaves of absence will be granted in accordance with state and federal law.

## **Jury Duty / Court Appearances**

Any employee summoned to serve on a jury panel or lawfully subpoenaed to serve as a witness in a legal proceeding will continue to receive a regular salary for up to a two week period. This is a responsibility that you as a citizen should fulfill. Any jury service



which lasts longer than two (2) weeks shall be unpaid. The employee must provide their supervisor/Executive Director with a copy of the jury summons as soon as he or she receives it.

Employees will be granted paid leave to comply with a valid subpoena to appear in a civil, criminal, legislative or administrative proceeding which relates to employee's employment with CERT. Other absences for court appearances related to an employee's personal business must be taken as PBH or leave without pay. Employees will be required to submit documentation of their need for leave for court appearances.

### **Leave of Absence / Bereavement Leave**

MCSC/CERT realizes that employees sometimes need time away from work for personal reasons. An unpaid leave of absence for up to twelve (12) weeks will be considered for the following:

Disability Leave	Personal Leave
Family Reasons	Other types of leave
Bereavement (funeral) Leave	Medical Reasons

You will be considered for a leave of absence according to the provisions of the specific leave policy or at the discretion of the Executive Director. Requests must be made at least thirty calendar days prior, except in the case of Bereavement Leave and other emergency situations, so that CERT can make arrangements for your absence. Requests for any leave of absence must be made in writing to your supervisor. This request must state the reason for the leave of absence as well as the start and end dates.

If you are on an approved leave of absence, you must contact your supervisor two weeks in advance of the expiration date of the leave of absence. This will allow you and CERT the time to plan your return to work. If anything should change with regard to your leave of absence, please call your supervisor immediately. If the leave of absence is for health reasons, a medical release from your physician is required. Failure to return to work on the day after expiration date of your leave of absence may be grounds for disciplinary action up to and including discharge. Request for an extension of a short- or long-term leave of absence must be submitted to the school in writing ten (10) days prior to the expiration date of the leave of absence.

Every effort will be made to re-employ you in your former position upon your return from an authorized leave of absence. Except where mandated by law, we cannot guarantee that your position will remain open in your absence. If there is no vacancy, you may be offered another opening for which you are qualified and if available.

CERT will provide an employee with time to make necessary funeral arrangements for and/or to attend a funeral of an immediate family member. Bereavement Leave shall not exceed five (5) workdays per occurrence, subject to the approval of the Executive Director. For purposes of this policy, immediate family shall include one's parent, spouse, sibling, child, stepchild, grandchild or grandparent. Employee's use of funeral leave exceeding PBH shall be considered unpaid.

## ***Worker's Compensation***

MCSC/CERT employees are covered by worker's compensation as required by law. This benefit helps pay for medical treatment and make up for part of the income lost while recovering. Exact benefits are determined by state law. All work-related accidents or injuries should be reported immediately to the employee's immediate supervisor or the Executive Director.

An employee absent from duty because of a job-related illness or injury may be eligible for worker's compensation weekly income benefits if the absence exceeds seven calendar days.

An employee receiving workers' compensations wage benefits for a job-related illness or injury may choose to use PBH or other paid leave benefits. While an employee is receiving workers' compensation wage benefits, CERT will charge available leave proportionately so that the employee receives an amount equal to the employee's regular salary.

## ***Professional Development***

Professional development opportunities are offered to assist in the development of instructional personnel in achieving performance. Staff wishing to attend conferences should submit a written request to the Executive Director in advance for approval. The written request shall include the name of the conference or training, the hosting entity, the date(s) and the total cost. The request should also include a brief explanation as to the benefits for the staff, students and CERT.

Review information under "Tuition Reimbursement" for policy regarding employees and higher education.

## **Salary and Work Schedule Procedures**

### ***Salaries and Wages***

Employees are paid in accordance with administrative guidelines and a pay scale established for each position. All positions are classified as exempt or nonexempt according to federal law. Exempt employees are not entitled to overtime compensation. Employees classified as nonexempt are paid based on an hourly wage.

The Board of Directors shall review the salary of the Executive Director periodically. The Executive Director shall review staff salaries on an annual basis and according to budgeted amounts approved by the Board.

### ***Employee Absences***

Employees must notify their immediate supervisor of any unanticipated absence within one hour of their starting time, if not sooner, indicating reason and when his or her return

to work is anticipated. Employees may not change their work schedule unless they have prior consent.

### ***Payroll***

Employees will be paid bi-weekly. Paychecks will not be released to any person other than CERT employee named on the check without a written authorization from the employee. During breaks, paychecks will be mailed to the employee's current home address (or deposited directly into employee account).

An employee's payroll statement will contain deduction(s) details and withholding amounts. Only deductions required by state and federal law and those that he or she authorizes will be deducted from paycheck.

### ***Timesheet Completion***

All CERT employees are required to fill in a timesheet showing actual hours worked and adhering to established schedule. Timesheets are to be completed in ink and on a daily basis; Timesheets are to be kept by employees and must be submitted to administration no later than one day following the ending of the pay period. Any exceptions must have approval of the Executive Director.

### ***Workload and Schedules***

The basic work week for the majority of CERT employees is 40 hours, consisting of five 8-hour days, Monday through Friday. The work week of exempt employees may vary from the school's normal business hours, according to the needs of specific programs and events. The annual salary of exempt employees is remuneration for the total responsibilities of their jobs.

Certified staff and administrative employees are exempt and are employed on a 10- or 12-month basis, according to the work schedules set by CERT. A school calendar is adopted each year designating the work schedule for teachers and all school holidays. Notice of work schedules, including required days of service and scheduled holidays, will be distributed at the beginning of each school year.

Classroom teachers will have planning periods for instructional preparation and conferences. Teachers are entitled to a duty-free lunch period of at least 30 minutes. CERT may require teachers to supervise students as needed when no other personnel is available.

Whereabouts of staff members should be known by supervisor. Each staff member is expected to inform his or her immediate supervisor or the office when they will be away from their classroom or other assigned activity. Sign out is required.

### ***Employee Resignations***

Employees who are resigning are strongly encouraged to give at least two weeks notice.

## Employee Reimbursement and Expenses

- A. Authorization  
Prior approval by the Executive Director is required for all air, bus or train travel, or automobile travel of more than 100 miles in any one day, or overnight trips.
- B. Expense reports, receipts and other related documents must be submitted within 30 working days of completion of long distance or conference travel and five working days after month's end for local travel.
- C. Reimbursements for school-related activities, based on an expense form submitted by employee with appropriate substantiation. Please note that fines, insurance premiums, or damage on personal autos are *not* reimbursable.
  - \$ Auto-mileage, at the rate designated in the budget
  - \$ Parking fees, with receipt
  - \$ Public transportation, with receipt
  - \$ Air, bus or train travel, coach or tourist accommodation, with receipt
  - \$ CERT will pay a per diem allowance for authorized out-of-town, school-related activities or actual cost (hotel, meals, telephone, ground transportation, parking) if the employee prefers, as long as the actual cost is reasonable and within guidelines established by CERT.  
Reimbursement of actual costs will require receipts and other necessary substantiation.
  - \$ Employees may be required to attend courses or training which relates to their current duties, as deemed by CERT. In general, these trainings will be reimbursed by CERT.

### Tuition Reimbursement

CERT may reimburse employees for tuition fees for educational courses which are expected to contribute to their professional growth, and enhance the performance of their work for CERT. To qualify, he or she must be a regular full-time employee who has completed the 90-day probationary period at the time reimbursement is sought and continue as a full-time employee throughout the duration of the course(s). Courses must be taken at accredited university or educational institution. Advance approval must be obtained from the Executive Director who, in consultation with the employee and his or her supervisor (if other than ED) will determine that the course will strengthen the employee's capacity to perform effectively and that the time devoted will not interfere with the employee's job responsibilities.

There will be a maximum amount, determined by management and the CERT Board of Directors, paid by CERT annually for courses taken by an employee. The total amount of tuition reimbursement funds available to employees is limited to the amount designated by the Board of Directors and Executive Director. The annual amount allotted for employee tuition reimbursement may not be sufficient to cover all reimbursement requests in a year.

Tuition reimbursement will be made after satisfactory completion of the approved course, grade C or better, assuming that he or she is still employed as regular, full-time employee.

Only tuition costs will qualify for reimbursement. Courses to be reimbursed must be taken for credit (courses that offer continuing education units - CEU's – are not eligible). The cost of text books, other material and fees will be assumed by employee.

In seeking approval, the employee will submit, on a form provided by CERT, information about the institution, the study program being pursued; length of course, estimated costs and the relevance of program to his or her work. In addition to an overall study plan, the employee must re-submit an approval request at the beginning of each semester for the specific course(s) and tuition costs. To receive reimbursement, the employee must submit a grade report provided by the institution and receipts for tuition amounts paid. CERT will provide form to be used in the reimbursement process as well.

### ***Compensation for Training Attendance – Compensable vs. Non***

- Attendance at lectures, meetings or training programs is *not* compensable working time if it is outside of an employee's regular working hours, is voluntary (versus mandatory) or it is not directly related to the employee's job position.
- For non-exempt employees, attendance at lectures, meetings or trainings is compensable under state and federal wage and hour laws.
- If attendance is "mandatory", if an employee is given to understand that his or her working conditions or continuation of employment will be adversely affected by non-attendance, the time is compensable.
- For training in question to be "directly related" to the employee's job and compensable, it must be designed to make the employee handle his or her job more effectively, as distinguished from training him or her for another job, or to a new or additional skill.
- If an employee, on his or her own initiative (voluntarily) attends an independent school or college after hours, the time is not considered compensable "hours worked" even if the courses are related to his or her job.
- Where a training course is instituted for the bona fide purpose of preparing for advancement through upgrading the employee to a higher skill, and is not intended to make the employee more efficient in his or her present job, the training is not considered "directly related" to the employee's job, even though the course incidentally improves the employee's skill level in doing his or her regular work – this time is not compensable.

### ***Travel Time Definitions – Compensable vs. Non***

The principles which apply in determining whether or not time spent in travel is considered compensable "working time" depend upon the kind of travel involved. The following addresses the most common situations:

- Home-to-work: An employee who travels from home to work is engaged in ordinary travel, whether employee works at a fixed location or at different job sites. This is *not* considered compensable.
- All in the day's work: Time spent by an employee in travel as part of the employee's principal activity, such as travel from job site to job site during the workday, **MUST** be considered compensable "hours worked". For example, if an employee normally finishes his or her work on the premises at 5:00 pm and is sent to another job which he or she finishes at 8:00 pm and is required to return to the work premises arriving at 9:00 pm, all of the time is compensable "working time". However, if the employee goes home instead of returning to work premises, the travel after 8:00 pm is no longer considered compensable "hours worked".
- Away from home: Travel that keeps an employee away from home overnight is travel "away from home". Travel away from home is clearly "work time" when it cuts across the employee's workday. In essence, the employee is simply substituting travel for other duties. The travel time is not only "hours worked" on regular working days during normal working hours, but also during the corresponding hours on non-working days. Additionally all time spent in work-related travel "away from home", outside of regular working hours on any day must be compensated. Regular meal time is *not counted* for purposes of compensation. When employee arrives at destination, when travel is complete, employee must only be compensated for required work-related activities.
- Work performed while traveling: Any work which an employee is required to perform while traveling must be counted as compensable "hours worked"
- For non-exempt employees, travel time to lectures, meetings or trainings is compensable under state and federal wage and hour laws.

## Purchasing Policy

Purchases made by CERT staff are to be approved by his or her supervisor, if under \$75 and the Executive Director, for any purchase of \$75 or more.

Purchases of over \$1,000 require written bids. CERT encourages the support of minority and women-owned business when procuring bids and/or purchases.

# Safety

## ***Student Safety***

The safety of our students is a matter of utmost importance to CERT at all times. The safety of students shall be assured through close supervision of students in the school or on school grounds and through special attention to the following:

- ☒ The Executive Director, or designee, will act as a safety coordinator. All problems and suggestions with regard to safety shall be directed to the ED
- ☒ Safety experts will be called in periodically to inspect the physical condition of the buildings/grounds
- ☒ Safety education will be offered to students relevant to particular subjects, such as laboratory courses in science, shop courses and health and physical education
- ☒ First aid care for students in case of accident or sudden illness will be available

## ***Drug, Alcohol and Tobacco Policy***

CERT has a vital interest in maintaining a safe, healthy workplace and our employees and students have a right to expect the same. Employees and students must report to school free of alcohol and other drugs (other than those used by and in accordance with a prescription). He or she will be subject to discipline, up to or including referral to drug or alcohol counseling/rehabilitation programs, termination, suspension, expulsion or referral to law enforcement officials for prosecution, for possessing, manufacturing, consuming, having in his or her system, distributing, dispensing, selling or purchasing of drugs, drug paraphernalia or alcohol while on or about school premises or time, or while engaged in CERT-sponsored activities. This also pertains to unauthorized prescription drugs.

Employees taking drugs prescribed by an attending physician must advise their direct supervisors in writing the possible effects of medication if it will potentially affect their job performance or mental/physical capabilities as well as adequately safeguard the medication so it is not accessible to students.

Under certain circumstances, CERT may require employees to undergo an alcohol or drug test when the school has a reasonable suspicion that the employee is in violation of this policy. Refusal to cooperate may result in discipline, up to and including termination. In addition, any employee involved in a work-related accident may be subject to alcohol or other drug testing. Such testing may also be required when authorized by any local, state or federal health, safety or other law/regulation.

☒ Smoking or using tobacco products is prohibited on school property ☒

## ***Searches and Alcohol and Drug Testing***

Non-investigatory searches in the workplace, including but not limited to accessing an employee's desk, workspace or files to obtain information needed for usual business

purposes may occur when an employee is unavailable. Therefore, employees are hereby notified that they have no legitimate expectation of privacy in these places.

In addition, CERT reserves the right to conduct searches when there is reasonable cause to believe a search will uncover evidence of work-related misconduct, including the suspicion of the sale, possession, or use of controlled substances or alcohol on school property. CERT may search the employee, the employee's personal items, work areas, lockers, private vehicles parked on school premises or those used in school business.

Any controlled substance or alcohol found in an employee's possession or workspace will be confiscated. Suspected illegal substances will be turned over to appropriate law enforcement authorities. An employee may be required to furnish CERT with a physician's name and/or prescription for confirmation of a legal substance found in the employee's possession.

This is a drug-free school and therefore a drug-free work zone. Failure to submit to a search will result in termination.

If a supervisor or authorized CERT official has cause to believe or has a reasonable suspicion that an employee is impaired or is using illegal substances or alcohol at work, please note that these findings will be documented. After review and approval by the Executive Director or designee, the employee will be asked to consent to a test and sign a Chemical Screening Consent and Release Form. Employees who refuse to sign the form or who refuse to submit to the test are subject to discipline or terminated, depending on circumstance.

All testing is done by a lab chosen by CERT. CERT determines the controlled substance(s) for which testing is done. If an initial drug test is positive, a confirmation test will be performed.

All results will be kept confidential. The employee will be informed of the results by a CERT official. Employees with negative results can return to work. A confirmed positive test result will subject the employee to discipline, up to and including termination.

### ***Firearms and Weapons***

Staff, students and visitors are prohibited from bringing firearms or other weapons onto school premises or any other place where school-sponsored activity takes place. To ensure the safety of all, employees who observe or suspect a violation of this policy should report it to their supervisor, the Executive Director or call the police at once.

To protect the property and safety of our students, staff and visitors and to prevent the use or possession of firearms and weapons at CERT, we reserve the right to search, when we have a reasonable belief that this policy is being violated, an employee's or student's work or study area. All employees and students are subject to this policy. When possible, before conducting search, CERT will ask the employee or staff member about the item in question and give him or her the opportunity to produce it.



A search is one part of an investigation. A search is not an accusation of wrongdoing. CERT reserves the right to search any office, classroom, desk, file or locker as these are issued to employees and students for school use and are CERT's property. These items/places may be searched at any time. Refusal to submit to search can lead to disciplinary action up to termination or expulsion.

### ***Reporting Suspected Child Abuse***

All employees are required by state law to report any suspected child abuse or neglect to the Executive Director and to Child Protective Services within 48 hours of the event that led to suspicion. An employee may not rely on another person to make the report. This includes students with disabilities who are no longer minors. In addition, employees must cooperate with any individual investigating suspected child abuse or neglect. Interfering with an investigation of this nature in any way is prohibited and is subject to discipline, up to and including termination of employment.

### ***Administering Medication to a Student***

Only designated employees can administer medication to students. A student who must take prescription medication during the school day must bring a written request from his or her parent and the medication in its original and properly labeled container.

### ***Accidents and Injuries***

Employees and students who experience an injury or illness at school or at/on a school-related activity, including athletics, should report the accident or injury to the teacher, coach or person in charge of the activity immediately.

In case of an injury to a student, the school must call the student's parent(s) and the appropriate emergency personnel, if necessary.

An accident report form, available in the office, must be completed and filed with office.

### ***Student Illness in School***

Students who become ill during the school day are to report the illness to teacher. The student will be taken or sent to the school office. A designee of school will allow the student to rest and will call the student's parent(s) or guardian(s) and a determination will be made if the student is to remain in school or be picked up.

In case of an emergency, a school designee will call the student's parent(s) or guardian(s) and appropriate emergency personnel, if necessary.

Students who come to school with suspected symptoms of a communicable disease will be sent to the office. The office will determine whether the condition is one which requires the student to be sent home. If the student is sent home, the student may not return without a medical excuse stating that the student is no longer contagious.

## ***Emergencies***

All employees should be familiar with the evacuation diagrams posted in their work areas. Fire, tornado and other emergency drills will be conducted as required by law to familiarize employees and students with evacuation procedures. Teachers and CERT staff are responsible for students at all times. In the event of a bomb threat, the building will be evacuated immediately to fire drill assembly areas and the appropriate law enforcement personnel will be notified.

## ***Visitors to the School***

All visitors, including parents, are expected to enter school facility through the main entrance and continue directly to the main office where they will sign in. Authorized visitors and parents will receive directions to their destination or will be escorted to same. Employees who observe an unauthorized individual on the premises should immediately direct him or her to the main office or contact the Executive Director or designee.

## Conclusion

While MCSC/CERT believes wholeheartedly in the policies, practices and procedures described in this personnel policy handbook, they are not conditions of employment. MCSC/CERT reserves the right to eliminate or change any of the policies, practices, programs, rules and employee benefits, in whole or in part, at any time, without notice. The language used in this handbook is not intended to create a contract between MCSC/CERT and any one or all of its employees. The information contained in this handbook is presented as a matter of information and as a guide for staff.

This handbook does not affect the basic relationship between MCSC/CERT and its employees. Employment is on an "at-will" basis. This means that the employment relationship may be ended at the choice of either party, with or without notice, and with or without cause, at any time. No person other than the Executive Director has the authority to make any agreement for employment for any specified period of time or to make any agreement contrary to the foregoing. Any such agreement must be in writing and signed by the Executive Director. Any written or oral statement to the contrary, even if made by a supervisor, manager or officer of MCSC/CERT is invalid and should not be relied upon by you or any applicant or employee.

## Receipt for Employee Handbook

Patti, can we move this to the end so it will be easier for the employee to tear it off and turn it in?

I have received and read a copy of the CERT Employee Handbook. I understand that it is my responsibility to read the Handbook and become familiar with its policies, benefits and employee responsibilities.

I understand that the policies and benefits described in the Handbook are subject to change at the sole discretion of CERT at any time.

I understand that nothing contained in the Handbook will constitute any employment contract and that neither I nor CERT has entered into a contract regarding the duration of my employment. Nothing contained in the Handbook is intended to interfere with any rights or benefits protected by law.

I understand that I am responsible for complying with policies, rules and procedures set forth in the Handbook.

\_\_\_\_\_  
Employee's Printed Name

\_\_\_\_\_  
Position

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

\_\_\_\_\_  
Date

\* Please note, this is our assurance that you have been informed of your job responsibilities, rights and the expectations that we all need to uphold to best serve our shared mission.

**ATTACHMENT E**

**OPERATIONS MANUAL**

# ***CERT Operations Manual***

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## **CERT Mission and Vision**

Welcome to CERT, the Certification and Emergency Response Training School of Milwaukee, established in 2008. The purpose of this Employee handbook is to provide you with the relevant policies and procedures of CERT in order to assist you in the performance of your job responsibilities and our collective mission:

*CERT will leverage the Milwaukee Community Service Corps' philosophy to develop an ethic of social responsibility among young adults who ultimately become permanently employed, fully contributing, educated citizens. CERT will engage young adults within a culture of social responsibility and prepare them for the future by developing the confidence, skills and experiences by which they can transform their lives and the lives of others.*

This employee handbook is designed to provide general information and is presented in summary form as a matter of information for employees regarding School policies, procedures and employee benefits. Please take the time to read the material carefully and become familiar with its contents. We suggest you keep this information handy so that you'll be able to use it as a quick reference if questions arise. This handbook is neither intended to be a substitute for your good judgment and discretion, nor is it meant to set forth restrictions in all personnel situations.

The language used in the handbook is not intended to create or be interpreted as conditions of employment or as a contract between CERT and any one or all of its employees.

### ***The Milwaukee Community Service Corps***

The Milwaukee Community Service Corps (MCSC), a Milwaukee-based nonprofit organization established in 1991 under section 501(c)3 of the Internal Revenue Service code, has served as an alternative education program for under-educated and out-of-school youth who did not succeed in the conventional education setting. While there has been no one solution, our subsequent success is testimony to the importance of experiential learning and applied education at the Corps. Students' motivation is rooted in their ability to see how education concretely affects their lives, now and in the future. The Corps helps students see how learning algebra is necessary to work as an electrician, and how writing truly matters when reporting where and how hazardous waste samples are taken when measuring levels of environmental contamination in Milwaukee's neighborhoods. The Corps knows firsthand that real world connections change the educational environment for underserved youth, and has been practicing a modified version of the Big Picture Model for the past 15 years.

As a nationally recognized urban youth corps that integrates education, experiential work projects and skill development to prepare disadvantaged young adults for family-sustaining employment opportunities, MCSC believes in the power of creating



## ***CERT Operations Manual***

educational plans that work with a student's passions and needs. MCSC structures students into crews which function as small teams that learn by completing real projects to impact the physical and social landscape of Milwaukee. Students connect the classroom education to field projects. Through this process, they recognize the skills and credentials they attain are valued by various industry sectors. MCSC's education program accommodates myriad paths for student learning, including partnerships with community agencies, scholarships for post-secondary education, and advanced learning opportunities. Corps staff members meet as an education team with each individual student to build an individualized educational plan with concrete goals. Like the Big Picture Model, MCSC correlates the success of the student with the role of family in the student's education.

In 2008, MCSC, with its proven track record, positive outcomes and nationally recognized and award-winning programs, is expanding its educational program with the inception of the Certification and Emergency Response Training School of Milwaukee.

### ***The CERT Vision***

Under the guidance and support of MCSC, CERT hopes to give both education and fieldwork experiences in the science, medical, environmental and construction fields to students not succeeding in the typical traditional high school setting. It is CERT's belief that students get excited and motivated by linking abstract knowledge to learning in the real world and that all students can learn when an environment is personalized to help meet their needs and interests. Staff members will work to create a community-like environment where everyone is treated equally and with respect. Students will work with CERT staff, family and community member mentors to further their educations via concrete goals in their individualized education plans. Students will leave CERT ready to fully contribute to their communities as responsible citizens and lifelong learners who will succeed in the skilled workforce and post-secondary educational institutions.

CERT will transform students with the knowledge, skills and credentials necessary-- within a context of community emergency response, recovery and rebuilding from incidents at a local, state, national and even international level--to effectively analyze information to make informed decisions and assume leadership roles.

## **Governance Structure**

### ***Milwaukee Community Service Corps Board of Directors***

The MCSC Board of Directors will have ultimate authority over the CERT charter school. This means that they will give final budgetary approval, as well as monitor all financial revenues and expenses accrued based on the recommendations of the CERT School Board. The MCSC Board of Directors will appoint three members from within to sit on the school board. These three individuals will act as a committee of the MCSC Board of Directors and report all actions that the CERT School Board intends on making.

### ***CERT School Board***

The CERT School Board will be a policy-making entity and will be appointed or approved by the MCSC Board of Directors. Three individuals will be appointed from within the MCSC Board of Directors and four individuals will be recruited and approved by the MCSC Board of Directors. Three individuals will have experience or expertise in the following fields: special education, community involvement, and general education/policy. The fourth individual will be a parent representative or president of the school's Parent Teacher Association (PTA) or parent lead coordinator of volunteer activities. The CERT School Board will be responsible for:

- Developing, setting, approving and monitoring policies for school operations.
- Giving recommendations on budgetary and school policy issues to the MCSC Board of Directors.
- Approving the hiring of the CERT Principal.
- Setting up committees to support fundraising, marketing and school functions.

### ***Milwaukee Community Service Corps Executive Director***

The Executive Director will serve as the main contact between the CERT High School Principal and the governing boards. This individual will be responsible for:

- Promoting collaboration between MCSC, CERT and community partners.
- Serving as an agent of the MCSC Board of Directors and CERT School Board by attending all meetings.
- Supervising and evaluating the CERT Principal.
- Working with the CERT Principal to compile accurate information to the reporting agencies.
- Acting as an educational director and looking out for the welfare of the CERT educational system as a whole.

### ***Finance Manager***

The Finance Manager will be responsible for the daily fiscal operations of the school. While the Finance Manager will report directly to the MCSC Executive Director, he or she will be expected to give reports to both the CERT Principal and the CERT School Board.

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### ***CERT Principal***

The Principal will be responsible for compliance of procedures and day to day activities in the school environment. He or she will be responsible for interviewing possible staff candidates and presenting candidate information and recommendations to the Executive Director who will then seek approval from the governing boards. The principal will be required to supervise and evaluate all staff members. This individual will also be responsible for:

- Helping to develop and implement the school curriculum.
- Shaping and maintaining school culture.
- Developing, implementing and monitoring policies regarding school behavior, academic progress, admissions, student recruitment, budgeting and reporting.
- Working with the MCSC Executive Director and Finance Manager, will submit charter reporting materials.
- Being a liaison between the parent and community engagement groups.

### ***Learning Through Internship, Transitions and Family Coordinator (LTIC)***

The LTIC plays an integral part in the school system and will be under the direct supervision of the CERT Principal. This individual will be called on to:

- Help students find internships to participate in for 10-12 hours per week on Tuesdays and Thursdays. This requires making and retaining contact with possible community mentors as well as weekly check-ins with the LTI community mentor, the student's advisor, parent(s)/guardian(s) and the student.
- Meet with all parties to participate in quarterly Individualized Educational Plan, (IEP).
- Aid the student in achieving the next step after secondary education. This is one of the most important things the LTIC will tend to. At CERT the main goal is to enable every student to actively participate in society and be able to realize the potential to further his or her educational opportunities.
- Meet with student quarterly to help him or her determine future goals and how to achieve them.
- Assist student in understanding test scores and what it might mean for the future.
- Assist with the college application process.
- Conduct college visits.
- Help students find full-time work upon graduation.
- Organize family engagement opportunities and create bonds between the school and the student's family.
- Accompany advisor to the student's residence to extend an opening to a relationship. Head Start does this and it seems to bring more parent volunteers into the schools.
- Put together communication tools for family engagement such as, but not limited to:
  - Monthly newsletters
  - Monthly parent meetings (i.e. PTA)

## ***CERT Operations Manual***

- Quarterly public exhibitions of student work
- Quarterly Individualized Education Plan (IEP) meetings
- Monthly family-community activities

### ***Staff Educator Advisors***

A Staff Educator Advisor will be the direct contact person for the advisory of students and will serve as a mentor, teacher, friend and role model. The number of Staff Educator Advisors will be contingent upon the number of students enrolled, no more than a 15:1 student-Staff Educator Advisor ratio (10:1 is most preferable). A low ratio allows more direct contact, creates trust in the learning community and is an integral part to the success of the program. The Staff Educator Advisor will be under the supervision of the CERT principal and will be required to:

- Go on a home visit with the LTI, Transitions and Family Coordinator to better acquaint him or her with the people who know the student the best – the family.
- Develop and provide mixed instruction (direct group and project based) to his or her advisory of students with, when possible, the certification and emergency response training focus in mind.
- Participate in the student's Individualized Educational Plan (IEP) meetings.
- Conduct site visits to the student's internship twice per week on Tuesday and Thursdays.
- Continue his or her studies via professional development opportunities.

### ***Guest Lecturers***

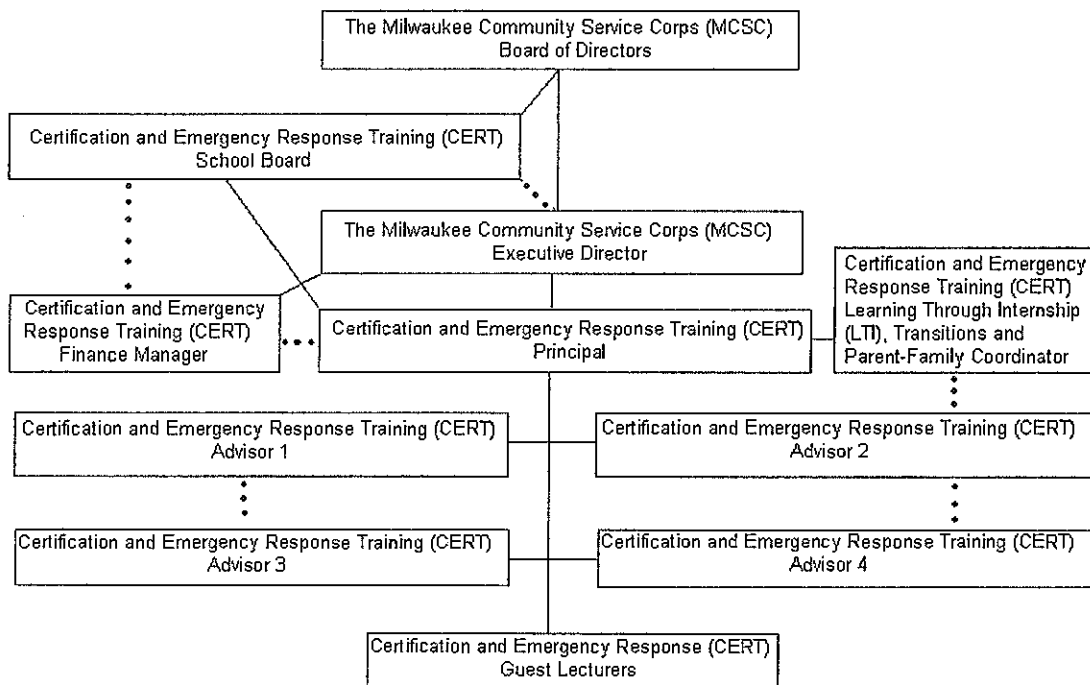
Guest Lecturers will provide the students with accurate knowledge about the certification and emergency response fields, as individuals with these foci may be hard to find with a Department of Public Instructor (DPI) license. Guest lecturers will be called upon to fill in the gaps of knowledge and act as presenters under the direct supervision of the students' advisors.

For example, it may be will be necessary to have someone in the hazardous materials trade give lectures on hazardous waste removal so that students can be certified to work in this skill specific field.

## Organizational Chart

The full straight lines represent direct lines of authority between the position above and the position below. The dotted lines represent relationships where positions are expected to collaborate. For example, the CERT Finance Manager must report directly to the MCSC Executive Director, but must work with the CERT Principal and give reports, when required, on the fiscal matters of the school to the CERT School Board.

### Certification and Emergency Response Training School of Milwaukee



## **Admissions**

### ***Philosophy***

At fully capacity, CERT will enroll 120 students and serve students in grades nine through twelve, ages 14-21. The Big Picture Model recommends a 1:15 (or less) ratio of advisors to students and will require CERT, at full capacity, to maintain a minimum staff of eight instructional advisors. The optimal size was determined by the need to create an intimate small school atmosphere that will allow students sufficient access to advisors.

MCSC's success is founded on a belief that "the promise of every individual awaits to be fulfilled". CERT was founded on this belief too. The admissions process is designed to establish a student body that is diverse and reflects Milwaukee at large. CERT does not discriminate on the basis of gender, race, sexual orientation, socioeconomic status, religion, pregnancy, parent status, national origin, or physical, emotional or learning disability.

It is likely that the majority of our students will be underserved. Research shows that underserved students who are motivated by a link to the real world are more likely to be motivated to complete academic-based goals and graduate from high school. The Big Picture Model promotes learning and then applying knowledge in real world situations or culminating projects.

### ***Application Process***

Students and their parent(s) or guardian(s) must adhere to the following application process:

- Submit proof of 8<sup>th</sup> grade graduation.
- Submit proof of City of Milwaukee residency.
- Write a one page paper/letter stating why they want to attend CERT and why they think they will be a good match.
- Complete and sign the CERT High School Admission Application.
- Attend one New Student and Family Orientation.
- Review and sign off saying they read/agree with the Student/Parent Handbook.
- Be present at school for at least eight separate occasions, to include one meeting per quarter regarding their student's learning plan/progress (four) and one public exhibition of their child's portfolio per quarter (four). Parents will be expected to give constructive criticism to help both their child and other children in the educative process.

CERT believes in fairness and will be open to every student wishing to attend. However, an assessment will be used for students to learn if the school's focus is a good fit for them. The following items will be discussed in the student-family assessment with staff:

- Student commitment to the focus of the first responder trades (medical, construction, etc).
- Parental commitment to attending school functions, at least eight times a year (4 public exhibitions and 4 learning plan meetings).

## ***CERT Operations Manual***

- Student commitment to a mixed instruction and project-based learning environment.
- Ability to thrive, both socially and academically.

CERT fully understands the expanse of abilities it might receive. Students will not be turned away due to deficiencies in credits or lack of academic levels achieved. CERT will do everything in its power to raise the reading and math levels of all students enrolled.

CERT realizes that attracting students is a difficult process and will do its best to bring the school to capacity. However, if the school attracts too many students, CERT will execute a process, in all fairness, to provide space (i.e. first come first served, lottery system).

## **Visitors**

All visitors, including parents, are expected to enter school facility through the main entrance and continue directly to the main office where they will sign in. Authorized visitors and parents will receive directions to their destination or will be escorted to same. Employees who observe an unauthorized individual on the premises should immediately direct him or her to the main office or contact the Executive Director or designee.

## **Absences**

### ***Excused***

A student's absence is considered "Excused" if it is due to illness or injury of the student; death of an immediate family member; or observance of a religious occasion; and it is verified by the parent or guardian. If a student is to be absent from school, the parent/guardian is requested to call the school on the day of the absence. A written note, signed by the parent/guardian, is to accompany the student on his or her return and will be collected by the student's educational advisor. Parents/Guardians will be notified if their student is not in school.

### ***Unexcused***

Any unverified absence or absence which does not fall into one of the above categories is considered unexcused and may affect the student's grade in class or promotion to next grade level.

## **Tardiness**

All students are expected to arrive at school in time to be in class by the designated time. Students who are excessively tardy to school will be subject to consequences,

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which may include things like parent conferences or retribution actions. Students are expected to be on time for every class or internship situation.

### **Early Dismissals**

Early dismissals from school will only be granted in cases of emergency (i.e. weather, furnace failure), as determined by the Executive Director or his or her designee. A student may not be released unless the parent/guardian is notified.

### **Inclement Weather Closing**

CERT may close the school for a full or part day because of inclement weather or emergency conditions. When such conditions exist, the Executive Director, with input from the CERT Principal, will make the official decision concerning the closing of CERT. When it becomes necessary to close, open late or release students early, CERT will notify television and radio stations.

### **Early Dismissals**

Early dismissals from school will only be granted in cases of emergency (see above), as determined by the Executive Director or his or her designee. A student may not be released unless the parent/guardian is notified.

### **Complaint Procedure**

In an effort to hear and resolve parent and student complaints in a timely manner, the following procedures have been established:

- Contact the educational advisor, if applicable. If there is a serious issue, you may wish to schedule a personal meeting rather than discuss by phone.
- If no resolution is reached, contact the Principal and then Executive Director.
- If resolution is still not reached, contact the school for the names and phone numbers of governance committee (MSCS BOD).



## **CERT Promotion/Graduation Requirements**

### ***Required Curriculum - Moving to the Next Curricular Cycle***

When students have zero high school experience they will be considered a 9<sup>th</sup> grader and must complete (or have transferred in adequate and satisfactory correlations) before they will be promoted to the next set of courses. Students will "hit" learning targets in their curriculum levels and must finish all of them before moving on or being promoted to the next curricular cycle.

CERT will run extended days, Saturdays and summer sessions to advance students to the next Curricular Cycle and be able to graduate.

<p><b>9<sup>th</sup> Grade Curriculum – PREPAREDNESS</b></p> <p>English 1            Math 1            Social Studies 1            Science 1            Foreign Language 1            Mental &amp; Physical Well Being 1            Learning Through Internship 1            National Incident Management System (NIMS) 1            FEMA – 21 Hour Training            Hazardous Waste Management (29CFR1910.120)            Community Emergency Response Training            NOAA Call-Alert Technology            Public Health            Marketing &amp; Graphic Design</p>	<p><b>10<sup>th</sup> Grade Curriculum – RESCUE</b></p> <p>English 2            Math 2            Social Studies 2            Science 2            Foreign Language 2            Mental &amp; Physical Well Being 2            Learning Through Internship 2            National Incident Management System (NIMS) 2            Field Sampling &amp; Monitoring            GIS/GPS Mapping            Field Surveying            Driver's Education            Blueprint Reading            Patient Care &amp; Bedside Manner</p>
<p><b>11<sup>th</sup> Grade Curriculum – RECOVERY</b></p> <p>English 3            Math 3            Social Studies 3            Science 3            Foreign Language 3            Mental &amp; Physical Well Being 3            Learning Through Internship 3            National Incident Management System (NIMS) 3            Confined Space Training            Hazardous Materials Shipping &amp; Handling            Small Engine Repair            Computer Aided Design            Wastewater Management            Civil Air Patrol Cadet Certification            International Travel</p>	<p><b>12<sup>th</sup> Grade Curriculum – REBUILDING</b></p> <p>English 4            Math 4            Social Studies 4            Science 4            Foreign Language 4            Mental &amp; Physical Well Being 4            Learning Through Internship 4            National Incident Management System (NIMS) 4            Powered Industrial Truck Operation            Commercial Driver's Education            Flatwork Concrete/Air Hammer Use            Lead-Safe Worker Certification            Flagger Certification            Competent Person Training            Landscaping &amp; Pesticide Application</p>

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### ***Individual Education Plan (IEP)***

CERT will develop an Individual Education Plan for every student, regardless of ability, through the efforts of the school's education leaders and student advisory committee members—including parents, educators, professionals, and personal mentors who provide input and feedback to help students reach their educational and personal goals. The IEP is designed as a guide and tool to assist students through educational and personal development throughout their high school experience. Objectives and milestones for each student are student-centered and set within the general philosophy of serving a role in a response, recovery or reconstruction phase of a community emergency or natural disaster. The curriculum allows students to accelerate their studies as quickly as they desire to meet foundational basics, yet leaves adequate time for advanced and personally-directed activities. IEP's will focus on three interdependent aspects of a student's education: CERT-based core instructional direction, individualized internships and meeting the student's personal goals and objectives. The objective of this educational approach is to infuse the student's foundational study and real world learning with activities and experiences that develop the whole child.

### ***Graduation Requirements***

The students will be required to meet the following requirements in order to graduate:

- All students will have completed the above with satisfactory evaluations of their validations.
- All students will demonstrate proficiency on required standardized tests and assessments.
- All students will demonstrate proficiency in formal and informal assessments based on standards.
- All students will demonstrate proficiency in communicating in American Sign Language.
- All students will engage internships each academic year and satisfactorily complete their real world applications.
- All students must participate in the quarterly exhibitions of the work they completed that quarter.
- All students, once an academic year, will have to present a piece of their portfolio work a group of parents, family, community and staff members.
- All students will complete a 75-100 page autobiography.
- All students must take the ACT college entrance exam, visit at least two colleges and apply to at least one educational furthering opportunity.
- All students must complete their transcripts and college portfolio by the end of their high school career.

Furthermore, CERT will require that students demonstrate proficiency in the following skills before they graduate:

- **Communication:** Communication skills encompass many fields. Skilled communicators need to be able to not only read and write well, but also need to speak and listen well. Students need to understand the differences in audiences and the best way to address them in formal and informal manners. Individuals

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must also learn how to use technology and artistic expression to accentuate their points. A familiarity with a second language is a necessity. CERT will require students to learn American Sign Language (ASL) and understand how to communicate effectively with deaf and hard of hearing individuals in both the academic and work realms.

- **Empirical Reasoning:** Empirical reasoning involves using evidence and logic to make accurate decisions. In order to succeed in an employment or academic opportunity students must learn how to identify research questions, collect data/research, draw conclusions, and present findings.
- **Personal Qualities:** Demonstrating respect, responsibility, organization, self-management and leadership enhances a person, as well as the surrounding school community. A culture of openness, tolerance and respect will be modeled by CERT staff and be actively fostered by the CERT community as a whole.
- **Quantitative Reasoning:** Students will be able to demonstrate math skills that they can transfer into their future work or educational environment. They will be able to understand numbers, shapes and how things change over time.
- **Social Reasoning:** Students must be able to see other points of view/diverse perspectives, understand social issues, to think ethically about decisions and take historical information into account.
- **Technological Usage:** Students must be able to communicate and conduct research by using technology effectively.
- **Time Management:** Students will be able to plan their time accordingly for each project and be able to split large projects into smaller tasks. Students will learn this very valuable skill by planning their own projects and logging their information in their daily planner/log of activity.
- **Leadership and Teamwork:** Students will participate in many projects, internship opportunities and activities while at CERT. Upon completion of their high school careers students will be able to both lead a team effectively and work well with others in a team.

## **Student Discipline**

Students are expected to follow CERT's established rules, which will be included in the Parent/Student Handbook. The entire CERT staff is responsible for ensuring that proper conduct and behavior is maintained by students.

A positive approach in the disciplinary measures shall be used, taking into account the dignity of the student, the seriousness of the infraction and the need for positive motivation of students. The ultimate goal of discipline at CERT is to develop an understanding of self-discipline and its necessity in our society.

Teachers will file a written report to be submitted to the Principal when they have knowledge that a student has violated the student code of conduct. The Principal will send a copy of this report to the student's parents within 24 hours and a record of the disciplinary action will be placed in the student's file.

CERT will not discriminate in standards and rules of behavior or disciplinary measures, including suspensions or expulsions on the basis of gender, race, sexual orientation, socioeconomic status, religion, pregnancy, parent status, national origin, or physical, emotional or learning disability.

## **Possession of Firearms and Weapons**

Staff, students and visitors are prohibited from bringing firearms or other weapons onto school premises or any other place where school-sponsored activity takes place. To ensure the safety of all, employees who observe or suspect a violation of this policy should report it to their supervisor, the Executive Director or call the police at once.

To protect the property and safety of our students, staff and visitors and to prevent the use or possession of firearms and weapons at CERT, we reserve the right to search, when we have a reasonable belief that this policy is being violated, an employee's or student's work or study area. All employees and students are subject to this policy. When possible, before conducting search, CERT will ask the employee or staff member about the item in question and give him or her the opportunity to produce it.

A search is one part of an investigation. A search is not an accusation of wrongdoing. CERT reserves the right to search any office, classroom, desk, file or locker as these are issued to employees and students for school use and are CERT's property. These items/places may be searched at any time. Refusal to submit to search can lead to disciplinary action up to termination or expulsion.

## **Reporting Suspected Child Abuse**

All employees are required by state law to report any suspected child abuse or neglect to the Executive Director and to Child Protective Services within 48 hours of the event that led to suspicion. An employee may not rely on another person to make the report. This includes students with disabilities who are no longer minors. In addition, employees must cooperate with any individual investigating suspected child abuse or neglect. Interfering with an investigation of this nature in any way is prohibited and is subject to discipline, up to and including termination of employment.

## **Drug-Free School Environment**

CERT has a vital interest in maintaining a safe, healthy workplace and our employees and students have a right to expect the same. Employees and students must report to school free of alcohol and other drugs (other than those used by and in accordance with a prescription). He or she will be subject to discipline, up to or including referral to drug or alcohol counseling/rehabilitation programs, termination, suspension, expulsion or referral to law enforcement officials for prosecution, for possessing, manufacturing, consuming, having in his or her system, distributing, dispensing, selling or purchasing of drugs, drug paraphernalia or alcohol while on or about school premises or time, or while engaged in CERT-sponsored activities. This also pertains to unauthorized prescription drugs.

Employees taking drugs prescribed by an attending physician must advise their direct supervisors in writing the possible effects of medication if it will potentially affect their job performance or mental/physical capabilities as well as adequately safeguard the medication so it is not accessible to students.

Under certain circumstances, CERT may require employees to undergo an alcohol or drug test when the school has a reasonable suspicion that the employee is in violation of this policy. Refusal to cooperate may result in discipline, up to and including termination. In addition, any employee involved in a work-related accident may be subject to alcohol or other drug testing. Such testing may also be required when authorized by any local, state or federal health, safety or other law/regulation.

⊗ Smoking or using tobacco products is prohibited on school property ⊗

### ***Searches and Alcohol and Drug Testing***

Non-investigatory searches in the workplace, including but not limited to accessing an employee's desk, workspace or files to obtain information needed for usual business purposes may occur when an employee is unavailable. Therefore, employees are hereby notified that they have no legitimate expectation of privacy in these places.

In addition, CERT reserves the right to conduct searches when there is reasonable cause to believe a search will uncover evidence of work-related misconduct, including the suspicion of the sale, possession, or use of controlled substances or alcohol on school property. CERT may search the employee, the employee's personal items, work

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areas, lockers, private vehicles parked on school premises or those used in school business.

Any controlled substance or alcohol found in an employee's possession or workspace will be confiscated. Suspected illegal substances will be turned over to appropriate law enforcement authorities. An employee may be required to furnish CERT with a physician's name and/or prescription for confirmation of a legal substance found in the employee's possession.

This is a drug-free school and therefore a drug-free work zone. Failure to submit to a search will result in termination.

If a supervisor or authorized CERT official has cause to believe or has a reasonable suspicion that an employee is impaired or is using illegal substances or alcohol at work, please note that these findings will be documented. After review and approval by the Executive Director or designee, the employee will be asked to consent to a test and sign a Chemical Screening Consent and Release Form. Employees who refuse to sign the form or who refuse to submit to the test are subject to discipline or terminated, depending on circumstance.

All testing is done by a lab chosen by CERT. CERT determines the controlled substance(s) for which testing is done. If an initial drug test is positive, a confirmation test will be performed.

All results will be kept confidential. The employee will be informed of the results by a CERT official. Employees with negative results can return to work. A confirmed positive test result will subject the employee to discipline, up to and including termination.

## **Banking and Investments**

1. The MCSC BOD shall approve the bank(s) used by the Certification and Emergency Response Training School of Milwaukee (CERT).
2. The bank selection process takes into account the bank's proximity to school, community reputation, benefits to CERT, references and other factors important to our school (i.e. CERT's commitment to doing business with minority businesses).
3. CERT maintains up-to-date records of those with signature authority for financial transactions with the bank.
4. All financial transactions (deposits, check-writing, and investments) shall be conducted only through approved bank.
5. The Finance Manager is responsible for implementing procedures and practices to assure the safe keeping of cash and other negotiable financial instruments.

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6. All negotiable instruments are kept in a safe, locked place and out of sight while in the school and are deposited into CERT accounts on a daily basis whenever possible.
7. Temporarily idle cash may be invested in accounts with a due date not greater than 12 months in bank certificates of deposits or demand deposits (i.e. savings or money market accounts) of banks approved by the MCSC BOD.

### **Books of Original Entry**

1. CERT utilizes a computerized double entry bookkeeping/accounting system.
2. Revenue and expense accounts in the general ledger correspond to the budget, to the extent possible.
3. All financial transactions, including, but not limited to receipts, disbursements, receivables, payables, payroll, and other journal entries, are entered into system.
4. The FM is responsible for creating procedures and processes to capture financial information and assure that all data is properly entered into system in a timely manner.
5. The accounting system allows for segregation of revenues and expenditures in such a manner to assure compliance with regulatory requirements and restrictions as well as Generally Accepted Accounting Principles (GAAP).
6. Interim financial statements are presented to the CERT School Board and the MCSC BOD on a periodic basis, but not less than quarterly.

Financial statements are audited and fiscal policies and controls reviewed annually by an independent auditor selected by the MCSC BOD. The Board requires that the audit be conducted in conformance with GAAP.

### **Budgets**

1. The Finance Manager is responsible for creating and implementing a process, to include the majority of CERT staff, by which the annual budget is created, and submitting it to the CERT School Board for review and to the MCSC BOD for approval.
2. The budget includes revenue and expenditures for the specific programs and activities of CERT.

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3. The annual budget and any modifications to same must be approved by the MSCS BOD.
4. The budget lists expenditures by category and revenues by funding source (i.e. food service, private donations, public or private grants, school fees).
5. Monthly budget status reports (actual versus budgeted revenues and expenditures) are provided to the ED and the MCSC Board of Directors Treasurer.
6. The ED, with approval from the MCSC BOD Treasurer, may reallocate expenditures within the budget so long as such reallocation does not violate the terms of a grant program or charter school regulation and is consistent with the mission of the school.

## **Receipts**

1. Checks received are immediately stamped or endorsed as "For Deposit Only" for CERT. Checks received via mail are endorsed by the individual opening the mail.
2. A pre-numbered cash receipt is prepared for all cash and checks received. The cash receipt lists the date of receipt, payee, amount, purpose and account code to which the receipt is to be recorded.
3. Cash receipts are deposited on a daily basis in CERT's official bank unless the amount of receipts for the day is insignificant. Amounts not deposited are held in a locked safe or cabinet and added to the deposit for the next day. No amount of cash is left in the school over a weekend or during school breaks
4. A deposit slip listing the total amount of cash and checks is prepared in duplicate by Finance. Documentation for all cash and checks (i.e. check copies, accompanying letters and a batch or transmittal report) is attached to the CERT copy of deposit slip. A calculator tape of check amounts, including the total number of checks, accompanies the bank deposit slip.
5. All cash receipts are entered into the computerized accounting system on a daily basis using proper accounting codes.
6. The FM periodically, but not less than twice per year, conducts an internal audit on deposit procedures. The audit is based on a sample of deposits, cash receipts and proper recording of transactions in the accounting system. Variances, if any, are reported to the ED.



## **Purchasing**

1. Purchases may be made by direct purchase, credit card or purchase order as prescribed herein. A school credit card, in the name of the ED, may be issued with Board approval.
2. Requests for purchases are made in writing using a Purchase Requisition form. The person preparing the form shall indicate special handling, such as the need for a check to accompany the purchase order, if there is a special funding source for the expenditure and the account code to be charged.
3. Purchases must receive the appropriate prior approval (under \$75, Administrative Assistant and over \$75, ED).
4. Capital items costing greater than \$1,000 and not included in the annual budget require bids and approval by the MCSC BOD.
5. Prior to approving a purchase of over \$75, the ED:
  - a. Determines that the item being requested is necessary for the program and there is not a suitable substitute item already available.
  - b. Determines if funds are available in the budget.
  - c. Determines if the expenditure is permitted in accordance with the source of revenues that will be used to pay for purchase.
  - d. Assures the proper account code is affixed to the documentation.
  - e. Determines if bids or quotes should be requested.
6. Bids or quotes are required for any purchase of a single item that costs greater than \$1,000, any purchase of bulk items when the total cost is greater than \$250, or any capital item. Bids or quotes are encouraged for all purchases.
7. All packing slips, receipts or other paperwork related to a purchase are signed, dated and forwarded to the ED by the individual accepting delivery of goods.

## **Disbursements**

1. All invoices received by incoming mail are stamped with the date received, logged and available to the FM for review.
2. Invoices are forwarded to the ED for approval. The ED shall assure the invoice is for an approved purchase and attaches documentation such as a copy of the purchase requisition or delivery/packing slips. Differences in prices or quantities are investigated prior to approval.
3. The ED forwards approved invoices, with documentation, to the FM for payment.
4. Payment are made by check/credit card only, unless petty cash.
5. The FM is responsible for blank checks and will assure they are kept in a locked, secure place.
6. All checks are pre-numbered and used in sequence.
7. Upon payment, invoices are stamped "Paid" and include date of payment.
8. Checks are only made payable to a specific vendor/payee and not to "Cash" or "Bearer".
9. Two signatures, as specified by the MCSC BOD, are required on checks over a predetermined amount. Signatures are never to be applied to blank checks.
10. A duplicate copy of checks, attached to original documentation, are filed alphabetically by vendor name.
11. The FM records all checks in the computer system.
12. Voided checks are marked "VOID", recorded in the computer system and filed.
13. In no event are checks:
  - a. Prepared unless these procedures are followed
  - b. Prepared without back-up documentation
  - c. Signed blank
  - d. Made out to "Cash" or "Bearer"
  - e. Prepared on oral authorization
15. The FM periodically, but not less than three times per year, conducts an internal audit on check writing procedures. The audit is based on a sample of checks written, including examination of source documents and proper recording of transactions in the computer system. Variances, if any, are reported to the ED.

## **Payroll**

1. Payroll is bi-weekly on Friday, for a total of 26 per year. Generally employees receive pay on the first payroll following the completion of a full pay period. (i.e. payment for the pay period that ends on the 2<sup>nd</sup> Friday of the year is made on the pay period that ends on the 4<sup>th</sup> Friday, or, a two week delay)
2. Upon receiving his or her check, employee will be required to sign the payroll log as proof of receipt.
3. Every employee, upon hire, is given a contract or letter of employment specifying their wages and benefit eligibility, signed by the ED. Every employee who terminates employment for whatever reason is requested to submit a letter of resignation or retirement. If the employee does not or cannot submit the resignation or retirement letter, the ED shall send the employee a letter acknowledging the end of the employment relationship. The original of the contract or letter of employment and a copy of the letter of resignation or retirement will be maintained in the employee's personnel file with a copy sent to the FM.
4. Any change in pay rate, hours or benefit eligibility shall be effective only if approved in writing by the ED and sent to the FM.
5. The FM assures that any position for which someone is hired is included in the budget approved by the MCSC BOD.
6. The FM assures that wages, hours and conditions of employment are consistent with approved Employee Handbook provisions.
7. The FM is responsible for assuring that each new employee completes Forms W-4 and I-9 and appropriate benefit enrollment forms. The FM is responsible for assuring that these forms are filed in the employee's personnel file along with copies of required substantiating documentation (i.e. copy of Social Security card or Wisconsin drivers license)
8. The FM creates a payroll record of new hires and terminates (retire in the computer system) employees who resign. Contracted employees are set up to receive their pay in accordance with their contract terms. Hourly employees are set up to be paid when hours are posted.
9. Employees are responsible for completing a bi-weekly time record showing hours worked and or hours/days of absence. The employee signs and dates the timesheet, attesting that the information is true and correct, and submits to their supervisor.
10. An employee's supervisor reviews each record and, if accurate, signs, dates and submits to Finance.

## **Payroll** continued

11. The FM gathers payroll information and assures proper signatures and approvals.
12. Hourly information is entered in the computer system.
13. The FM runs a "trial payroll" and verifies that all contracted and hourly payments are accurate.
14. When the "trial payroll" is complete and accurate the FM prepares a final report to be reviewed and approved by the ED.
15. There are no payroll advances.
16. Payroll direct deposits are not prepared unless appropriate procedures are followed and back-up documents are in place, nor are they to be prepared on oral authorization.
17. Claims for unemployment are processed by the FM after review and approval by the ED.
18. The FM is responsible for timely and accurate submittal of payroll taxes and payments for employee benefits.
19. The FM assures personally identifiable information is kept in a secure and locked place and that only individuals with a legitimate need to have access to such information are permitted access.
20. The FM periodically, but not less than monthly, reconciles payroll records with the general ledger and assures that payroll tax withholdings have been properly transmitted. The reconciliation is based on contracts/letters of employment, letters of termination and other approved payroll documents. Variances are reported to the ED.

## **Travel and Expense Reimbursement**

1. All travel and other reimbursable expenses incurred by employees must be approved in advance by ED.
2. Reimbursement for travel and expenses is based on a properly prepared expense claim form signed by the employee and approved by the ED. The maximum reimbursement is limited to the original amount approved.
3. The cost of meals is reimbursed only when an employee is on travel status. Meal expenses are reimbursed, unless approved in advance at a higher rate, at the following rate:
  - o Breakfast      \$7
  - o Lunch            \$10
  - o Dinner           \$15
4. Reimbursement for auto mileage is made at the rate established by the IRS and stated within the approved budget.
5. Reimbursement for lodging or travel by common carrier is based on receipts submitted and attached to the expense claim form and is subject to the maximum amount approved in advance.
6. Reimbursements are made by separate check prepared in accordance with Disbursements section or may be added to the employee's payroll direct deposit at the discretion of CERT.
7. Requests for travel/expense advances must be submitted in writing and approved by the ED or MCSC BOD Treasurer.
  - ✦ If a travel advance is approved, a check is prepared in accordance with the Disbursements section and drawn against the "Travel Advance" account in the general ledger.
  - ✦ Receipts for actual expense must be turned in by employee at end of travel.
  - ✦ Advances will be reconciled within seven business days of end of travel.
  - ✦ If the amount of the travel advance is greater than actual cost, the employee must repay the school the excess amount prior to the end of the month. Failure to pay will result in a deduction from employee's paycheck.
  - ✦ The FM will prepare the necessary journal entry to reclassify an approved travel advance to the appropriate expenditure account(s).

## **Petty Cash**

1. CERT may, upon approval of the FM, establish a petty cash fund, including a change box, in an amount not greater than an amount established by the MCSC BOD.
2. If established, the petty cash fund shall be maintained by the FM, or designee.
3. Any payment from petty cash shall be evidenced by a written receipt signed by the recipient of the payment and the FM or designee. The written receipt shall include the date, reason, amount and account code to be charged and, when possible, accompanied by the purchase receipt.
4. The petty cash fund may be replenished any time that the total cash available is less than 50% of the total amount approved. The petty cash fund is closed at the end of the school year and may, with approval of the ED, be reopened the following year.

## **Consultants**

1. Written contracts clearly defining work to be performed will be maintained by the ED, or designee, for all consultation or contracted services.
2. Approval by the MCSC BOD is required for all consultants
3. Consultant services will be paid for as work performed and only upon receipt of an invoice.

## **Bank Reconciliation**

1. Bank statements are received directly by the FM who prepares a timely reconciliation of the bank balance to the balance shown on CERT's books.
2. Paid checks are examined for signs of fraud or misappropriation
3. An itemized list of all reconciling items is retained and made available to the MCSC BOD Treasurer upon request.
4. The FM will follow up regarding any check outstanding greater than 60 days (30 days for payroll). He or she will contact payee for explanation or checks.
5. Outstanding checks greater than six months may be removed from the records upon approval of the MCSC BOD.
6. Variances found during reconciliation process are reported to ED.

## **Property**

1. The FM, with assistance from other staff, prepares and maintains an inventory of property (real estate, furniture, fixtures and equipment) with an acquisition cost of \$100 or higher and an estimated useful life of one year or greater.
2. The FM assures the purchase of a capital item is recorded on the inventory when received and reports inventory changes to the insurance carrier as required.
3. A physical inventory is made at the beginning of each school year on forms prescribed by the FM.
4. The FM will immediately advise the ED of any loss, theft, misuse, damage or destruction of property and file claims with the insurance carrier as appropriate.
5. The property inventory is maintained in a safe place and serves as evidence in the event of loss of property for insurance claims.
6. The property inventory is provided to the school's casualty insurer for purposes of established proper insurance coverage, as required.
7. An adequate inventory of supplies, as determined by the ED and FM, is maintained and monitored by the FM. Replenishment of supplies is done in accordance with the Purchasing section.

## **Leases**

1. Legal counsel will review lease agreements prior to submission to the MCSC BOD for approval.
2. Lease agreements are executed and administered by the ED following MCSC BOD approval.
3. Leases for equipment and facilities correspond to school year when possible.
4. Copies of lease agreements are kept on file by FM.
5. Lease agreements shall include a non-appropriation clause, such as "All obligations of CERT under this lease shall terminate upon termination of funding to CERT from funding source used under this lease agreement" whenever possible.

## **Risk Management and Insurance**

1. Casualty insurance coverage at limits approved by the MCSC BOD are maintained for the following:
  - a. Worker's compensation
  - b. Property insurance on facilities and equipment
  - c. Auto for CERT and non-CERT vehicles, including under and uninsured coverage
  - d. Boiler and machinery for owned buildings, if applicable
  - e. General liability
  - f. Educator's legal liability
  - g. Employee benefits liability
  - h. Other as required by lease agreements, if applicable
  - i. Other as required by the charter school contract with the City of Milwaukee, if any
2. Insurance policies are maintained by the FM.
3. Insurance policies are reviewed by the FM, ED and a member of the MCSC BOD with knowledge of insurance, prior to renewal.
4. Periodic risk assessment will be conducted by the school and plans to reduce exposure to loss will be implemented as approved by the MCSC BOD.

## **Grants and Contracts**

1. Requests to solicit grants or enter into contracts through local, state, federal or independent agencies are to be approved in advance by the ED.
2. The FM and ED shall consider requirements for local matching funds and sustainability of objectives of a grant in the decision to approve the request. The ED may consult with the FM on fiscal matters related to the grant application.
3. Final grants and contracts shall be approved by the MCSC BOD.
4. The ED, working with the FM, will do the following:
  - a. Assure documentation necessary to support budgets and financial transactions related to same are maintained and properly filed.
  - b. Assure grant and contract revenues are used only as permitted under the terms and conditions of the approval.
  - c. Supervise preparation of claims for reimbursement.



## **Donations, Gifts and Fundraising**

1. Acceptance of gifts, with related restrictions or requirements, is approved by the ED when such restrictions or requirements are consistent with the mission of the school and does not conflict with regulations or requirements of other funding sources or agencies.
2. A record is kept of donations, including but not limited to the donor name(s), amount, date, and restrictions.
3. Donations of at least \$250 or more are acknowledged to donor pursuant to IRS regulations.
4. Donations are accounted for in conformance with established procedures and as required by Generally Accepted Accounting Principles.
5. The ED, working with the FM, will establish procedures to assure donation and gifts are used as intended by the donor.
6. Fundraising of any kind must be approved by the FM and ED and only when the activity is consistent with the mission of the school and does not conflict with regulations or requirements of other funding sources or agencies.

## **Reporting**

1. The FM prepares or supervises the preparation of fiscal claims in a timely manner. The food service vendor has primary responsibility for preparation of claims for food service reimbursements and provides to FM. All reports are in compliance with regulations of the Child Nutrition Program.
2. The ED reviews all claims and reports prior to signing and submitting.
3. The FM prepares or supervises the preparation of monthly budget reports, grant reports (when necessary), interim financial reports and year-end financial statements.
4. The auditor prepares the annual tax report, Form 990, Return of Organization Exempt from Income Tax, all of which shall be reviewed by the FM & ED and signed by the ED.
5. The FM will advise the school of pending changes in reporting requirements and the fiscal and operational implications of such changes, if any.

## **Student Information**

Accurate counting and reporting of students in conformance with Department of Public Instruction (DPI) regulations is necessary to receive and retain state and federal aid to which the school is entitled. These procedures help to guarantee that students are counted and reported accurately.

1. Students are required to provide evidence of residency in the City of Milwaukee. For minors, this will be evidence of the address of their parent or guardian. Acceptable forms of evidence include but are not limited to a utility bill, driver's license, or rent receipt.
2. CERT secures evidence of age of enrolled students (i.e. birth certificate).
3. The FM maintains a roster of students, such roster to capture all data necessary to meet reporting and audit requirements of DPI. The following student data is maintained:
  - ✓ Name and address
  - ✓ Parent / Guardian name(s)
  - ✓ Date of birth
  - ✓ Grade in which enrolled
  - ✓ Date of enrollment
  - ✓ Attendance data
4. The FM, with assistance from other staff, captures student attendance data as necessary to prove enrollment for purposes of counting students for state and federal aid.
5. The FM prepares and files student count reports showing enrollment on the 3<sup>rd</sup> Friday in September and the 2<sup>nd</sup> Friday in January. If the school is not in session on either of these dates, the FM will file a request for an alternate count date with the State Superintendent of Public Instruction.
6. The FM prepares reports of students with disabilities enrolled in the school as of December 1 of each year.
7. The FM assures that the food service vendor creates and maintains appropriate procedures to protect the identity of students eligible for free and reduced lunches.
8. The FM assists CERT in developing procedures to safeguard protected student information.

## **Methods to Insure Parental Involvement**

### ***Parent Involvement Overview***

Parental involvement is one of the most important things that a school can develop. Parents and families know their children the best—know what they thrive at doing and know what they need help with. Creating an environment where parents feel welcomed and often attend events is one of CERT's highest goals. Parents foster the learning environment in the home and are links to valuable community resources.

Parents of CERT students will be engaged from the beginning. In order for the student to enroll a parent or legal guardian must:

- Sign the CERT High School Admission Application
- Attend one New Student and Family Orientation
- Review and sign off saying they read/agree with the Student/Parent Handbook
- Be present at school for at least eight separate locations that are to include one meeting per quarter about their student's learning plan/progress (four) and one public exhibition of their child's portfolio per quarter (four). Parents will be expected to give constructive criticism to help both their child and other children in the educative process.

To keep parents apprised of upcoming important dates that may require their presence CERT will send out a monthly newsletter. To keep parents apprised of their child's grades CERT will send out a quarterly progress report that must be signed and returned. Parents are welcomed in the school at all times and will be able to join parent, support and school volunteer groups.

As CERT is dedicated to parents, guardians and families staff will do their best to keep everyone connected. This will begin by fostering open communication during New Student and Family Orientation. In August, just before school starts, the Learning Through Internships (LTI), Transitions and Parent Coordinator along with the child's advisor will set up a meeting with the parent(s) or guardian to discuss the student that will be attending CERT. This meeting will preferably take place at the parent/guardian/student's residence and be thought of as a further opening for communication. CERT wants parents to feel as if they can contact their child's advisor at any time and ask about progress. This meeting will also allow the advisor to get an idea of what the student is interested in and how they learn best. This meeting will give the LTI, Transitions and Parent Coordinator an idea of what internships might be interesting to the student and have the opportunity to promote the monthly family activities to build the school community.

## CERT Operations Manual

### **Family Activities**

Possible examples of family activities are as follows, but not limited to:

<b>Month</b>	<b>Family Activity</b>	<b>Brief Description</b>
August	Welcome Breakfast	The whole family is welcomed to the facility for breakfast and a tour.
September	Open House (week 1)	Families can visit the school to get a glimpse of their students first pieces of work.
	Muffins for Mom (week 2)	Mom can drop student off, eat a muffin and join their child for the Pick Me Up. *The Pick Me Up is first thing every morning and revolves around announcements and community-building exercises.
	Doughnuts for Dad (week 3)	Dad can drop the student off, eat a muffin and join their child for the Pick Me Up.
	Grandparents BBQ (week 4)	Held on a weeknight right after school in a local park-staff, students and grandparents will BBQ/share experiences.
October	Drug Awareness Pancake Breakfast	Families, students and staff will gather to discuss drugs and the paths it can lead you down.
November	Cultures Museum Night	Each student will be assigned to make an "exhibit" of a culture they are unfamiliar with and display it for visitors.
December	Holiday Secret Santa Party	Families, students and staff will gather to celebrate the holiday. * *If they choose to do so, participants can bring a gift from the dollar store wrapped and join the raffle.
January	Spaghetti Supper	Families, students and staff will gather to celebrate the students' achievements thus far.
February	Books and Movies Night	Students will watch a movie with their parents that they read together during the Literacy Circle.
March	Parents in Sneakers	Students can bring their parents to school. Parents will be expected to complete assignments as their child does.
April	Art and Poetry Slam	Students will share their talents in the art and literature fields.
May	Friday Night Auction	Students will make items and put them up for auction.
June	Real Life Fair	Students will research jobs they would like to have and make an exhibit for it. Also, parents will volunteer to come in and speak about their careers.

**ATTACHMENT F**

**RESUMES OF EDUCATIONAL LEADER  
AND FISCAL MANAGER**

# Chris Litzau

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## Experience

2000–Present Milwaukee Community Service Corps

### Executive Director

- Responsible for administration of non-profit job training agency
- Instructor for Employment Connections class, Lead-Safe Worker certification, Hazardous Waste Operations and Emergency Response certification, drivers education, homebuyer education and personal finance, and OSHA forklift certification
- Integrating curriculum founded on construction, manufacturing and building trades industry

1998–2000 Milwaukee Community Service Corps

### Development Director

- Responsible for neighborhood revitalization and development activities
- Program oversight for U.S. EPA brownfield remediation job training program

1995–1998 Milwaukee Housing Assistance Corporation

### Development Director

- Expedited development and management of affordable housing and supportive service programs

## Education

2003–Present University of Wisconsin-Milwaukee

- Baccalaureate Program, Exceptional Education

1988-89 University of Wisconsin-Madison

- Completed coursework for Master of Science in Real Estate Valuation and Investment Analysis

1987 University of Wisconsin-Madison

- Bachelor of Business Administration, Real Estate, Finance and Urban Land Economics

## Accreditations

Train-the-trainer Hazardous Waste Operations (29 CFR 1910.120), accredited Wisconsin Department of Health & Family Services Lead-Safe Worker trainer, certified Homebuyer Counselor.

**Professional Biographical Information**  
**Christopher Litzau**

Christopher Litzau serves as the Executive Director for the Milwaukee Community Service Corps (MCSC), an urban youth corps program that engages young adults aged 18 to 23 in community service and public infrastructure development projects. After completing his Bachelor of Business Administration degree at the University of Wisconsin-Madison, Mr. Litzau enrolled in the university's graduate program in Real Estate Development and Urban Investment Analysis. He studied under the direction of the late Professor James Graskamp, and subsequently traveled to Minneapolis where he assisted Project For Pride In Living with the non-profit agency's redevelopment initiatives. He returned to Milwaukee in 1990 to accept a project management position with the Toldt Hennessy Group, a for-profit real estate development company that was pioneering the use of low-income housing tax credits in Wisconsin. Five years later, Mr. Litzau joined the Community Development Corporation of Wisconsin as the Development Director. He assembled more than 20 real estate development projects using all facets of creative financing, including low income housing tax credits, historic tax credits, and federal Low Income Housing Preservation (LIHPRA) funds. Mr. Litzau was recruited to MCSC in 1998 to serve as the Development Coordinator, and became Executive Director in 2000.

In 1998, Mr. Litzau served as project manager for the Milwaukee Community Service Corps' brownfield remediation job training program to train and engage minority and under-represented young adults for careers in the environmental industry. He presented the successes of MCSC's EPA Brownfields Remediation Job Training Program at the 1999 national Brownfields Conference in Dallas, Texas, and then again at the Brownfields 2000 Conference in Atlantic City he and his team presented on a concept of sustainability for brownfields remediation job training. For the Brownfields 2002 Conference in Charlotte, North Carolina, he presented the Milwaukee Community Service Corps' initiative to promote the widespread commercialization of phytoremediation. Mr. Litzau presented at the 2003 International Economic Development Council Brownfields Conference, and the 2003 EPA Region V "Nuts and Bolts" seminar on brownfield redevelopment. He recently completed the publication of BlueGreen Magazine—an effort to promote the ecological image of greater Milwaukee for recruitment and retention of professional talent—on behalf of the Milwaukee Community Service Corps.

Name: Litzau, Christopher James  
 Campus ID: 990-59-1727  
 Birthdate: 06-JUL-1964  
 UW Madison  
 Education Non-Degree / Post Baccalaureate Teacher Certification  
 Madison  
 Exceptional Education: Cross Categorical Special Education, Early Adolescence - Adolescence  
 Requested By: WEB1  
 29-AUG-2007  
 Page 1

-----Academic History-----  
 Program : Education Non-Degree  
 2004-05-20 Post Baccalaureate Teacher Certification  
 Exceptional Education 6-12  
 Post Baccalaureate Teacher Certification  
 2007-01-19 Exceptional Education: Cross Categorical  
 Special Education, Early Adolescence - Adolescence

-----External Degree-----  
 UW Madison 1987-05-17 Bachelor of Business Admin.  
 UW Madison 2004-04-13 none

Summer 2004 UWMM Credit  
 EXCEDUC 680 Literacy I  
 Term GPA: 4.000 GPA Credit: 3.00 Progress Credit: 3.00 A  
 Cum GPA: 4.000 Cum Totals: 3.00 Cum Totals(Degree): 3.00 12.00  
 2004-10-07 No Action

Fall 2004 UWMM Credit  
 EXCEDUC 635 Curric Accomm I Middle/High  
 EXCEDUC 671 Biv Supplrtiv-Mid/High Disabl  
 Term GPA: 3.835 GPA Credit: 6.00 Progress Credit: 6.00 A-  
 Cum GPA: 3.890 Cum Totals: 9.00 Cum Totals(Degree): 9.00 23.01  
 2005-01-06 No Action

Spring 2005 UWMM Credit  
 EXCEDUC 636 Curr Acc II: Adaptive-Mid/High  
 CURRINS 562 Sec Sch Math Iss-Ex Ed Teachr  
 CURRINS 500 Workshop In Curriculum & Instr  
 Course Topic(s): Issu-High School Sci: Tchng/Lrn  
 Term GPA: 4.000 GPA Credit: 4.00 Progress Credit: 4.00 A  
 Cum GPA: 3.924 Cum Totals: 13.00 Cum Totals(Degree): 13.00 16.00  
 16.00 51.01

Spring 2007 UWMM Credit  
 EXCEDUC 587 Teaching Experience II  
 Term GPA: 3.330 GPA Credit: 3.00 Progress Credit: 3.00 B+  
 Cum GPA: 3.813 Cum Totals: 16.00 Cum Totals(Degree): 16.00 9.99  
 2007-05-30 No Action

Fall 2007 UWMM Credit  
 EXCEDUC 588 Teaching Experience III  
 Term GPA: 0.000 GPA Credit: 0.00 Progress Credit: 0.00 IP  
 Cum GPA: 3.813 Cum Totals: 16.00 Cum Totals(Degree): 16.00 0.00  
 16.00 61.00

Summary  
 CUM GPA CREDITS 16.000  
 CUM DEGREE CREDITS 16.000  
 CUM GRADE POINTS 61.000  
 UNDERGRAD GPA 3.813

Effective: 05-09-2005  
 -- DPI approval of PPST exemption per prior pre-1987 rule.  
 ---Test Results---  
 PRAAX2 20146 2005-06-11 167 Level: 20  
 Placement: Middle School Satisfied

THIS IS NOT AN OFFICIAL UNIVERSITY TRANSCRIPT  
 IF COURSES IN PROGRESS INCLUDE ANY REPEAT OF PREVIOUS COURSEWORK, STATED  
 GPA MAY NOT BE ACCURATE  
 ---End Of File---

Litzau, Christopher James  
 9345 Dunkelow Rd  
 Franksville WI 53126-9105  
 262/680-4811  
 CLITZAU@UWMM.EDU



**ATTACHMENT G**

**FINANCIAL STATEMENT**

**Milw. Comm Svs Corps, Inc.**  
**Balance Sheet**  
 As of December 31, 2006

Dec 31, 06

<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
1002 · US Bank Checking 3475		766.64
1020 · Bank One Operating Acct 8162		3,416.16
1022 · Bank One YD 9731		38,613.01
1024 · Bank One MM 9723		7,387.19
1026 · Guarantee Bank (Perez)		50.75
1051 · Petty Cash		200.00
<b>Total Checking/Savings</b>		<u>50,433.75</u>
<b>Accounts Receivable</b>		
1205 · Grants Receivable		14,244.98
1309 · Accts Receivable & Allowance		
1310 · Accounts Receivable		26,746.18
1311 · Allowance Doubtful Accts		-746.09
<b>Total 1309 · Accts Receivable &amp; Allowance</b>		<u>26,000.09</u>
1416 · Other Receivables		8,465.00
<b>Total Accounts Receivable</b>		<u>48,710.07</u>
<b>Other Current Assets</b>		
<b>1115 · Prepaid Assets</b>		
1120 · Auto & Vehicle Ins		3,614.01
1135 · Gen Liability & Umbrella		4,881.17
1170 · Workers Compensation		-1,293.40
1190 · Other		1,608.00
<b>Total 1115 · Prepaid Assets</b>		<u>8,809.78</u>
1250 · Pledges Receivable		12,000.00
<b>Total Other Current Assets</b>		<u>20,809.78</u>
<b>Total Current Assets</b>		<u>119,953.60</u>
<b>Fixed Assets</b>		
1603 · Property, Plant & Equipment		350,950.80
1604 · Acc Depr-PPE		-347,886.04
<b>Total Fixed Assets</b>		<u>3,064.76</u>
<b>Other Assets</b>		
1440 · Loan Rec Corpshouse LP		248,848.76
1441 · Loan Rec Corpshouse II		10,632.51
1446 · Loan-Historic Kilbourn Bldg LLC		400,000.00
1503 · Investment Corpshouse LP		1.00
1505 · Developer Promisory/NR Corpshse		24,807.00
1508 · 27th St Bldg		197,287.96
1509 · 22nd St Bldg		187,260.72
1510 · 25th St Bldg		32,251.21
1511 · 2745-47 N Buffum Street		479.30
<b>Total Other Assets</b>		<u>1,101,568.46</u>
<b>TOTAL ASSETS</b>		<u><u>1,224,586.82</u></u>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2310 · Accounts Payable		65,775.52
<b>Total Accounts Payable</b>		<u>65,775.52</u>

2:10 PM

08/29/07

Accrual Basis

**Milw. Comm Svs Corps, Inc.**

**Balance Sheet**

**As of December 31, 2006**

	<u>Dec 31, 06</u>
<b>Other Current Liabilities</b>	
2205 · Unexp/Def Revenue	
2205-03 · CDBG	5,371.99
2205-94 · LISC.	12,832.00
2205-99 · General	17,500.00
<b>Total 2205 · Unexp/Def Revenue</b>	<u>35,703.99</u>
2250 · Accrued Expenses	16,104.65
2405 · FICA/Medicare Payable	2,479.32
2406 · Fed Tax Payable	1,328.33
2407 · State Tax Payable	762.00
2408 · UI Tax Payable	540.90
2410 · Child Support Withholdings	69.46
2502 · Constr Loan 1330 S 22nd St.	128,685.00
2550 · Construction Loan--27th St	58,463.19
<b>Total Other Current Liabilities</b>	<u>244,136.84</u>
<b>Total Current Liabilities</b>	<u>309,912.36</u>
<b>Total Liabilities</b>	309,912.36
<b>Equity</b>	
3000 · Fund Balance	574,558.40
3900 · Retained Earnings	262,607.53
Net Income	77,508.53
<b>Total Equity</b>	<u>914,674.46</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,224,586.82</u></u>

**Milw. Comm Svs Corps, Inc.**  
**Profit & Loss**  
 January through December 2006

	Jan - Dec 06
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
4000 · Grant Revenue	324,210.76
4005 · Fee For Service	356,679.35
4010 · Contributions Income	242,826.82
4015 · Interest Income	590.10
4020 · Miscellaneous Income	459.02
4030 · In Kind Revenues	1,656.25
4050 · Sale of Properties	124.82
<b>Total Income</b>	<b>926,547.12</b>
<b>Expense</b>	
5099 · Corpmember Expenses	
5100 · CM Wages	137,163.91
5101 · CM FICA/Medicare	10,493.25
5102 · CM Workers Comp	1,517.89
5111 · CM Health Screening/Test	730.39
5121 · CM Incentives	81.49
5122 · CM Misc Exp	2,035.30
5126 · CM Safety	1,313.44
5135 · CM Training/Tuition	180.00
5145 · CM Uniforms	1,484.34
<b>Total 5099 · Corpmember Expenses</b>	<b>155,000.01</b>
5199 · Staff Expenses	
5200 · Staff Salaries & Wages	
5200A · Admin	58,390.06
5200E · Education	128,855.31
5200W · Work Project	192,338.76
<b>Total 5200 · Staff Salaries &amp; Wages</b>	<b>379,584.13</b>
5201 · Staff FICA/Medicare	
5201A · Admin	4,628.64
5201E · Education	9,695.51
5201W · Work	14,711.27
<b>Total 5201 · Staff FICA/Medicare</b>	<b>29,035.42</b>
5202 · Staff Workers Comp	
5202A · Adm	747.29
5202E · Ed	1,565.74
5202W · Work	2,250.95
<b>Total 5202 · Staff Workers Comp</b>	<b>4,563.98</b>
5203 · UI Expense	
5203A · Adm	1,598.96
5203E · Ed	4,919.09
5203W · Work	6,469.59
<b>Total 5203 · UI Expense</b>	<b>12,987.64</b>
5210 · Staff Health & Dental	
5210A · Adm	14,917.51
5210E · Ed	30,169.42
5210W · Work	14,997.24
5212 · HSA Expense	
5212A · HSA Expense Adm	3,750.00
5212E · HSA Expense Ed	3,625.00
5212W · HSA Expense Work	5,250.00
<b>Total 5212 · HSA Expense</b>	<b>12,625.00</b>
<b>Total 5210 · Staff Health &amp; Dental</b>	<b>72,709.17</b>
<b>Total 5199 · Staff Expenses</b>	<b>498,880.34</b>
5300 · Other Operating Expense	
5304A · Acct, Audit & Payroll Processing	12,553.45

Milw. Comm Svs Corps, Inc.  
**Profit & Loss**  
 January through December 2006

	Jan - Dec 06
5313 · Advertising & Marketing	
5313A · Advertising & Marketing Adm	9,952.66
5313E · Advertising & Marketing Ed	10,251.48
<b>Total 5313 · Advertising &amp; Marketing</b>	<b>20,204.14</b>
5329A · Bank Charges Adm	1,710.04
5330A · Business Meeting Exp Adm	241.13
5331 · Communication Exp	
5331A · Communications Exp-Adm	183.56
5331W · Communication Exp Work Projects	4,600.47
<b>Total 5331 · Communication Exp</b>	<b>4,784.03</b>
5332A · Computer Upgrades & Repairs Adm	9,278.44
5333A · Conferences Adm	2,795.53
5337 · Contracted Services	
5337A · Contracted Services Adm	6,668.20
5337E · Contracted Services ED	69,431.37
<b>Total 5337 · Contracted Services</b>	<b>76,099.57</b>
5339W · Crew Equipment-Work	1,003.73
5340A · Direct Depreciation Adm	3,331.39
5341A · Alloc Depr Exp Adm	809.17
5342E · Education Tools-ED	647.73
5344W · Equipment Rental-Work	898.19
5347A · Insurance Title/Owners Adm	876.00
5349A · Insurance D & O Adm	2,015.00
5354A · Insurance Fidelity Adm	788.00
5356 · Builders' Risk Insurance	843.00
5357A · Insurance Gen Liability Adm	29,133.42
5359E · Instructional Material ED	656.92
5360A · Interest Exp Adm	13,179.13
5365A · Legal Fees Adm	429.25
5366 · License Fees	
5366A · License Fees Adm	121.00
5366E · License Fees Ed	225.00
5366W · License Fees Work	870.20
<b>Total 5366 · License Fees</b>	<b>1,216.20</b>
5370 · Maintenance & Repairs	
5370A · Maintenance & Repairs Adm	1,063.18
5370W · Maintenance & Repairs Work	4,796.96
<b>Total 5370 · Maintenance &amp; Repairs</b>	<b>5,860.14</b>
5375A · Membership Fees Adm	2,680.00
5385A · Misc Expense Adm	3,536.57
5390A · Office Supplies Adm	2,755.12
5395A · Postage Adm	1,388.54
5400A · Printing Adm	386.86
5405A · RE Taxes Adm	2,955.13
5410A · Rent Adm	6,396.00
5411A · Security Exp Adm	1,384.10
5415 · Staff Training	
5415A · Staff Training Adm	2,000.00
5415E · Staff Training ED	50.00
<b>Total 5415 · Staff Training</b>	<b>2,050.00</b>
5420W · Subcontract Expense Work	56,282.24
5425A · Telephone Adm	5,691.84
5430 · Travel Local	
5430A · Travel Local Admin	1,923.13
5430E · Travel Local Ed	989.60
5430W · Travel Local Work	323.07
<b>Total 5430 · Travel Local</b>	<b>3,235.80</b>

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08/29/07

Accrual Basis

**Milw. Comm Svs Corps, Inc.**  
**Profit & Loss**  
**January through December 2006**

	Jan - Dec 06
5445A · Utilities Adm	1,372.43
5451W · Vehicle Insurance Work	13,977.92
5452W · Vehicle Fuel Work	12,557.74
5453W · Vehicle Repair & Maintenance Wo	10,389.83
5458W · Work Permits	31.38
5460W · Work Project Supplies	74,274.75
<b>Total 5300 · Other Operating Expense</b>	<b>390,699.85</b>
6999 · Uncategorized Expenses	0.00
<b>Total Expense</b>	<b>1,044,580.20</b>
<b>Net Ordinary Income</b>	<b>-118,033.08</b>
<b>Other Income/Expense</b>	
<b>Other Income</b>	
6100 · Capitalized Bldg Pd by Grant	135,979.20
6150 · Cap Bldg Exp Unpaid by Grant	131,061.67
<b>Total Other Income</b>	<b>267,040.87</b>
<b>Other Expense</b>	
6000 · Loss (Gain) on Equip/Other Tran	71,499.26
<b>Total Other Expense</b>	<b>71,499.26</b>
<b>Net Other Income</b>	<b>195,541.61</b>
<b>Net Income</b>	<b>77,508.53</b>

**ATTACHMENT H**  
**ESTIMATED BUDGET**

**Certification Emergency Response Training Five-Year Operating Budget**

Enrollment Assumptions Facility Area Required (square feet)	Students		30		40		60		100		120		180	
	Year 1-A	Year 1-B	Year 1-A	Year 1-B	Year 2	Year 3	Year 4	Year 5	Year 1-A	Year 1-B	Year 2	Year 3	Year 4	Year 5
Revenue Assumptions 08-'09	Per Student		Per Student		Per Student		Per Student		Per Student		Per Student		Per Student	
DPI Per Pupil Revenue	\$ 7,669	\$ 230,070	\$ 7,669	\$ 306,760	\$ 7,669	\$ 460,140	\$ 7,669	\$ 766,900	\$ 7,669	\$ 920,280	\$ 7,669	\$ 920,280	\$ 7,669	\$ 920,280
SPED Revenue	\$ 837	\$ 25,100	\$ 837	\$ 25,100	\$ 837	\$ 50,200	\$ 1,004	\$ 100,400	\$ 837	\$ 100,400	\$ 837	\$ 100,400	\$ 837	\$ 100,400
TALC Implementation Grant	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food Service	\$ 377	\$ 11,310	\$ 377	\$ 15,080	\$ 377	\$ 22,620	\$ 377	\$ 37,700	\$ 377	\$ 45,240	\$ 377	\$ 45,240	\$ 377	\$ 45,240
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 12,216	\$ 366,480	\$ 11,173	\$ 446,940	\$ 13,324	\$ 532,960	\$ 9,050	\$ 905,000	\$ 8,883	\$ 1,065,920	\$ 8,883	\$ 1,065,920	\$ 8,883	\$ 1,065,920
<b>Expense Assumptions</b>														
<b>Administrative Expenses</b>														
Salaries (see supporting schedule)	\$ 1,870	\$ 56,087	\$ 1,402	\$ 56,087	\$ 1,028	\$ 61,666	\$ 728	\$ 72,799	\$ 746	\$ 89,511	\$ 746	\$ 89,511	\$ 746	\$ 89,511
Fringe Benefits (see supporting schedule)	\$ 573	\$ 17,190	\$ 430	\$ 17,190	\$ 327	\$ 19,594	\$ 244	\$ 24,390	\$ 263	\$ 31,590	\$ 263	\$ 31,590	\$ 263	\$ 31,590
Facilities Rent	\$ 600	\$ 18,000	\$ 450	\$ 18,000	\$ 600	\$ 36,000	\$ 600	\$ 60,000	\$ 500	\$ 60,000	\$ 500	\$ 60,000	\$ 500	\$ 60,000
Utilities	\$ 200	\$ 6,000	\$ 150	\$ 6,000	\$ 200	\$ 12,000	\$ 200	\$ 20,000	\$ 167	\$ 20,000	\$ 167	\$ 20,000	\$ 167	\$ 20,000
Facility Maintenance/Repairs	\$ 100	\$ 3,000	\$ 75	\$ 3,000	\$ 100	\$ 6,000	\$ 75	\$ 7,500	\$ 63	\$ 7,500	\$ 63	\$ 7,500	\$ 63	\$ 7,500
Accounting/Auditing/Payroll Expense	\$ 200	\$ 6,000	\$ 150	\$ 6,000	\$ 100	\$ 6,000	\$ 75	\$ 7,500	\$ 63	\$ 7,500	\$ 63	\$ 7,500	\$ 63	\$ 7,500
Board Expenses	\$ 33	\$ 1,000	\$ 25	\$ 1,000	\$ 17	\$ 1,000	\$ 10	\$ 1,000	\$ 8	\$ 1,000	\$ 8	\$ 1,000	\$ 8	\$ 1,000
Chartering Fees/Evaluation	\$ 833	\$ 25,000	\$ 663	\$ 26,500	\$ 153	\$ 9,203	\$ 153	\$ 15,338	\$ 153	\$ 18,406	\$ 153	\$ 18,406	\$ 153	\$ 18,406
Depreciation Expense	\$ 100	\$ 3,000	\$ 75	\$ 3,000	\$ 50	\$ 3,000	\$ 75	\$ 7,500	\$ 63	\$ 7,500	\$ 63	\$ 7,500	\$ 63	\$ 7,500
Furniture	\$ 167	\$ 5,000	\$ 175	\$ 7,000	\$ 80	\$ 4,800	\$ 150	\$ 15,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000
Insurance (Gen Liability, Fidelity, Vehicle)	\$ 167	\$ 5,000	\$ 125	\$ 5,000	\$ 133	\$ 8,000	\$ 100	\$ 10,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000
Legal Fees	\$ 167	\$ 5,000	\$ 125	\$ 5,000	\$ 42	\$ 2,500	\$ 50	\$ 5,000	\$ 42	\$ 5,000	\$ 42	\$ 5,000	\$ 42	\$ 5,000
Marketing Expense	\$ 500	\$ 15,000	\$ 375	\$ 15,000	\$ 42	\$ 2,500	\$ 25	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500
Postage	\$ 33	\$ 1,000	\$ 25	\$ 1,000	\$ 33	\$ 2,000	\$ 20	\$ 2,000	\$ 17	\$ 2,000	\$ 17	\$ 2,000	\$ 17	\$ 2,000
Printing	\$ 50	\$ 1,500	\$ 34	\$ 1,500	\$ 30	\$ 3,000	\$ 30	\$ 3,000	\$ 25	\$ 3,000	\$ 25	\$ 3,000	\$ 25	\$ 3,000
Short-Term Interest	\$ 46	\$ 1,370	\$ 34	\$ 1,370	\$ 30	\$ 1,808	\$ 22	\$ 2,192	\$ 18	\$ 2,192	\$ 18	\$ 2,192	\$ 18	\$ 2,192
Telephone (Include DSL Line/2 Way Radio-Phone)	\$ 167	\$ 5,000	\$ 125	\$ 5,000	\$ 83	\$ 5,000	\$ 100	\$ 10,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000
Travel/Local (Mileage Reimbursement)	\$ 50	\$ 1,500	\$ 38	\$ 1,500	\$ 33	\$ 2,000	\$ 25	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500
Total Administrative Expenses	\$ 5,855	\$ 175,647	\$ 4,479	\$ 179,147	\$ 3,101	\$ 186,071	\$ 2,707	\$ 270,719	\$ 2,439	\$ 292,698	\$ 2,439	\$ 292,698	\$ 2,439	\$ 292,698
<b>Instructional &amp; Support Expenses</b>														
Salaries (see supporting schedule)	\$ 1,771	\$ 53,125	\$ 2,328	\$ 93,125	\$ 2,885	\$ 173,125	\$ 2,531	\$ 253,125	\$ 3,109	\$ 373,125	\$ 3,109	\$ 373,125	\$ 3,109	\$ 373,125
Fringe Benefits (see supporting schedule)	\$ 451	\$ 13,530	\$ 593	\$ 23,730	\$ 756	\$ 44,130	\$ 645	\$ 64,530	\$ 793	\$ 95,130	\$ 793	\$ 95,130	\$ 793	\$ 95,130
Special Education Salaries (see schedule)	\$ 667	\$ 20,000	\$ 500	\$ 20,000	\$ 667	\$ 40,000	\$ 800	\$ 80,000	\$ 667	\$ 80,000	\$ 667	\$ 80,000	\$ 667	\$ 80,000
Special Education Fringe Benefits (see schedule)	\$ 170	\$ 5,100	\$ 128	\$ 5,100	\$ 170	\$ 10,200	\$ 204	\$ 20,400	\$ 170	\$ 20,400	\$ 170	\$ 20,400	\$ 170	\$ 20,400
Food Service	\$ 377	\$ 11,310	\$ 377	\$ 15,080	\$ 377	\$ 22,620	\$ 377	\$ 37,700	\$ 377	\$ 45,240	\$ 377	\$ 45,240	\$ 377	\$ 45,240
Licensing Fees	\$ 83	\$ 2,500	\$ 63	\$ 2,500	\$ 42	\$ 2,500	\$ 25	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500
Professional Development Expense	\$ 333	\$ 10,000	\$ 250	\$ 10,000	\$ 42	\$ 2,500	\$ 100	\$ 10,000	\$ 100	\$ 12,000	\$ 100	\$ 12,000	\$ 100	\$ 12,000
Student Transportation	\$ 160	\$ 4,800	\$ 160	\$ 6,400	\$ 80	\$ 4,800	\$ 128	\$ 12,800	\$ 125	\$ 15,000	\$ 125	\$ 15,000	\$ 125	\$ 15,000
Subscriptions & Memberships	\$ 167	\$ 5,000	\$ 125	\$ 5,000	\$ 25	\$ 1,500	\$ 25	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500	\$ 21	\$ 2,500
Technology	\$ 833	\$ 25,000	\$ 625	\$ 25,000	\$ 83	\$ 5,000	\$ 400	\$ 40,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000
Textbooks/Curriculum	\$ 600	\$ 18,000	\$ 600	\$ 24,000	\$ 83	\$ 5,000	\$ 150	\$ 15,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000	\$ 83	\$ 10,000
Total Instructional & Support Expenses	\$ 5,612	\$ 168,364	\$ 5,748	\$ 229,934	\$ 5,190	\$ 311,375	\$ 5,386	\$ 538,555	\$ 5,549	\$ 665,895	\$ 5,549	\$ 665,895	\$ 5,549	\$ 665,895
Total Administration, Instructional & Support	\$ 11,467	\$ 344,011	\$ 10,227	\$ 409,081	\$ 8,291	\$ 497,446	\$ 8,093	\$ 809,274	\$ 7,988	\$ 958,593	\$ 7,988	\$ 958,593	\$ 7,988	\$ 958,593
Contingency	\$ 229	\$ 6,880	\$ 205	\$ 8,182	\$ 166	\$ 9,949	\$ 500	\$ 50,000	\$ 417	\$ 50,000	\$ 417	\$ 50,000	\$ 417	\$ 50,000
Total Expenses	\$ 11,696	\$ 350,891	\$ 10,432	\$ 417,263	\$ 8,457	\$ 507,394	\$ 8,593	\$ 859,274	\$ 8,405	\$ 1,008,593	\$ 8,405	\$ 1,008,593	\$ 8,405	\$ 1,008,593
Revenue over/(under) Expenses	\$ 520	\$ 15,589	\$ 742	\$ 29,677	\$ 426	\$ 25,566	\$ 457	\$ 45,726	\$ 478	\$ 57,327	\$ 478	\$ 57,327	\$ 478	\$ 57,327



# Certification Emergency Response Training Staffing Budget--Year 1A-1B

30 Students Year 1

Health/  
7.65% 1.936% 7.60% Dental

Position	Base Sal Amt/pp	# pp to YE	Percent FT	% Incr	Salary for Yr 2008	FICA for Year	WC for Year	UI for Year	Fringe Ben for Year
Admn	1,691.06	6.50	25%	0.00%	10,992	841	213	835	4,650
Admn	880.00	6.50	25%	0.00%	5,720	438	111	435	2,550
Admn	2,019.23	19.50	75%	0.00%	39,375	3,012	762	2,992	9,990
Ed	2,019.23	6.50	25%	0.00%	13,125	1,004	254	997	3,330
Ed	1,538.50	26.00	100%	0.00%	40,000	3,060	774	3,040	10,200
Ed	1,538.50	13.00	50%	0.00%	20,000	1,530	387	1,520	5,100
Total FB >>									
TOTAL	9,686.52				129,211	9,885	2,502	9,820	35,820
% FTES		3.00	300%		0	0			
Total FB >> 58,026 300.0%									

Summary	Salaries	F.B.
Admn	56,087	17,190
ED	53,125	13,530
Spec Ed	20,000	5,100
Total	129,211	35,820

40 Students Year 1

Health/  
7.65% 1.936% 7.60% Dental

Position	Base Sal Amt/pp	# pp to YE	Percent FT	% Incr	Salary for Yr 2008	FICA for Year	WC for Year	UI for Year	Fringe Ben for Year
Admn	1,691.06	6.50	25%	0.00%	10,992	841	213	835	4,650
Admn	880.00	6.50	25%	0.00%	5,720	438	111	435	2,550
Admn	2,019.23	19.50	75%	0.00%	39,375	3,012	762	2,992	9,990
Ed	2,019.23	6.50	25%	0.00%	13,125	1,004	254	997	3,330
Ed	1,538.50	26.00	100%	0.00%	40,000	3,060	774	3,040	10,200
Ed	1,538.50	13.00	50%	0.00%	20,000	1,530	387	1,520	5,100
Total FB >>									
TOTAL	11,225.02				169,211	12,945	3,276	12,860	46,020
% FTES		4.00	400%		0	0			
Total FB >> 75,101 400.0%									

Summary	Salaries	F.B.
Admn	56,087	17,190
ED	93,125	23,730
Spec Ed	20,000	5,100
Total	169,211	46,020





## **INTRODUCTION**

The 5 Year Budget for **C**ertification **E**mergency **R**esponse **T**raining demonstrates a positive budget balance in each year. The budget plan supports the mission of C.E.R.T. and reflects a financial strategy that will permit C.E.R.T. to execute and sustain its educational programs.

Revenues and expenditures are calculated on a conservative basis. No increases in per pupil revenue were considered. Non-recurring revenue of \$100,000 is considered in the initial year only. Contingency amounts equal to 2% of budgeted expenditures were included for Year 1 and all subsequent years.

Revenues are forecasted to exceed expenditures in each year of the budget. The greatest surplus is estimated in years 4 and 5. C.E.R.T. will employ the excess revenues to fortify its future financial position thus providing for lean years. C.E.R.T. will conduct a fund raising campaign for a school building at a future date and would seed this fund with some of the earned surplus.

The budget is based on an initial enrollment of 30 students increasing to 60 students in Year 2, 100 students in Year 3 and peaking in Years 4 & 5 at an enrollment of 120 students. An alternate budget of 40 students is presented for the initial year.

## **BUDGET DISCUSSION**

The budget consists of an overview for the first five years, supporting staffing schedules and explanation of revenues and expenditures. In the initial year a nonrecurring implementation grant from the Technical Assistance and Learning Center (TALC) will provide revenues to pay for eligible nonrecurring expenditures.

## **REVENUES**

Revenues include the State per pupil charter school payments, SPED and Food Service reimbursements and in the initial year, the implementation grant. The budget reflects a conservative estimate of revenues. Surplus revenue will help support C.E.R.T. in the event of lean years or unanticipated circumstances.

## **EXPENDITURES**

**Staff wages and benefits** are the greatest expenditure in the budget. Wages and benefits are allocated between Administrative and Instructional staff as indicated the supporting staffing budget. In Year 1-A, staffing for 30 students consists of 3.0 FTE (Full Time Equivalents), consisting of a Principle who will teach a quarter-time and administrate three-quarter-time, a full-time Teacher, half-time Special Ed Teacher, a quarter-time Fiscal Manager and a quarter-time Office Manager. Fringe Benefits are indicated on the supporting staffing budget. In Year 1-B, alternative first year for 40 students includes a second full-time teacher totaling 4.0 FTE. In subsequent years, FTE increases proportionate to the number of students as indicated in the supporting staffing budget.

**Facility costs** include rent, utilities and maintenance and repair costs. Rent is calculated at \$9.00 per square foot and increases per year proportionate to facility area required. Utilities and maintenance and repairs increase accordingly.

**Accounting Auditing & Payroll costs** include annual audit costs, outsourced payroll services and other contracted accounting services as needed.

**Chartering Fees/Evaluation** include \$20,000 TALC evaluation fee and a charter fee calculated at 2% of the per pupil revenue.

**Depreciation**—assets with a unit cost of \$1,000 or greater will be capitalized and depreciated using straight-line half-year convention over the useful life of the asset.

**Furniture costs** in the initial year will be covered under the TALC Implementation Grant. As enrollment increases in future years the need to purchase additional furniture is accounted for and reflected each year.

**Insurance costs** include General Liability, Umbrella, Fidelity, Auto Liability and Errors and Omissions/School Leaders coverage. As the student population and square footage grows, the costs increase accordingly. Workers Compensation and Unemployment Insurance are considered fringe benefits and their costs are reflected in that line item.

**Legal Fees** are budgeted to assist with various matters (i.e., employee and student handbooks, affirmative action etc.).

**Marketing costs** in the initial year are covered by the TALC Implementation Grant and are increased as C.E.R.T. continues to grow in the five-year period.

**Postage & Printing costs** are conservatively estimated.

**Telephone costs** include the main school telephone, Principal's cell phone and 2 way radio/phone assigned to teachers and office manager.

**Travel-Local** includes mileage reimbursement for staff to attend C.E.R.T. related business or training based on the latest IRS reimbursement rate.

**Food Service costs** reimbursable through the free lunch program for low-income student population. C.E.R.T. is budgeting \$377 per student per school year.

**Licensing Fees & Professional Development costs** range between \$750 and \$1,500 for licensing renewal fees (i.e., OSHA license renewal) and necessary emergency response training.

**Student Transportation** costs are for bus tickets for students. The cost is calculated based on student population that require transportation needs. An attendance and absenteeism rate factors into the costs.

**Subscriptions & Memberships** in the initial year will be reimbursable through the TALC Implementation Grant. In future years the costs will increase according to projected expansion.

**Technology costs** include the purchase of computers & peripherals, copier and other instructional equipment. During the initial year these costs will be reimbursable through the TALC Implementation Grant. In future years the need to replace, repair or purchase additional technology equipment is indicated in the budget.

**Textbooks/Curriculum costs** are also reimbursable through the TALC Implementation Grant. Textbooks are planned to be recycled from student to student. Initially a cost of \$600 per pupil is needed. In the future years the cost per pupil will decrease.

**ATTACHMENT I**

**MONTHLY CASH FLOW PROJECTION  
FOR YEAR 1**

C.E.R.T. (Charter School) 2008-2009 Cash Flow 1-A

Expense Assumption	Budget	2008												Annual Total			
		July	August	September	October	November	December	January	February	March	April	May	June				
Retirement Assumptions	21,000																
Facility Area Required (square foot)																	
Revenue Assumptions '08-'09	250,000																
Dkt Per Pupil Revenue	250,000																
SPED Revenue	100,000																
TALC Implementation Grant																	
Other Grants																	
Food Service																	
Interest Income																	
Total Revenue	350,000	\$ 50,000	\$ 25,000	\$ 83,649	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 12,550
Expense Assumptions																	
Administrative Expenses	59,087	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	4,874	59,087
Salaries (see supporting schedule)	79,150	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	79,150
Pringe Benefits (see supporting schedule)	13,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,000
Facilities Rent	6,000	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Utilities	3,000	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Facility Maintenance/Repairs	6,000	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	6,000
Accounting/Auditing/Payroll Expense	1,000	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	1,000
Brand Expenses	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
Chartering Fees/Evaluation	25,000	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	25,000
Depreciation Expense	3,000	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Furniture	5,000	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000
Insurance (Gen Liability, Fidelity, Vehicle)	5,000	1,250	341	341	341	341	341	341	341	341	341	341	341	341	341	341	5,000
Legal Fees	5,000	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000
Marketing Expense	1,500	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,500
Postage	300	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	300
Printing	1,500	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Short-Term Interest	479	-	456	-	-	-	-	-	-	-	-	-	-	-	-	-	479
Telephone (Include DSL Line/2 Way Radio-Phone)	5,000	417	417	417	417	417	417	417	417	417	417	417	417	417	417	417	5,000
Travel/Local (Mileage Reimbursement)	200	126	126	125	125	125	125	125	125	125	125	125	125	125	125	125	200
Total Administrative Expenses	173,647	20,840	10,387	12,431	13,981	11,181	12,431	11,181	12,431	11,181	12,431	11,181	12,431	11,181	12,431	11,181	173,647
Instructional & Support Expenses																	
Salaries (see supporting schedule)	53,125	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	4,427	53,125
Fringe Benefits (see supporting schedule)	13,500	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	13,500
Special Education Salaries (see schedule)	20,000	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	1,887	20,000
Special Education Fringe Benefits (see schedule)	5,100	425	425	425	425	425	425	425	425	425	425	425	425	425	425	425	5,100
Food Service	1,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,500
Licensing Fees	2,500	208	208	208	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Professional Development Expense	10,000	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Student Transportation	4,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000
Subscriptions & Memberships	3,000	417	417	417	417	417	417	417	417	417	417	417	417	417	417	417	3,000
Technology	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000
Textbooks/Curriculum	18,000	18,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,000
Total Instructional & Support Expenses	149,325	47,105	8,105	11,218	11,218	11,218	11,218	11,218	11,218	11,218	11,218	11,218	11,218	11,218	11,218	11,218	149,325
Total Administration, Instructional & Support Contingency	244,000	67,944	19,491	23,646	24,896	22,396	23,646	22,396	23,646	22,396	23,646	22,396	23,646	22,396	23,646	22,396	244,000
Total Expenses	317,652	67,944	19,491	23,646	24,896	22,396	30,526	22,396	23,646	22,396	22,396	22,396	22,396	22,396	22,852	22,852	317,652
Revenue over/(under) Expenses	32,348	\$ (17,944)	\$ 5,509	\$ 60,003	\$ (23,765)	\$ (21,265)	\$ 40,673	\$ (21,265)	\$ 35,003	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ 32,348
Previous Month Cash Balance																	
Receipts over/(under) Disbursements		\$ (17,944)	\$ 5,509	\$ 60,003	\$ (23,765)	\$ (21,265)	\$ 40,673	\$ (21,265)	\$ 35,003	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	\$ (21,265)	
Month Ending Cash Balance		\$ (0)	\$ (5,509)	\$ (12,435)	\$ -	\$ -	\$ 23,802	\$ 2,537	\$ 43,209	\$ 21,944	\$ 56,947	\$ 35,681	\$ 14,416	\$ (6,536)	\$ 15,589	\$ (6,536)	



C.E.R.T. (Charter School) 2008-2009 Cash Flow 1-B

Enrollment Assumptions Faculty Area Required (square feet)	Year 1-B 3,000	Annual														
		July	August	September	October	November	December	January	February	March	April	May	June			
Revenue Assumptions 08-09	Per Student															
DPI Per Pupil Revenue	\$ 7,669	\$ 396,760	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690	\$ 76,690
SPED Revenue	\$ 628	\$ 451,100														
TALC Implementation Grant	\$ -	\$ 100,000	\$ 50,000	\$ 25,000	\$ 25,000											
Other Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food Service	\$ 377	\$ 15,690		\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 11,173	\$ 446,940	\$ 50,000	\$ 25,000	\$ 103,198	\$ 1,508	\$ 1,508	\$ 90,748	\$ 1,508	\$ 78,198	\$ 1,508	\$ 1,508	\$ 1,508	\$ 1,508	\$ 90,748	\$ 158,610
Expense Assumptions																
Administrative Expenses																
Salaries (see supporting schedule)	\$ 1,402	\$ 56,087	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674	\$ 4,674
Fringe Benefits (see supporting schedule)	\$ 430	\$ 17,190	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433	\$ 1,433
Facilities Rent	\$ 450	\$ 18,900	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Utilities	\$ 150	\$ 6,900	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Facility Maintenance/Repairs	\$ 75	\$ 3,900	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Accounting/Auditing/Payroll Expense	\$ 150	\$ 6,900	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Board Expenses	\$ 25	\$ 1,000	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83
Chartering Fees/Evaluation	\$ 663	\$ 26,500	\$ -	\$ -	\$ 1,625	\$ -	\$ 1,625	\$ -	\$ 1,625	\$ -	\$ 1,625	\$ -	\$ 1,625	\$ -	\$ 1,625	\$ -
Depreciation Expense	\$ 75	\$ 3,000	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Furniture	\$ 175	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance (Gen Liability, Fidelity, Vehicle)	\$ 125	\$ 5,000	\$ 1,250	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341	\$ 341
Legal Fees	\$ 125	\$ 5,000	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing Expense	\$ 375	\$ 15,000	\$ 2,500	\$ -	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Postage	\$ 25	\$ 1,000	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83
Printing	\$ 38	\$ 1,500	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125
Short-Term Interest	\$ 34	\$ 1,300	\$ -	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone (Include DSL, Line/2-Way Radio-Phone)	\$ 125	\$ 5,000	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417
Travel-Local ( mileage Reimbursement)	\$ 38	\$ 1,500	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125
Total Administrative Expenses	\$ 4,479	\$ 179,117	\$ 22,840	\$ 10,531	\$ 12,806	\$ 13,691	\$ 11,181	\$ 12,806	\$ 11,181	\$ 12,806	\$ 11,181	\$ 11,181	\$ 11,431	\$ 11,431	\$ 37,525	\$ 59,000
Instructional & Support Expenses																
Salaries (see supporting schedule)	\$ 2,328	\$ 93,125	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760	\$ 7,760
Fringe Benefits (see supporting schedule)	\$ 593	\$ 23,740	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978	\$ 1,978
Special Education Salaries (see schedule)	\$ 500	\$ 20,000	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667
Special Education Fringe Benefits (see schedule)	\$ 128	\$ 5,100	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425
Food Service	\$ 377	\$ 15,690	\$ -	\$ -	\$ 1,508	\$ -	\$ 1,508	\$ -	\$ 1,508	\$ -	\$ 1,508	\$ -	\$ 1,508	\$ -	\$ 1,508	\$ -
Leaning Fees	\$ 63	\$ 2,500	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208
Professional Development Expense	\$ 250	\$ 10,000	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833
Student Transportation	\$ 160	\$ 6,000	\$ -	\$ -	\$ 640	\$ -	\$ 640	\$ -	\$ 640	\$ -	\$ 640	\$ -	\$ 640	\$ -	\$ 640	\$ -
Subscriptions & Memberships	\$ 125	\$ 5,000	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417
Technology	\$ 625	\$ 25,000	\$ 20,000	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Textbooks/Curriculum	\$ 600	\$ 24,000	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Instructional & Support Expenses	\$ 5,748	\$ 229,934	\$ 57,288	\$ 13,288	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936	\$ 15,936
Total Administration, Instructional & Support Contingency	\$ 10,227	\$ 409,084	\$ 80,128	\$ 23,819	\$ 28,742	\$ 29,617	\$ 27,117	\$ 28,742	\$ 27,117	\$ 28,742	\$ 27,117	\$ 27,117	\$ 27,117	\$ 27,117	\$ 27,367	\$ 53,461
Total Expenses	\$ 10,432	\$ 17,763	\$ 80,128	\$ 23,819	\$ 28,742	\$ 29,617	\$ 27,117	\$ 28,742	\$ 27,117	\$ 28,742	\$ 27,117	\$ 27,117	\$ 27,117	\$ 27,367	\$ 53,461	\$ 71,763
Revenue over/(under) Expenses	\$ 742	\$ 23,677	\$ (30,128)	\$ 1,181	\$ 74,456	\$ (28,109)	\$ (25,609)	\$ 53,824	\$ (25,609)	\$ 49,456	\$ (25,609)	\$ (25,609)	\$ (25,609)	\$ (25,609)	\$ 7,611	\$ 29,677

## **FIRST YEAR CASH FLOW**

A monthly cash flow projection for the first year of operation is presented in Attachment I. The budget is estimated on an enrollment of 30 students. An alternative budget and cash flow projection has been created in the event enrollment reaches 40 students. Timing of projected cash inflows and outflows are forecasted by month. Initially large outflows of cash for purchases of technology equipment and furniture will take place in the first two months. These costs are reimbursable through the TALC Implementation Grant. In the event of cash shortage a Line of Credit will be established to conquer any cash deficiency. The cash flow stabilizes during August 2008 to April 2009. In May a small shortage and need to secure cash from the Line of Credit become necessary. By the end of the first year, June 2009, C.E.R.T. will generate a positive cash flow of \$15,589.

**ATTACHMENT J**

**ACCOUNTING POLICIES AND  
PROCEDURES**

# ***CERT Accounting Policies & Procedures***

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## **Overview**

Duties related to handling of cash or other negotiable instruments (a transferable, signed document that promises to pay the bearer a sum of money at a future date or on demand, such as a check or promissory note) is segregated between two or more people whenever possible. For instance, incoming mail (potentially containing cash receipts) is opened by someone other than the Finance Manager and immediately endorsed for deposit only. When duties cannot be segregated due to limited staff, appropriate procedures have been established to assure independent reconciliation of account balances, with particular emphasis on cash, investments, receivables and payables.

Books are maintained on a modified accrual basis (the basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash.) Receivables are recognized and an invoice issued when an amount is earned and payment is expected within the fiscal year or, in the case of a pledged or promised donation, pledge reminders are generated based upon a pre-agreed upon payment schedule. Accounts payable are recognized at the time an obligation is incurred, regardless of the date due.

Financial reports are prepared on the modified accrual basis of accounting on a schedule established by the MCSC Board of Directors (BOD), but not less than quarterly. An annual financial report is prepared in conformance with Generally Accepted Accounting Principles (GAAP) and by an independent auditor.

The Finance Manager (FM) executes CERT's business and financial management and reports directly to the MCSC Executive Director (ED). Day to day financial activities, described herein, are performed by the Finance Manager or his or her designee.

The following procedures require various approvals by the Finance Manger or the ED. In the event that the FM or ED is subject of a payment approval, the MCSC BOD will authorize.

Financial records and substantiating documents are retained for seven years, unless the Internal Revenue Service, Department of Public Instruction or the City of Milwaukee, specifically require otherwise.

## **Banking & Investments**

1. The MCSC BOD shall approve the bank(s) used by the Certification and Emergency Response Training School of Milwaukee (CERT).
2. The bank selection process takes into account the bank's proximity to school, community reputation, benefits to CERT, references and other factors important to our school (i.e. CERT's commitment to doing business with minority businesses).
3. CERT maintains up-to-date records of those with signature authority for financial transactions with the bank.
4. All financial transactions (deposits, check-writing, and investments) shall be conducted only through approved bank.
5. The Finance Manager is responsible for implementing procedures and practices to assure the safe keeping of cash and other negotiable financial instruments.
6. All negotiable instruments are kept in a safe, locked place and out of sight while in the school and are deposited into CERT accounts on a daily basis whenever possible.
7. Temporarily idle cash may be invested in accounts with a due date not greater than 12 months in bank certificates of deposits or demand deposits (i.e. savings or money market accounts) of banks approved by the MCSC BOD.

## **Books of Original Entry**

1. CERT utilizes a computerized double entry bookkeeping/accounting system.
2. Revenue and expense accounts in the general ledger correspond to the budget, to the extent possible.
3. All financial transactions, including, but not limited to receipts, disbursements, receivables, payables, payroll, and other journal entries, are entered into system.
4. The FM is responsible for creating procedures and processes to capture financial information and assure that all data is properly entered into system in a timely manner.
5. The accounting system allows for segregation of revenues and expenditures in such a manner to assure compliance with regulatory requirements and restrictions as well as Generally Accepted Accounting Principles (GAAP).
6. Interim financial statements are presented to the CERT School Board and the MCSC BOD on a periodic basis, but not less than quarterly.
7. Financial statements are audited and fiscal policies and controls reviewed annually by an independent auditor selected by the MCSC BOD. The Board requires that the audit be conducted in conformance with GAAP.

## **Budgets**

1. The Finance Manager is responsible for creating and implementing a process, to include the majority of CERT staff, by which the annual budget is created, and submitting it to the CERT School Board for review and to the MCSC BOD for approval.
2. The budget includes revenue and expenditures for the specific programs and activities of CERT.
3. The annual budget and any modifications to same must be approved by the MSCS BOD.
4. The budget lists expenditures by category and revenues by funding source (i.e. food service, private donations, public or private grants, school fees).
5. Monthly budget status reports (actual versus budgeted revenues and expenditures) are provided to the ED and the MCSC Board of Directors Treasurer.
6. The ED, with approval from the MCSC BOD Treasurer, may reallocate expenditures within the budget so long as such reallocation does not violate the terms of a grant program or charter school regulation and is consistent with the mission of the school.

## **Receipts**

1. Checks received are immediately stamped or endorsed as "For Deposit Only" for CERT. Checks received via mail are endorsed by the individual opening the mail.
2. A pre-numbered cash receipt is prepared for all cash and checks received. The cash receipt lists the date of receipt, payee, amount, purpose and account code to which the receipt is to be recorded.
3. Cash receipts are deposited on a daily basis in CERT's official bank unless the amount of receipts for the day is insignificant. Amounts not deposited are held in a locked safe or cabinet and added to the deposit for the next day. No amount of cash is left in the school over a weekend or during school breaks
4. A deposit slip listing the total amount of cash and checks is prepared in duplicate by Finance. Documentation for all cash and checks (i.e. check copies, accompanying letters and a batch or transmittal report) is attached to the CERT copy of deposit slip. A calculator tape of check amounts, including the total number of checks, accompanies the bank deposit slip.
5. All cash receipts are entered into the computerized accounting system on a daily basis using proper accounting codes.
6. The FM periodically, but not less than twice per year, conducts an internal audit on deposit procedures. The audit is based on a sample of deposits, cash receipts and proper recording of transactions in the accounting system. Variances, if any, are reported to the ED.



## **Purchasing**

1. Purchases may be made by direct purchase, credit card or purchase order as prescribed herein. A school credit card, in the name of the ED, may be issued with Board approval.
2. Requests for purchases are made in writing using a Purchase Requisition form. The person preparing the form shall indicate special handling, such as the need for a check to accompany the purchase order, if there is a special funding source for the expenditure and the account code to be charged.
3. Purchases must receive the appropriate prior approval (under \$75, Administrative Assistant and over \$75, ED).
4. Capital items costing greater than \$1,000 and not included in the annual budget require bids and approval by the MCSC BOD.
5. Prior to approving a purchase of over \$75, the ED:
  - a. Determines that the item being requested is necessary for the program and there is not a suitable substitute item already available.
  - b. Determines if funds are available in the budget.
  - c. Determines if the expenditure is permitted in accordance with the source of revenues that will be used to pay for purchase.
  - d. Assures the proper account code is affixed to the documentation.
  - e. Determines if bids or quotes should be requested.
6. Bids or quotes are required for any purchase of a single item that costs greater than \$1,000, any purchase of bulk items when the total cost is greater than \$250, or any capital item. Bids or quotes are encouraged for all purchases.
7. All packing slips, receipts or other paperwork related to a purchase are signed, dated and forwarded to the ED by the individual accepting delivery of goods.

## **Disbursements**

1. All invoices received by incoming mail are stamped with the date received, logged and available to the FM for review.
2. Invoices are forwarded to the ED for approval. The ED shall assure the invoice is for an approved purchase and attaches documentation such as a copy of the purchase requisition or delivery/packing slips. Differences in prices or quantities are investigated prior to approval.
3. The ED forwards approved invoices, with documentation, to the FM for payment.
4. Payment are made by check/credit card only, unless petty cash.
5. The FM is responsible for blank checks and will assure they are kept in a locked, secure place.
6. All checks are pre-numbered and used in sequence.
7. Upon payment, invoices are stamped "Paid" and include date of payment.
8. Checks are only made payable to a specific vendor/payee and not to "Cash" or "Bearer".
9. Two signatures, as specified by the MCSC BOD, are required on checks over a predetermined amount. Signatures are never to be applied to blank checks.
10. A duplicate copy of checks, attached to original documentation, are filed alphabetically by vendor name.
11. The FM records all checks in the computer system.
12. Voided checks are marked "VOID", recorded in the computer system and filed.
13. In no event are checks:
  - a. Prepared unless these procedures are followed
  - b. Prepared without back-up documentation
  - c. Signed blank
  - d. Made out to "Cash" or "Bearer"
  - e. Prepared on oral authorization
15. The FM periodically, but not less than three times per year, conducts an internal audit on check writing procedures. The audit is based on a sample of checks written, including examination of source documents and proper recording of transactions in the computer system. Variances, if any, are reported to the ED.

## **Payroll**

1. Payroll is bi-weekly on Friday, for a total of 26 per year. Generally employees receive pay on the first payroll following the completion of a full pay period. (i.e. payment for the pay period that ends on the 2<sup>nd</sup> Friday of the year is made on the pay period that ends on the 4<sup>th</sup> Friday, or, a two week delay)
2. Upon receiving his or her check, employee will be required to sign the payroll log as proof of receipt.
3. Every employee, upon hire, is given a contract or letter of employment specifying their wages and benefit eligibility, signed by the ED. Every employee who terminates employment for whatever reason is requested to submit a letter of resignation or retirement. If the employee does not or cannot submit the resignation or retirement letter, the ED shall send the employee a letter acknowledging the end of the employment relationship. The original of the contract or letter of employment and a copy of the letter of resignation or retirement will be maintained in the employee's personnel file with a copy sent to the FM.
4. Any change in pay rate, hours or benefit eligibility shall be effective only if approved in writing by the ED and sent to the FM.
5. The FM assures that any position for which someone is hired is included in the budget approved by the MCSC BOD.
6. The FM assures that wages, hours and conditions of employment are consistent with approved Employee Handbook provisions.
7. The FM is responsible for assuring that each new employee completes Forms W-4 and I-9 and appropriate benefit enrollment forms. The FM is responsible for assuring that these forms are filed in the employee's personnel file along with copies of required substantiating documentation (i.e. copy of Social Security card or Wisconsin drivers license)
8. The FM creates a payroll record of new hires and terminates (retire in the computer system) employees who resign. Contracted employees are set up to receive their pay in accordance with their contract terms. Hourly employees are set up to be paid when hours are posted.
9. Employees are responsible for completing a bi-weekly time record showing hours worked and or hours/days of absence. The employee signs and dates the timesheet, attesting that the information is true and correct, and submits to their supervisor.
10. An employee's supervisor reviews each record and, if accurate, signs, dates and submits to Finance.

## **Payroll** continued

11. The FM gathers payroll information and assures proper signatures and approvals.
12. Hourly information is entered in the computer system.
13. The FM runs a "trial payroll" and verifies that all contracted and hourly payments are accurate.
14. When the "trial payroll" is complete and accurate the FM prepares a final report to be reviewed and approved by the ED.
15. There are no payroll advances.
16. Payroll direct deposits are not prepared unless appropriate procedures are followed and back-up documents are in place, nor are they to be prepared on oral authorization.
17. Claims for unemployment are processed by the FM after review and approval by the ED.
18. The FM is responsible for timely and accurate submittal of payroll taxes and payments for employee benefits.
19. The FM assures personally identifiable information is kept in a secure and locked place and that only individuals with a legitimate need to have access to such information are permitted access.
20. The FM periodically, but not less than monthly, reconciles payroll records with the general ledger and assures that payroll tax withholdings have been properly transmitted. The reconciliation is based on contracts/letters of employment, letters of termination and other approved payroll documents. Variances are reported to the ED.

## **Travel and Expense Reimbursement**

1. All travel and other reimbursable expenses incurred by employees must be approved in advance by ED.
2. Reimbursement for travel and expenses is based on a properly prepared expense claim form signed by the employee and approved by the ED. The maximum reimbursement is limited to the original amount approved.
3. The cost of meals is reimbursed only when an employee is on travel status. Meal expenses are reimbursed, unless approved in advance at a higher rate, at the following rate:
  - Breakfast      \$7
  - Lunch            \$10
  - Dinner           \$15
4. Reimbursement for auto mileage is made at the rate established by the IRS and stated within the approved budget.
5. Reimbursement for lodging or travel by common carrier is based on receipts submitted and attached to the expense claim form and is subject to the maximum amount approved in advance.
6. Reimbursements are made by separate check prepared in accordance with Disbursements section or may be added to the employee's payroll direct deposit at the discretion of CERT.
7. Requests for travel/expense advances must be submitted in writing and approved by the ED or MCSC BOD Treasurer.
  - ✦ If a travel advance is approved, a check is prepared in accordance with the Disbursements section and drawn against the "Travel Advance" account in the general ledger.
  - ✦ Receipts for actual expense must be turned in by employee at end of travel.
  - ✦ Advances will be reconciled within seven business days of end of travel.
  - ✦ If the amount of the travel advance is greater than actual cost, the employee must repay the school the excess amount prior to the end of the month. Failure to pay will result in a deduction from employee's paycheck.
  - ✦ The FM will prepare the necessary journal entry to reclassify an approved travel advance to the appropriate expenditure account(s).

## **Petty Cash**

1. CERT may, upon approval of the FM, establish a petty cash fund, including a change box, in an amount not greater than an amount established by the MCSC BOD.
2. If established, the petty cash fund shall be maintained by the FM, or designee.
3. Any payment from petty cash shall be evidenced by a written receipt signed by the recipient of the payment and the FM or designee. The written receipt shall include the date, reason, amount and account code to be charged and, when possible, accompanied by the purchase receipt.
4. The petty cash fund may be replenished any time that the total cash available is less than 50% of the total amount approved. The petty cash fund is closed at the end of the school year and may, with approval of the ED, be reopened the following year.

## **Consultants**

1. Written contracts clearly defining work to be performed will be maintained by the ED, or designee, for all consultation or contracted services.
2. Approval by the MCSC BOD is required for all consultants
3. Consultant services will be paid for as work performed and only upon receipt of an invoice.

## **Bank Reconciliation**

1. Bank statements are received directly by the FM who prepares a timely reconciliation of the bank balance to the balance shown on CERT's books.
2. Paid checks are examined for signs of fraud or misappropriation
3. An itemized list of all reconciling items is retained and made available to the MCSC BOD Treasurer upon request.
4. The FM will follow up regarding any check outstanding greater than 60 days (30 days for payroll). He or she will contact payee for explanation or checks.
5. Outstanding checks greater than six months may be removed from the records upon approval of the MCSC BOD.
6. Variances found during reconciliation process are reported to ED.

## **Property**

1. The FM, with assistance from other staff, prepares and maintains an inventory of property (real estate, furniture, fixtures and equipment) with an acquisition cost of \$100 or higher and an estimated useful life of one year or greater.
2. The FM assures the purchase of a capital item is recorded on the inventory when received and reports inventory changes to the insurance carrier as required.
3. A physical inventory is made at the beginning of each school year on forms prescribed by the FM.
4. The FM will immediately advise the ED of any loss, theft, misuse, damage or destruction of property and file claims with the insurance carrier as appropriate.
5. The property inventory is maintained in a safe place and serves as evidence in the event of loss of property for insurance claims.
6. The property inventory is provided to the school's casualty insurer for purposes of established proper insurance coverage, as required.
7. An adequate inventory of supplies, as determined by the ED and FM, is maintained and monitored by the FM. Replenishment of supplies is done in accordance with the Purchasing section.

## **Leases**

1. Legal counsel will review lease agreements prior to submission to the MCSC BOD for approval.
2. Lease agreements are executed and administered by the ED following MCSC BOD approval.
3. Leases for equipment and facilities correspond to school year when possible.
4. Copies of lease agreements are kept on file by FM.
5. Lease agreements shall include a non-appropriation clause, such as "All obligations of CERT under this lease shall terminate upon termination of funding to CERT from funding source used under this lease agreement" whenever possible.

## **Risk Management and Insurance**

1. Casualty insurance coverage at limits approved by the MCSC BOD are maintained for the following:
  - a. Worker's compensation
  - b. Property insurance on facilities and equipment
  - c. Auto for CERT and non-CERT vehicles, including under and uninsured coverage
  - d. Boiler and machinery for owned buildings, if applicable
  - e. General liability
  - f. Educator's legal liability
  - g. Employee benefits liability
  - h. Other as required by lease agreements, if applicable
  - i. Other as required by the charter school contract with the City of Milwaukee, if any
2. Insurance policies are maintained by the FM.
3. Insurance policies are reviewed by the FM, ED and a member of the MCSC BOD with knowledge of insurance, prior to renewal.
4. Periodic risk assessment will be conducted by the school and plans to reduce exposure to loss will be implemented as approved by the MCSC BOD.

## **Grants and Contracts**

1. Requests to solicit grants or enter into contracts through local, state, federal or independent agencies are to be approved in advance by the ED.
2. The FM and ED shall consider requirements for local matching funds and sustainability of objectives of a grant in the decision to approve the request. The ED may consult with the FM on fiscal matters related to the grant application.
3. Final grants and contracts shall be approved by the MCSC BOD.
4. The ED, working with the FM, will do the following:
  - a. Assure documentation necessary to support budgets and financial transactions related to same are maintained and properly filed.
  - b. Assure grant and contract revenues are used only as permitted under the terms and conditions of the approval.
  - c. Supervise preparation of claims for reimbursement.



## **Donations, Gifts and Fundraising**

1. Acceptance of gifts, with related restrictions or requirements, is approved by the ED when such restrictions or requirements are consistent with the mission of the school and does not conflict with regulations or requirements of other funding sources or agencies.
2. A record is kept of donations, including but not limited to the donor name(s), amount, date, and restrictions.
3. Donations of at least \$250 or more are acknowledged to donor pursuant to IRS regulations.
4. Donations are accounted for in conformance with established procedures and as required by Generally Accepted Accounting Principles.
5. The ED, working with the FM, will establish procedures to assure donation and gifts are used as intended by the donor.
6. Fundraising of any kind must be approved by the FM and ED and only when the activity is consistent with the mission of the school and does not conflict with regulations or requirements of other funding sources or agencies.

## **Reporting**

1. The FM prepares or supervises the preparation of fiscal claims in a timely manner. The food service vendor has primary responsibility for preparation of claims for food service reimbursements and provides to FM. All reports are in compliance with regulations of the Child Nutrition Program.
2. The ED reviews all claims and reports prior to signing and submitting.
3. The FM prepares or supervises the preparation of monthly budget reports, grant reports (when necessary), interim financial reports and year-end financial statements.
4. The auditor prepares the annual tax report, Form 990, Return of Organization Exempt from Income Tax, all of which shall be reviewed by the FM & ED and signed by the ED.
5. The FM will advise the school of pending changes in reporting requirements and the fiscal and operational implications of such changes, if any.

## **Student Information**

Accurate counting and reporting of students in conformance with Department of Public Instruction (DPI) regulations is necessary to receive and retain state and federal aid to which the school is entitled. These procedures help to guarantee that students are counted and reported accurately.

1. Students are required to provide evidence of residency in the City of Milwaukee. For minors, this will be evidence of the address of their parent or guardian. Acceptable forms of evidence include but are not limited to a utility bill, driver's license, or rent receipt.
2. CERT secures evidence of age of enrolled students (i.e. birth certificate).
3. The FM maintains a roster of students, such roster to capture all data necessary to meet reporting and audit requirements of DPI. The following student data is maintained:
  - ✓ Name and address
  - ✓ Parent / Guardian name(s)
  - ✓ Date of birth
  - ✓ Grade in which enrolled
  - ✓ Date of enrollment
  - ✓ Attendance data
4. The FM, with assistance from other staff, captures student attendance data as necessary to prove enrollment for purposes of counting students for state and federal aid.
5. The FM prepares and files student count reports showing enrollment on the 3<sup>rd</sup> Friday in September and the 2<sup>nd</sup> Friday in January. If the school is not in session on either of these dates, the FM will file a request for an alternate count date with the State Superintendent of Public Instruction.
6. The FM prepares reports of students with disabilities enrolled in the school as of December 1 of each year.
7. The FM assures that the food service vendor creates and maintains appropriate procedures to protect the identity of students eligible for free and reduced lunches.
8. The FM assists CERT in developing procedures to safeguard protected student information.

## **Food Service Program**

1. The FM, ED and MCSC BOD select the food service vendor.
2. The FM conducts periodic audits, as required by the DPI, of food service policies and procedures to assure compliance with state and federal regulations.
3. The food service vendor collects the money for food service sales, maintains books of account, establishes procedures for the safeguarding of assets, and assures compliance with food service regulations.
4. The food service vendor prepares and files required reports. A copy of the reports is provided to the FM.

**ATTACHMENT K**

**PROOF OF BUILDING OWNERSHIP OR  
TENANT STATUS**

**(not applicable)**

**ATTACHMENT L**

**OCCUPANCY PERMIT OR  
APPLICATION**

**(not applicable)**

**ATTACHMENT M**

**LETTER FROM BUILDING INSPECTION  
DEPARTMENT REGARDING CODE  
COMPLIANCE**

**(not applicable)**

**ATTACHMENT N**

**INSURANCE CERTIFICATES AND  
COVERAGES**

# Schueller Harrington & Associates

---

Louis S. Schueller, CPCU  
Thomas G. Harrington, CPCU  
Thomas M. Delahunt, CPCU  
Jill Kleinschmidt, CPCU

Independent Insurance Specialists  
For Over 30 Years

August 17, 2007

Mr. Chris Litzau  
Milwaukee Community Service Corporation  
1441 N 7<sup>th</sup> Street  
Milwaukee, WI 53205

RE: Insurance Coverage

Dear Mr. Litzau,

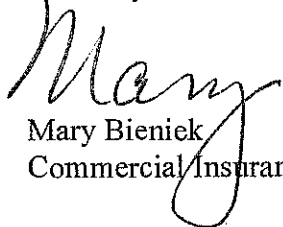
I have reviewed all of the information provided and have completed the preliminary underwriting for Milwaukee Community Service Corps.

Our review has resulted in one or more of our insurance carriers providing the required insurance coverage as outlined by the City of Milwaukee School Review Committee.

All carriers that would provide coverage are currently rated A X or better by A.M. Best Company.

Should you require any additional information, please feel free to contact me at 414-765-2300.

Sincerely,



Mary Bieniek  
Commercial Insurance Manager



# ACORD CERTIFICATE OF LIABILITY INSURANCE

OP ID MB  
MILWA-1

DATE (MM/DD/YYYY)  
08/17/07

PRODUCER  
Schueller-Owen & Assoc., Inc.  
77 N. Water St., Suite #510  
Milwaukee WI 53202  
Phone: 414-765-2300 Fax: 414-765-9911

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND DOES NOT ALTER THE ORIGINAL POLICY HOLDER. THE HOLDER. THIS CERTIFICATE EXTENDS OR CHANGES INFORMATION EXTEND OR CHANGES INFORMATION EXTEND OR CHANGES INFORMATION

INSURED  
Milwaukee Community Service C  
1441 N 7th Street  
Milwaukee WI 53205

INSURERS AND AGENTS  
INSURER A: ( )  
INSURER B: ( )  
INSURER C: ( )  
INSURER D: ( )  
INSURER E: ( )  
*Hi All - If you need anything next week, ask for Beth at Crubb Insurance Co*

## COVERAGES

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

NSR ADD'L LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
B	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	3CH6590	03/01/07	03/01/08	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS GARAGE LIABILITY <input type="checkbox"/> ANY AUTO	CBA0419972	03/01/07	03/01/08	COMBINED SINGLE LIMIT (Ea accident) \$ 500,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EA ACC \$ AGG \$
D	EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE DEDUCTIBLE RETENTION \$	CCU0419972	03/01/07	03/01/08	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ \$ \$ \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	WP383075	03/01/07	03/01/08	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Employee Dishonest	104492562	03/01/07	03/01/08	Theft \$400,000
E	Directors & Office	81825797	01/01/07	01/01/08	D & O \$1,000,000

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

The City of Milwaukee is additional insured

CERTIFICATE HOLDER  
CITYMKE  
City of Milwaukee  
Charter School Review Committee  
200 East Wells Street  
Milwaukee WI 53202

CANCELLATION  
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL SEND BY MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, ~~WHICH SHALL BE THE RESPONSIBILITY OF THE INSURER, ITS AGENTS AND REPRESENTATIVES.~~  
AUTHORIZED REPRESENTATIVE  
THOMAS DELAHUNT *Thomas Delahunt*

AFFIDAVIT

STATE OF WISCONSIN }  
Milwaukee County } SS

Thomas Delahunt  
(Agent), being first duly sworn, on oath  
deposes and says that he/she is the agent of the  
Essex Insurance Company, insurer, on the attached  
(Company name)  
certificate issued to Milwaukee Community Service Corp  
(Legal entity of Insured)

Affiant further deposes and says that no officer, official  
or employee of the City of Milwaukee has any interest,  
directly or indirectly, or is receiving any premium,  
commission, fee or any other thing of value on account  
of the sale of furnishing of said insurance certificate

Thomas Delahunt  
(Signature of Agent above)

Subscribed and sworn to before me  
this 17th day of August, 2007.

Mary Keneck  
Notary Public - State of Wisconsin

My Commission expires 08/01/2010

**ATTACHMENT O**

**ENGAGEMENT LETTER**

# Andrea & Orendorff

Certified Public Accountants



August 20, 2007

Kathryn A. Andrea, CPA  
Thomas N. Orendorff, CPA

Borna W. Bencs, CPA  
Mark R. Felsing, CPA  
Bradly E. Potter, CPA, CFP®  
Terri A. Schmidt, CPA  
Kenneth A. Smith, Sr CPA

Mr. Christopher Litzau  
Milwaukee Community Service Corps  
1441 North 7<sup>th</sup> Street  
Milwaukee, WI 53202

Dear Mr. Litzau:

We appreciate the opportunity to submit this proposal for auditing services our firm would provide for the proposed High School for Milwaukee Community Service Corps (The Corps) will be located in Milwaukee, Wisconsin.

We will audit the statement of financial position of The Corps as of December 31, 2008, and the related statements of activities, functional expenses, expenditures of state and federal awards, and cash flow for the year then ended.

## Audit Objectives

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. The objective also includes reporting on:

- Internal control related to financial statements and compliance with laws, regulations, and the provisions of contracts or grant agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control related to major programs and an opinion (or disclaimer of opinion) on compliance with laws, regulations, and the provisions of contracts or grant agreements that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

August 20, 2007

Mr. Christopher Litzau  
Milwaukee Community Service Corps

The reports on internal control and compliance will each include a statement that the report is intended for the information and use of the audit committee, management, specific legislative or regulatory bodies, federal awarding agencies (Charter School Selection Committee of the City of Milwaukee) and, if applicable, pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Our audit will be conducted in accordance with U.S. generally accepted auditing standards; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single audit Act Amendments of 1996; and the provisions of OMB Circular A-133, and will include tests of accounting records, a determination of major programs in accordance with OMB Circular A-133, and other procedures we consider necessary to enable us to express such an opinion and to render the required reports. If our opinion on the financial statements of the Single audit compliance opinion is other than unqualified, we will discuss the reasons with management in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or to issue a report as a result of this engagement.

#### Audit Procedures – General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from errors, fraudulent financial reporting, misappropriation of assets, or violations of laws or governmental regulations that are attributable to the Organization or to acts by management or employees acting on behalf of the Organization. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse. As required by the Single Audit Act Amendments of 1996 and OMB Circular A-133, our audit will include tests of transactions related to major state and federal award programs for compliance with applicable laws and regulations and the provisions of contracts and agreements. Because an audit is designed to provide reasonable, but not absolute, assurance and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements or noncompliance may exist and not be detected by us. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on

August 20, 2007

Mr. Christopher Litzau  
Milwaukee Community Service Corps

the financial statements or to major programs. However, we will inform you of any material errors and any fraudulent financial reporting or misappropriation of assets that come to our attention. We will also inform you of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected funding sources, creditors, and financial institutions. We will also request written representations from the Organization's attorneys as part of the engagement, and they may bill the Organization for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from management about the financial statements and related matters.

#### Audit Procedures – Internal Control

In planning and performing our audit, we will consider the internal control sufficient to plan the audit in order to determine the nature, timing, and extent of our auditing procedures for the purpose of expressing our opinions on The Corps' financial statements and on its compliance with requirements applicable to major programs.

We will obtain an understanding of the design of the relevant controls and whether they have been placed in operation, and we will assess control risk. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Tests of controls relative to the financial statements are required only if control risk is assessed below the maximum level. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by OMB Circular A-133, we will perform tests of controls to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with requirements applicable to each major state and federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to OMB Circular A-133.

August 20, 2007

Mr. Christopher Litzau  
Milwaukee Community Service Corps

An audit is not designed to provide assurance on internal control or to identify reportable conditions. However, we will inform the governing body or audit committee of any matters involving internal control and its operation that we consider to be reportable conditions under standards established by the American Institute of Certified Public Accounts. Reportable conditions involve matters coming to our attention relating to significant deficiencies in design or operation of the internal control that, in our judgment, could adversely affect the entity's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. We will also inform management of any nonreportable conditions or other matters involving internal control, if any, as required by *Government Auditing Standards* and OMB Circular A-133.

We expect to begin our audit in February of 2009 of the designated contract year, and to complete your information returns and issue our reports no later than March 15, 2009 or alternative dates as required.

Our fees for these services will be based on the actual time spent at our standard hourly rates, plus travel and other out-of-pocket costs such as report production, typing, postage, etc. The fee is based on anticipated cooperation from you personnel and the assumption that unexpected circumstances will not be encountered during audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate. We estimate the cost of the audit to be \$10,000. We will bill only for actual fees incurred and will not bill above the quoted amount unless we encounter unexpected problems requiring a change in the scope of our work.

You may request that we perform additional services not addressed in this proposal. If this occurs, we will communicate with you the scope of the additional services and the estimated fees. We will also be available to provide ongoing accounting assistance and consulting services on an as-needed basis. This work would be billed at individuals performing the services and approximate the following:

Partner	\$169
CPA Level	\$141
Accounting/tax staff	\$ 86

August 20, 2007

Mr. Christopher Litzau  
Milwaukee Community Service Corps

*Government Auditing Standards* requires that we provide you with a copy of our most recent external peer review report and any letter of comment, and any subsequent peer review reports and letters of comment received during the period of the contract. Our 2006 peer review report accompanies this letter.

#### Parental Private School Choice Program

The quote of \$10,000 as identified in the section titles "audit administration, fees, and other" does not include fees to audit The Corps Parental Choice Program Financial Information Report ("FIR") to the Wisconsin Department of Public Instruction as required by Wisconsin Administrative Code Chapter PI 35 ("PI 35"). If your charter school does qualify under this program, we would be required to amend this proposal, as an audit of the FIR would be separate in procedures and objectives from a single audit of a non-profit organization's financial statements. The objective of our report to the Wisconsin Department of Instruction on the school's compliance or non-compliance with sound fiscal practices required by PI 35 is to determine and report on the extent to which the school does or does not comply with such practices. The objective of our audit of the financial statements is the expression of an opinion whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles.

If you have any questions regarding the proposal or need further clarification, please contact me at (262) 657.7716. We want to thank you for allowing us the opportunity to submit this proposal.

Very truly yours,

Andrea & Orendorff LLC



Kathryn A. Andrea, Partner



Lewis, Kisch & Associates, Ltd.

CERTIFIED PUBLIC ACCOUNTANTS

1303 South Frontage Road

Hastings, Minnesota 55033

James V. Lewis, C.P.A.

John T. Kisch, C.P.A.

Carol J. Sailer, C.P.A.

August 9, 2006

Telephone: (651) 437-3356

FAX: (651) 437-3808

email: lewiskisch@aol.com

To The Shareholders  
Hoppe & Orendorff, S.C.

We have reviewed the system of quality control for the accounting and auditing practice of Hoppe & Orendorff, S.C. (the firm) in effect for the year ended March 31, 2006. A system of quality control encompasses the firm's organizational structure, the policies adopted and procedures established to provide it with reasonable assurance of conforming with professional standards. The elements of quality control are described in the Statements on Quality Control Standards issued by the American Institute of CPAs (AICPA). The firm is responsible for designing a system of quality control and complying with it to provide the firm reasonable assurance of conforming with professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control, and the firm's compliance with its system of quality control based on our review.

Our review was conducted in accordance with standards established by the Peer Review Board of the AICPA. During our review, we read required representations from the firm, interviewed firm personnel and obtained an understanding of the nature of the firm's accounting and auditing practice, and the design of the firm's system of quality control sufficient to assess the risks implicit in its practice. Based on our assessments, we selected engagements and administrative files to test for conformity with professional standards and compliance with the firm's system of quality control. The engagements selected represented a reasonable cross-section of the firm's accounting and auditing practice with emphasis on higher-risk engagements. The engagements selected included among others, an audit of an Employee Benefit Plan and engagements performed under *Government Auditing Standards*. Prior to concluding the review, we reassessed the adequacy of the scope of the peer review procedures and met with firm management to discuss the results of our review. We believe that the procedures we performed provide a reasonable basis for our opinion.

In performing our review, we obtained an understanding of the system of quality control for the firm's accounting and auditing practice. In addition, we tested compliance with the firm's quality control policies and procedures to the extent we considered appropriate. These tests covered the application of the firm's policies and procedures on selected engagements. Our review was based on selected tests therefore it would not necessarily detect all weaknesses in the system of quality control or all instances of noncompliance with it. There are inherent limitations in the effectiveness of any system of quality control and therefore noncompliance with the system of quality control may occur and not be detected. Projection of any evaluation of a system of quality control to future periods is subject to the risk that the system of quality control may become inadequate because of changes in conditions, or because the degree of compliance with the policies or procedures may deteriorate.

In our opinion, the system of quality control for the accounting and auditing practice of Hoppe & Orendorff, S.C. in effect for the year ended March 31, 2006, has been designed to meet the requirements of the quality control standards for an accounting and auditing practice established by the AICPA and was complied with during the year then ended to provide the firm with reasonable assurance of conforming with professional standards.

As is customary in a system review, we have issued a letter under this date that sets forth comments that were not considered to be of sufficient significance to affect the opinion expressed in this report.

Respectfully submitted,

*Lewis, Kisch & Associates, Ltd.*



Members

Minnesota Society of Certified Public Accountants

American Institute of Certified Public Accountants

Minnesota Association of Public Accountants

**ATTACHMENT P**  
**ASSESSMENT DATA**  
**(not applicable)**

**ATTACHMENT Q**

**TEACHING LICENSES AND  
TRANSCRIPTS**

**(not applicable)**

**\*teachers have not yet been hired**

**ATTACHMENT R**

**CERTIFICATION CHECKLIST**

## SECTION III: CERTIFICATION

Charter schools must abide by the following provisions of state law and the policy of the City of Milwaukee (open records for contractors with city, background checks). Please read the following list carefully. Initial each section of the list to certify that you understand these requirements and that the school will honor them. Please sign and date the certification in the space provided and return this section with your application. (Attachment R)

CF I certify that the school named in this application will not charge tuition to charter students. (Schools may charge tuition for students not eligible for charter status. Charter schools may accept students under other programs such as the Milwaukee Parental Choice Program. However, schools may not receive tuition payments for the same students from more than one program. Schools may also charge reasonable fees for such items as field trips or extracurricular activities.)

CF I certify that the school named in this application will abide by statutory eligibility requirements in determining who is a charter student. State statutes provide that students must meet the following tests: the student is a city resident and, in the previous year, the student either 1) enrolled in the Milwaukee Public Schools; 2) attended a private school under section 119.23, the Milwaukee Parental Choice Program; 3) enrolled in four-year-old kindergarten to grade three in a private school not participating in the choice program; 4) not enrolled in school; or 5) enrolled in a charter school. *(Please note that a student who attended pre-school at a level lower than four-year-old kindergarten qualifies as a student who was not enrolled in school.)*

CF I certify that the school named in this application will administer required state examinations. (State law requires charter schools to administer the state's examinations for fourth, eighth and tenth graders.)

CF I certify that the school named in this application is or will be nonsectarian.

CF I certify that the school named in this application will not discriminate in its admission policies or deny participation in any program or activity on the basis of a person's sex, race, religion, national origin, ancestry, pregnancy, marital or parental status, sexual orientation, or physical, mental, emotional or learning disability.

CF I certify that the school named in this application serves at-risk students or, if it does not now serve at-risk students, will serve at-risk students who apply and meet other admission requirements. (State statutes define at-risk students to include students in grades 5 - 12 who are one or more years behind their age group in the number of high school credits attained, or two or more years behind their age group in basic skills levels, and who are also one or more of the following: dropouts, habitual truants, parents or adjudicated delinquents.)

CF I certify that the school named in this application will abide by health and safety codes that apply to public schools, including immunization requirements.

CF I certify that the school named in this application is located in the City of Milwaukee.

CF I certify that the applicant is not a for-profit entity.

CF I certify that the school named in this application will abide by city requirements for access to records of a contractor with the city.

CF I certify that the school named in this application has conducted criminal background checks on current employees and volunteers and will conduct criminal background checks on all new employees, and that the school will assign only those employees and volunteers who, in the judgment of the school have nothing in their background, including but not limited to pending charges or convictions of criminal offenses, which would render them unfit to work or otherwise have contact with the school's students and employees.

CF I certify that the school named in this application will submit the annual report required by contract, including an annual financial audit, to the sponsor by the date established in the contract.

CF I certify that I understand that the award of a charter school contract is contingent upon receipt of an occupancy certificate for school use from the City of Milwaukee Department of Building Inspection.

CF I certify that the school named in this application will comply with federal regulations that apply to charter schools authorized by the City of Milwaukee, including, but not limited to, the provisions in the *No Child Left Behind Act* that apply to schools in need of improvement (The 2001 passage of the Elementary and Secondary Education Act, also known as *No Child Left Behind*, contains significant sanctions for schools that do not meet its requirements; charter schools are required to comply with its provisions. For guidance from the US Department of Education, please see Charter School Policy Guidance for NCLB.)

CF I certify that the school named in this application will comply with the requirements of the CSRC regarding tasks required by the academic monitoring and operations monitoring consultants and any additional monitoring requirements that the CSRC develops as needed during the lifetime of the school's contract with the City of Milwaukee.

I hereby certify that I agree to abide by the requirements above and understand that failure to do so may result in revocation of the charter.

Christopher J. [Signature]  
Applicant Signature

8/30/07  
Date

**ATTACHMENT S**

**STUDENT PARENT HANDBOOK**

**Certification and Emergency Response Training  
(CERT)  
High School**

**Student/Parent Handbook  
2008-2009**

**Street Address  
Milwaukee, WI  
(414) ###-####**



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## WELCOME

Students, Parents and Guardians:

Welcome to the Certification and Emergency Response Training (CERT) High School!

This handbook includes important information, as well as policies and procedures for our school. You may recall much of this information from our prior orientation sessions, but please read through it thoroughly. Do your best to familiarize yourself with it and don't be afraid to ask any questions if you have them.

After reading through the handbook both students and parents are to sign the acknowledgement sheets in the back of this handbook. Please return these forms, along with the rest, with the application form. By signing these forms, both parent/guardian and student, is agreeing to abide by the policies and procedures within the student parent handbook.

The staff here at CERT is looking forward to spending a wonderful and exciting year with you!  
Thank you for your time.

Sincerely,

CERT Staff

## **CERT MISSION**

CERT will leverage the Milwaukee Community Service Corps' philosophy to develop an ethic of social responsibility among young adults who ultimately become permanently employed, fully contributing, educated critical thinking citizens that are able to pursue further educational opportunities. CERT will engage young adults within a culture of social responsibility and prepare them for the future by developing the confidence, skills, and experiences by which they can transform their lives and the lives of others.

## **CERT VISION**

The Incident Command System (ICS) is the modus operandi for an emergency response and natural disaster recovery operation. An incident commander receives vital input from competent, trusted advisors. Decision-making authority rests with the incident commander who bases decisions on input, and then delegates authority accordingly. CERT will transform students with the knowledge, skills and credentials necessary--within a context of community emergency response, recovery and rebuilding from incidents at a local, state, national and even international level--to effectively analyze information to make informed decisions and assume leadership roles.

## **CERT EDUCATIONAL PHILOSOPHY**

Since 1991, the Milwaukee Community Service Corps (MCSC) has served as an alternative education program for under-educated and out-of-school youth who did not succeed in the conventional education setting. While there has been no one solution, their subsequent success is testimony to the importance of experiential learning and applied education at the Corps. Students' motivation is rooted in their ability to see how education concretely affects their lives, now and in the future. The Corps helps students see how learning algebra is necessary to work as an electrician, and how writing truly matters when reporting where and how hazardous waste samples are taken to measure levels of environmental contamination in Milwaukee's neighborhoods. The Corps knows firsthand that real world connections change the educational environment for underserved youth, and has been practicing a modified version of the Big Picture Model for the past 15 years. MCSC's proposed charter high school will replicate the Big Picture Model.

As a nationally recognized urban youth corps that integrates education, experiential work projects and skill development to prepare disadvantaged young adults for family-sustaining employment opportunities, MCSC believes in the power of creating educational plans that work with a student's passions and needs. MCSC structures students into crews which function as small teams that learn by completing real projects to impact the physical and social landscape of Milwaukee. Students connect the classroom education to field projects. Through this process, they recognize the skills and credentials they attain are valued by various industry sectors. MCSC's education program accommodates myriad paths for student learning, including partnerships with other community agencies, scholarships for post-secondary education, and advanced learning opportunities. Corps staff members meet as an education team with each individual student to build an individualized educational plan with concrete goals. Like the Big Picture Model, MCSC correlates the success of the student with the role of family in the student's education.

## ADMISSON PROCESS AND POLICIES

### Enrollment Procedures

CERT High school is open to any City of Milwaukee youth between the ages of 14 and 21 regardless of gender, race, religion, national origin, national ancestry, pregnancy, parents status, sexual orientation or physical, emotional or learning disability. All children deserve the right to an education.

Before being accepted for school enrollment CERT High School prospective students must:

- submit proof of 8<sup>th</sup> grade graduation
- submit proof of City of Milwaukee residency (birth certificate, parent utility bill, etc)
- submit the application forms
- attend one new student orientation meeting
- write a one page paper or letter stating why they want to attend CERT and why they think it is a good fit for them
- with their families attend a meeting with a CERT staff member to assess the fit of the student and school.
- read the parent/student handbook with their parents and both sign the completion/commitment form at the end of the packet.
- read and sign the emergency contact and technology usage form.

CERT believes in fairness and will be open to every student wishing to attend. However, an assessment will be used for students to learn if the school's focus is a good fit for them. The following items will be discussed in the student-family assessment with staff:

- Student commitment to the focus of the first responder trades (medical, construction, etc).
- Parental commitment to attending school functions, at least eight times a year (4 public exhibitions and 4 learning plan meetings).
- Student commitment to a mixed instruction and project-based learning environment.
- Ability to thrive, both socially and academically.

In order to be considered for enrollment in CERT, the application materials and student-family assessment must be completed in full during the open enrollment periods.

Admissions for new students to CERT will be processed on an open enrollment basis. There will be at least one and up to three open enrollment periods for each school year, each lasting approximately eight weeks, with the first one opening up in mid-October. Open enrollment announcements will indicate which grades have openings. If the number of applications received exceeds enrollment capacity after returning students are registered, a number will be randomly assigned to each applicant within each grade level. Soon after the end of the open enrollment period, at a time and place announced at the beginning of the open enrollment period, a drawing will be held at a public meeting. Names will be drawn randomly, and all applications submitted during open enrollment period shall have an equal chance of being drawn, except that employee's children and continuing pupils at CERT and their siblings will be given first preference. If a name is drawn for an applicant who has sibling(s) in a higher grade and has completed application on file, the older sibling (s) will immediately be placed in his/her

respective grade(s) if there is room available. The random drawing will continue until all seats are filled and a waiting list order is determined in the event a previously filled spot opens up.

Those students drawn from the lottery will be contacted in writing as soon as possible. Letters will be mailed to applicants informing them of their acceptance or their number on the waiting list, on the date following the drawing. Applicants who are accepted will have ten calendar days to confirm their enrollment by returning the required letter of confirmation. Applicants on the waiting list are not carried over to the next year and must submit a new application. Priority will be given to siblings of current students in the event that a waiting list is generated.

*Non-discrimination Policy*

CERT does not discriminate in any manner contrary to law or justice on the basis of race, color, sex, age, religion, sexual orientation, disability, veteran's status, or national origin in its educational programs or activities, including employment and admissions.

*Equal Educational Opportunities*

CERT believes that any child can learn and is committed to providing education to every student no matter their race, color, sex, age, religion, sexual orientation, disability, veteran's status, or national origin or any other factor that is protected by state or federal law.

Students with disabilities will be provided with appropriate educational services or programs, regardless of the nature or severity of the disability.

*Readmission*

Students that leave CERT for another school or educational opportunity and want to return must satisfy the following readmission requirements:

- Produce transcripts from the school(s) you attended prior to CERT.
- Create a one page paper or letter that tells CERT staff why you left CERT in the first place, why you left your prior school(s) and why you think that CERT will work for you now.
- Attend a meeting with CERT staff assessing the student's past behavior at CERT, the parent/guardian's prior and future commitment to CERT and general past compliance with the Parent/Student handbook.

*Transfer Students*

Students will be allowed to transfer into CERT given the following:

- Produce transcripts from their prior school(s).
- Follow all enrollment policies and guidelines for new students.

Transfer students will be given credit for classes already taken and will be expected to complete all CERT promotion and graduation requirements.

If a student wishes to transfer out of CERT, staff will forward school records as soon as notification from the student's new school is received.

## ATTENDANCE POLICIES AND PROCEDURES

### Philosophy

Learning can only truly take place when students attend school regularly. All students are expected to attend school every day, be on time and take part in for the full period of time: daily pick me ups, group instruction, literacy, individualized projects, documentation of time and student-advisor meetings.

### Tardiness

Students are expected to be on time to all school components and will be held accountable for doing so.

### Excused Absences

CERT recognizes that there are times when a student is unable to attend school. The following are some examples of absences that are excusable:

- Illness or injury
- Death of an immediate family member
- Religious observance
- Medical/Dental appointments
- Driver's exams

To have the absence be deemed as excused, the parent/guardian must call the school before the school opens for the day. Upon return, the student must give their advisor a note written that is signed by their parent/guardian indicating and detailing reason for missing school. Students will be able to make up assignments.

### College Visits and Informational Interviewing

CERT understands the importance of visiting colleges, learning about potential jobs and practicing interviewing skills. Therefore, they are counted as excused absences. Students should plan ahead for these trips and submit a Planned Absence form at least two weeks prior to their advisor.

### Unexcused Absences

When a student's parent/guardian does not call the school prior to the school day in which the student will be missing or the student does not return to school with a note indicating reason of absence with parent/guardian signature the absence will be deemed unexcused. Unexcused absences will have an effect on the student's grade in class, grade promotion and could result in redeemable actions. Students will not be able to make up assignments.

### Truancy

Students with multiple absences or is absent from school without a valid excuse is considered truant. Initially, school staff and officials will conduct parent conferences, but if the absences continue will be forced into pursuing court proceedings, notification to other state agencies and withdrawal of the student from school.

### Uniform Code

Students must attend school and school events in uniform. Uniforms link you to a place and help form a collective identity. Students will be required to wear a t-shirt provided by CERT, clean jeans and a belt. CERT dress shirts will be provided, if and when necessary if an event or internship requires it.

Students may not wear oversized clothing, head gear (includes hats, caps and bandanas), chains hooked to wallets, outer jackets while in class or jewelry that is unsafe for school/work conditions.

Students will also be required to wear identification badges while on school property or attending school-related events.



## CURRICULUM AND INSTRUCTIONAL PRACTICES

### School Focus

CERT will develop students within a context of emergency response and natural disaster recovery. Americans revere first responders. They trust their lives with emergency personnel. Fire fighters, EMTs and contractors involved in the rescue and recovery of September 11<sup>th</sup> are considered heroes. Emergency responders and disaster recovery personnel have ethical responsibilities to the public. Many swear an oath to serve. They have a duty to uphold. Statistics reveal an average of one first responder for every three hundred neighborhood residents. CERT will create a culture in which all students recognize that each of them is being prepared to serve a role in an emergency response or natural disaster. Within that context, each student would assume a role of responsibility, care, respect and sensitivity as the individual who would be called to respond to crises that affect the larger community.

The CERT curriculum will progressively scaffold students for emergency preparedness, rescue, recovery and rebuilding. CERT will leverage myriad independent strands of curriculum, equipment and resources MCSC has woven together over the past 16 years to form the foundation of its community emergency response training program, e.g. certification in lead and asbestos removal, wastewater treatment and storm water management, hazard identification and communication, medical surveillance and CPR/First Aid, pesticide application and hazardous waste operations, confined space entry, competent person duties and trenching-excavation, site work and construction basics, heavy operating equipment and Class D and Commercial Drivers License preparation.. The vocation-specific content provides the core knowledge and credentials required for community emergency preparedness, response, recovery and rebuilding from incidents at a local, state, national and even international level, and is sufficiently extensive and varied to permit students to ultimately focus on one or more paths that reflect their real-life experiences and personal beliefs. The CERT curriculum will combine classroom education with field-based experiential learning where students master the knowledge and skills at real projects.

An individual who responds to an emergency or natural disaster must possess specific credentials and proficiencies. Each strand of the CERT curriculum will require the student to demonstrate mastery of the content area. The mastery will capitulate in an annual full-scale terrorism response training exercise with area agencies and first responders. The level of mastery for several content-area strands is objectively set by a third party that awards the certification, license or other credential. The State of Wisconsin establishes the minimum requirements for the student to attain a driving license, commercial driving license, lead abatement certificate, asbestos abatement certificate, etc. Similarly, the Occupational Safety and Health Administration sets the standards for certification in Hazardous Waste Operations and Emergency Response (29 CFR 1910.120). Typically, the local, state or federal agency responsible for administration of the credentials requires students to demonstrate field-based competency as well as completion of a final exam with a set passing score. CERT will integrate the content and field-based competency into its core curriculum to provide a seamless transformation of students who acquire the respective credentials necessary to participate in emergency response or natural disaster recovery.

The environment for homeland security is constantly changing. First responders and disaster recovery personnel use state-of-the-art technology to sample, monitor, analyze and predict. CERT will utilize MCSC's technology resources to provide students with training opportunities specific to vocational credentials, e.g. monitors for medical surveillance, air respirators for entry into hazardous environments, etc. CERT students will also be able to access several agencies and companies with whom MCSC partners for supplemental technology resources and field equipment. For example, the Metropolitan Milwaukee Sewerage District facilitates training and calibration with 5-gas combustible gas indicators; Sigma Environmental Services hosts training exercises for students to use groundwater sampling equipment. The City of Milwaukee Health Department facilitates access to X-Ray Fluorescent guns to identify lead-based paint hazards. MCSC offers CERT students use of its handheld GPS unit to map environmental hazards in the community.

The 9<sup>th</sup> grade foundation skills will center on emergency preparedness; the 10<sup>th</sup> grade core content will focus on emergency rescue; 11<sup>th</sup> grade content will thematically address emergency recovery; and 12<sup>th</sup> grade content will prepare students for rebuilding communities affected by emergencies or natural disasters. Thematic and third-party curriculum content will be integrated into the subject courses of English, Math, Science and Social Studies, Foreign Language, and Mental and Physical Wellbeing to ensure compliance with the MPS learning targets and DPI State Standards. Content and lesson plans will satisfy the requirements to attain MPS learning targets and DPI State Standards.

All students will participate in a cohesive advisory lecture and then do individualized projects aimed at hitting the MPS learning targets and DPI State Standards.

When students have zero high school experience they will be considered a 9<sup>th</sup> grader and must complete (or have transferred in adequate and satisfactory correlations) before they will be promoted to the next set of courses. Students will "hit" learning targets in their curriculum levels and must finish all of them before moving on to the next curricular cycle.

#### Methods of Instruction

CERT will incorporate a mixed instructional method because we believe that it is truly beneficial to learn core ideas and receive background foundation knowledge as a group and then be able to break apart to do their individual assignments on the subjects at hand.

In the morning students will take part in the community Pick Me Up (staff announcements/presentations and teambuilding activities) and then proceed with their small group advisory (less than 15 students) to discuss content related to the core subjects. In the afternoon students will use what they have learned previously to complete individualized projects aimed at hitting learning targets.

CERT understands that learning does not take place in the classroom alone. Instead, on Tuesdays and Thursdays students will take what they learned in the classroom and from doing projects and apply it to a real world internship.

### Special Needs Students

At CERT, students with disabilities will receive special education and related services to address needs based on their IEPs, respectively. CERT is committed to giving students with special needs the opportunity to achieve to the best of their ability by providing supports, instructional strategies and assistive technologies that will foster learning by a variety of learners.

Individually each student has to be looked at holistically. Every student's work will be documented and reviewed quarterly when updating their Individualized Education Plan (IEP) with their IEP team. IEP teams include the student themselves, parents/guardians, the internship mentor and advisor.

## ASSESSMENT PRACTICES

### Forms of Assessment

CERT students will be assessed in three major ways:

- Through their work done in class
- Through their work done on their individual projects
- Through their work done while on their internships

Students will be graded authentically on work done in class, individual or group projects, presentations, and their internships in the following ways:

- Educational Advisor Observations and Assessments
- Internship Mentor Observations and Assessments
- Peer Assessments
- Self Assessments
- Individualized Education Plan (IEP) Learning Team Assessments

### Student Project Protocol

Students will work individually and in small groups depending on the given project. To work on an individualized or group project outside of class a student must:

- Submit a proposal outlining the project and how that correlates with their academic objectives.
- Complete measurable work towards the project and maintain a timeline of completion.
- Present the project's findings to the school community, their advisory or during a public exhibition.

### Grading System

Educational Advisors and Internship Mentors will use a combination of assessments, rubric, and proficiency evaluations to determine the level of student understanding. Students work will be characterized as being one of the three:

- Proficient: Student exceeds expectations
- Competent: Student meets expectations
- Insufficient: Student needs work to meet expectations

Every week Educational Advisors will assess the students in their advisory, taking into account:

- Work completed in class
- Progress and advancement of individualized projects
- Behavior
- Completion of their daily log of activity and future planning tasks
- Internship performance (after consulting with the Internship Mentor)

For each of these categories a rubric of 1-10 will be assigned with a total of 50 points each (10 points per category). Students receiving a 75% or less will trigger an official educational advisor inquiry that could possibly lead to a parental conference.

### Promotion Requirements

Students will not be promoted to the next class in the series if they do not pass its prerequisite. Students will not enter the next grade unless they have truly earned it by proving to their educational advisor that they know and fully understand the material. Students must pass the following classes at CERT:

#### 9<sup>th</sup> Grade: PREPAREDNESS

English 1  
Math 1  
Social Studies 1  
Science 1  
Foreign Language 1  
Mental and Physical Well Being 1  
Learning Through Internship 1  
National Incident Management System (NIMS) I  
FEMA 21-Hour Training  
Hazardous Waste Management (29CFR1910.120)  
Community Emergency Response Training  
NOAA Call-Alert Technology  
Public Health  
Marketing and Graphic Design

#### 10<sup>th</sup> Grade: RESCUE

English 2  
Math 2  
Social Studies 2  
Science 2  
Foreign Language 2  
Mental and Physical Well Being 2  
Learning Through Internship 2  
NIMS II  
Field Sampling and Monitoring  
GIS/GPS Mapping  
Field Surveying  
Driver's Education  
Blueprint Reading  
Patient Care and Bedside Manner

#### 11<sup>th</sup> Grade: RECOVERY

English 3  
Math 3  
Social Studies 3  
Science 3  
Foreign Language 3  
Mental and Physical Well Being 3  
Learning Through Internship 3  
National Incident Management System (NIMS) III  
Confined Space Training  
Hazardous Materials Shipping & Handling  
Small Engine Repair  
Computer Aided Design  
Wastewater Management  
Civil Air Patrol Cadet Certification  
International Travel

#### 12<sup>th</sup> Grade: REBUILDING

English 4  
Math 4  
Social Studies 4  
Science 4  
Foreign Language 4  
Mental and Physical Well Being 4  
Learning Through Internship 4  
NIMS IV  
Powered Industrial Truck Operation  
Commercial Driver's Education  
Flatwork Concrete/Air Hammer Use  
Lead-Safe Worker Certification  
Flagger Certification  
Competent Person Training  
Landscaping & Pesticide Application

### Graduation Requirements

In addition to completing the curriculum seen above, students are required to satisfy the following additional requirements for graduation:

- All students will have completed the above curriculum with a “competent” level.
- All students will demonstrate proficiency in formal and informal assessments based on standards.
- All students will participate in four years of internship opportunities.
- All students will participate in one yearly community service project.
- All students will create a community service project.
- All students will present their work at the quarterly public exhibitions.
- All students will complete an autobiography that will be 75-100 pages in length.
- All students will update their transcript narratives for their portfolio quarterly.
- All students, by the end of the 12<sup>th</sup> grade, will have a complete portfolio showcasing their work, classes they took and things they accomplished to use in further educational or employment opportunities.
- All students will have completed a combination of four college visits and informational interviews.

### Standardized Testing

- In the ninth grade students will take the Terra Nova Reading and Math, as well as the EXPLORE test that is the first of two tests mandated by the City of Milwaukee to identify students not ready for the ACT.
- In the tenth grade students will take the WKCE, as well as the PLAN test that is the second of two tests mandated by the City of Milwaukee to identify students not ready for the ACT.
- In the eleventh grade students will take the TerraNova Reading and Math, as well as take their first attempt at the ACT.
- In the twelfth grade students will take the TerraNova Reading and Math and if necessary, take their second attempt at the ACT

### Homework

Students will receive homework and are expected to complete all assignments. Students are encouraged to seek assistance on assignments from teachers during class, after school, during advising periods or during other free periods. All students will have an opportunity to participate in an after school program where they maybe do their homework and, if a student is having difficulty in any subject, they can see help from a subject area teacher or tutor.

## DISCIPLINARY PROCEDURES

### Expectations

The students of CERT High School are expected to conduct themselves in a manner that is becoming of an adult. To be a truly cohesive community that sends successful young men and women into the world everyone—staff and students—must work to promote a holistically healthy school culture. For students this means supporting one another, rather than tearing each other apart and working to create a positive environment. For staff this means modeling good behavior and enforcing the CERT High School Codes of Excellence.

### Codes of Excellence

The CERT Codes of Excellence are split into three categories (Academic, Respect and Behavior) and are as follows:

#### The Code of Academics

- Students must use their own work and not plagiarize the work of others. This means copying things directly from other students, writers, websites, etc.
- Students will participate and contribute in group lectures and to class discussions.
- Students, during individual work time, must complete their work without disrupting the work of others in their area.
- Students will limit distractions during group and individual lessons. This includes no food or drink during group or individual instruction.
- Students must keep a daily log of their activities, assignments and tasks that need to be completed.

#### The Code of Respect

- Students will have respect for each other and for staff members. This means:
  - No fighting
  - No stealing
  - No physical or verbal abuse
  - No threatening behavior
  - No harassment of any kind
  - No vulgar language or language that could be deemed damaging towards another individual
- Students will have respect for the school and other students' personal property. This means:
  - No vandalism to any school property. This includes walls, bathrooms, textbooks, desks, computers, etc.
  - No vandalism to other student's personal items.

#### The Code of Behavior

While on school property, attending school events or representing CERT to the community CERT students will not:

- Possess illegal drugs or alcoholic beverages
- Carry weapons of any kind

- Wear gang-related items or clothing
- Gamble
- Bring cell phones, beepers, or electronic devices unless prior arrangements have been made with an advisor.
  - A good reason must be present and the student must have permission in writing from his/her advisor.

### Consequences and Process

CERT understands that high school students make mistakes and therefore will give them the chance to make amends with the school community when they do wrong whenever possible. Every student must be treating the same...

#### **Step 1: Discussions and Counseling to Improve Behavior**

- a. Verbal warning with consequences that will be attached if action continues
- b. Written warning detailing consequences deemed appropriate for retribution of action
  - \*Can be given by Principal, Advisors, LTI Coordinator or LTI Mentor
  - \*Must be documented and placed in file
  - \*Student must return a copy of written warning/consequences with parent/guardian signature and complete retribution items before deadline or face further consequences.
- c. Meeting with Advisor to discuss actions and lack of completion
- d. Principal Intervention Meeting
- e. Parental Intervention Meeting
  - \*Will include parent/guardian, student, principal, advisor, and if applicable special education instructor
- f. Actions completed or possible suspension

#### **Step 2: Suspension**

- a. Can only be assigned by the principal or principal designee
- b. Will be 1-3 days based on the severity of the action
- c. Student will meet with the Principal or principal designee to:
  1. Discuss allegations
  2. The role the student played
  3. His or her defense
  4. Principal or principle designee's decision
    - \*if suspended the Principal or principal designee must create a document that the student will take home and be sent to the parent/guardian. The Principal will also call the parent/guardian to make sure they received the document and understand the part they play in the student returning to school. This document will also become part of the student's school records.
- d. Students can appeal the suspension with the Disciplinary Committee
  - \*The disciplinary committee will made up of two CERT advisors, two CERT parents and a community member. If the student is under the direction of the Special Education teacher, this individual will be asked to advise the committee and sit ex-officio.



\*The committee's ultimate goal is to keep the welfare of the child and school in mind. They are to come to decisions by consensus whenever possible, but in times of disconnect will refrain to the democratic voting decision making process.

### **Step 3: Expulsion**

- a. Can only be called for by the principal or principal designee
- b. Only reserved for criminal acts or serious breach of school rules
- c. Students will be assigned a 15 day suspension while parents/guardians are contacted and a hearing set (in correlation with state statutes 119.25 and 120.136).
- d. Pre-expulsion hearing conducted by the Disciplinary Committee
  1. The Principal must present documentation of student actions leading up to the call for expulsion.
  2. Student must present his or her side and give reasons for why the actions took place. The student, if desired, is allowed legal counsel.
  3. Disciplinary Committee will meet to discuss whether or not an expulsion is warranted. Again, if the student in question is under the direction of the Special Education Teacher, this individual will sit ex-officio and provide advice on the matter to the committee. The committee's ultimate goal is to keep the welfare of the child and school in mind. They are to come to decisions by consensus whenever possible, but in times of disconnect will refrain to the democratic voting decision making process.
  4. If the committee finds that an expulsion is not warranted they must also release actions for student improvement and re-entry into the school.
  5. If the committee finds that an expulsion is warranted they will refer their recommendation to the school board for final approval.
  6. The CERT school board will meet and vote on expulsion. They will then decide on the length of the expulsion.

CERT will give students as many chances as possible to rectify their wrongs without endangering the school community and culture. However, there are some infractions that have grounds punishable by expulsion. They are as follows:

- Threat, or actual injury, to another individual (both staff and students)
- Harassment of another individual
- Possession of a weapon
- Possession of alcohol or any controlled substance
- Theft or destruction of property
- Continual obscene, offensive or lewd acts and willful defiance
- Student/parent handbook violation

### Technology Usage

I understand CERT High School's Technology Usage policy including computer use and access to the Internet. The rules include, but are not limited to:

- Do not use websites with profanity, obscene comments, sexually explicit material, expressions of bigotry, racism, or hate.
- Do not use instant messaging systems

- Do not send any messages that contain any personal information (name, address, phone numbers, charge card numbers, social security numbers, etc)
- Do not use the computer to harm others or their work
- Do not damage the computer or CERT's network
- Do not install software, shareware or freeware
- Do not share your password with anyone
- Do not waste disk or drive space
- Do not waste toner/printer paper or use them for personal use
- Do not save non-related school material to your hard drive or network drive.
- Always let your Educational Advisor know if you, by accident, encounter inappropriate materials.
- Always log off your computer when you are not using it

Violation of these policies may result in the following disciplinary actions:

- Suspension from school computers
- Suspension from the Internet
- Suspension from school
- Expulsion from school

CERT High School's Technology Usage policy including tools of the curriculum focus (example: air quality monitor). This means:

- Students will take activities with technological tools seriously
- Students will not vandalize or on purpose break any technological tools

Parents, remember that you are legally responsible for your student's actions. Please stress to your child the importance of following the technology usage policies.

The use of technology is not private and that CERT can monitor use by accessing logs and prior history. In order to use technology students must consent to the interception of or access to all communications that are sent, received, or stored while using CERT technology.

## PARENTAL INVOLVEMENT, RIGHTS AND RESPONSIBILITIES

### Quarterly Individualized Education Plan Meetings

A person of interest in the student's life (parent/guardian/immediate family member)—preferably the same person each time—is required to join their student, his/her educational advisor, internship mentor and Learning Through Internship (LTI) Coordinator in a quarterly learning team meeting to review the student's progress and record future Individualized Education Plan (IEP) benchmarks. CERT understands the various work schedules people have and will work to accommodate them.

### Quarterly Public Exhibitions of Work

Parents are required to attend the quarterly public exhibitions where their student will give presentations on the projects they had worked on that semester. All family members are encouraged to attend and help provide constructive feedback to students based on their presentations.

### Monthly Group Activities

In order to create a true community, students and families must see the school as more than just purely academic. CERT will be a safe place where respect and trust are both given and received. While CERT will promote various events throughout the year that reach out into the community, they will also provide monthly options for getting to know the rest of the members of the CERT community.

Month	Family Activity	Brief Description
August	Welcome Breakfast	The whole family is welcomed to the facility for breakfast and a tour.
September	Open House (week 1)	Families can visit the school to get a glimpse of their students first pieces of work.
	Muffins for Mom (week 2)	Mom can drop student off, eat a muffin and join their child for the Pick Me Up.
		*The Pick Me Up is first thing every morning and revolves around announcements and community-building exercises.
	Doughnuts for Dad (week 3)	Dad can drop the student off, eat a muffin and join their child for the Pick Me Up.
	Grandparents BBQ (week 4)	Held on a weeknight right after school in a local park-staff, students and grandparents will BBQ/share experiences.
October	Drug Awareness Pancake Breakfast	Families, students and staff will gather to discuss drugs and the paths it can lead you down.
November	Cultures Museum Night	Each student will be assigned to make an "exhibit" of a culture they are unfamiliar with and display it for visitors.
December	Holiday Secret Santa Party	Families, students and staff will gather to celebrate the holiday. *If they choose to do so, participants can bring a gift from the dollar store wrapped and join the raffle.
January	Spaghetti Supper	Families, students and staff will gather to celebrate the students' achievements thus far.
February	Books and Movies Night	Students will watch a movie with their parents that they read together during the Literacy Circle.
March	Parents in Sneakers	Students can bring their parents to school. Parents will be expected to complete assignments as their child does.
April	Art and Poetry Slam	Students will share their talents in the art and literature fields.
May	Choices for Change	Families will choose a volunteer activity to participate in to aid the community.
June	Real Life Fair	Students will research jobs they would like to have and make an exhibit for it. Also, parents will volunteer to come in and speak about their careers.

### Volunteer Opportunities

Parents and guardians are welcomed in the school at any time to observe or share their strengths with CERT students. This includes, but is not limited to: joining the disciplinary committee, event planning, joining the Parent Teacher Organization, being an internship mentor, conducting facility maintenance, delivering adult education, coaching athletics, community organizing, tutoring or chaperoning an outing.

### Parent Teacher Association

Parents and guardians will be encouraged to join the CERT Parent Teacher Association which will consist of CERT parents and staff. This association will act as a bridge between parents and staff where they will get to know one another and share information to build a better school.

### Confidentiality

Student records are confidential and will only be disclosed as needed and allowed under 118.125 (a), Wisconsin State Statutes. Therefore, parents may only access records about their own child and in the case where more than one child is involved in a record, the record must be separated out.

### Parent Rights to Student Records

Parents and guardians have the right to:

- examine and receive copies of all official school records pertaining to their children
- receive regular reports of their child's absence, academic progress, and social progress
- request and be granted conferences with CERT staff to receive explanations of curriculum, evaluation, testing, homework, discipline or student progress

### Parent Complaint Procedure

CERT is committed to working closely with parents and guardians to resolve issues and concerns in a way that is mutually agreeable. If at any time a parent or guardian feels their concerns about their child's achievement or a school policy are not being addressed, they should use the following steps to resolve the concern, question, or problem that needs attention.

**STEP 1:** Contact the educational advisor or staff person by phone or in writing. If there is a serious issue, parents/guardians may wish to schedule a meeting.

**STEP 2:** If after discussion no resolution has been reached, or if further discussion is desired, then the CERT Principal should be contacted.

**STEP 3:** If resolution of the issue is still not reached, contact the school for the name and phone number of the Chair of the Board of Directors.

## EMERGENCY AND OUT OF THE ORDINARY PROCEDURES

### Emergency Procedures

CERT staff will be trained in appropriate emergency procedures in, but not limited to: fire, tornado, student violence and natural disaster.

In the event of an emergency all staff, students, and visitors are required to complete an orderly and safe evacuation of the classrooms and building. Staff and students will practice the safety plan and will meet in the pre-assigned areas and will remain there until all students are accounted for and instructed to move to another location.

### Medical Consent

The permission form, found at the end of this manual, grants CERT permission to care for your child in the case of an emergency.

### Medication Policy

A parent or guardian will advise the school administrative office when the parent wishes medication to be administered to a student while at school.

A student who has a parent's written authorization may bring medication to school and take it during school hours. The student should not possess more than one day's supply of medication. Students who suffer from asthma or other respiratory illnesses that require the medicinal use of inhalers may carry and use inhalers for self administration during the school day.

A short-term prescription (not to exceed 10 days) shall be in the original labeled container with the student's name, doctor's name, name of medication, amount and frequency of dosage, date of filing, and prescription number. A parent shall submit a written request to the school office that school personnel administer the medication.

For long-term medication needs, written statements addressed to the CERT Principal shall be requested of:

- the family physician who shall state the necessity of said medication and how it will be given during school hours
- the parent/guardian of the student who shall request school personnel to administer medication as prescribed by the physician.

The parent shall request the physician to prescribe a duplicate container of the medication for the school. The pharmacy shall label the container to include the student's name, doctor's name, name of the medication, amount and frequency of dosage, date of filling, prescription number, and telephone number of pharmacy.

A daily log for each medication administered by school personnel shall be kept including the date, name of the student, name of medication, dosage, and name of the person who administered the medication.

A thirty day supply medication is the maximum amount to be stored at school. All long-term medication authorization shall expire at the end of the school year. The physician and a

parent/guardian shall notify the school when there is to be any change in the administration of the medication.

CERT shall maintain a master list of students who are to take medication at school, including the student's name, name of medication, and amount and frequency of dosage. The list shall be kept current and reviewed periodically.

School personnel may administer non-prescriptive medication with the written authorization of a student's parent or guardian. Parents/guardians shall inform school personnel of the name of the medication, dosage, time to be administered, and the reason for the administration. The quantity of non-prescriptive medication stored at school shall not exceed ten days.

All parental and physician requests shall be kept as part of the student file for one year after graduation. All medication must be kept in a locked area.

#### School Closing

CERT may close schools for a full or part of a day because of inclement weather or emergency conditions. When such conditions exist, the principal will make the official decision concerning the closing of CERT facilities. When it becomes necessary to open late or release students early, school officials will notify local television and radio stations as soon as a decision has been made.

#### Visitors

Parents/guardians are always welcome to visit the school. In order for visits to be productive, parents are urged to make an appointment with the staff member whom they wish to see. Otherwise, visitors will be limited to persons on official business. Relatives and friends of students may not attend school with them. All visitors are to obtain visitors' passes by checking in at the main office.

## GENERAL SCHOOL INFORMATION

### School Daily Structure

#### MONDAY/WEDNESDAY/FRIDAY

- 7:30-8:30            **Staff Arrival and Daily Preparation**
- Extra time with students by appointment/documentated in IEP
- 8:30                    **Student Arrival**
- 8:30-9:00            **Pick Me Up**—everyone in school gathers to hear and give announcements. Group/team/community building activities and both student/staff presentations can also take place at this time.
- 9:00-12:00          **Group Instruction**—at this time advisors will gather their students (no more than 15) and give lectures on main points of each of the core subjects Math, English, Science and Social Studies as well as foreign language, health/physical education, and electives. The core courses will have a first responder-focused spin whenever possible. Advisors will also use the time to help the students to develop ideas for their correlated individualized projects.
- 12: 00-12:30        **Lunch**
- 12:30-1:00          **Literacy (M/F Literacy Circle, W Silent Reading)**—at the beginning of each quarter an advisor will choose a book to read with some students. Students will then have the opportunity to choose the group they want to be in. On Wednesdays students will read a book of their choice.
- 1:00-3:00            **Individualized Projects**—at this time students will have the opportunity to work on their individualized projects to meet MPS/DPI learning targets. Students will be asked to meet with their advisor daily at this time to talk about what they're doing and how they're progressing.
- 3:00-3:15            **Documentation of Time**—Students must reflect in a journal what they learned that day as well as how they used their individual project time effectively. They will also plan activities for the next day's individual time that will help them achieve their final completion goals.
- 3:15                    **Reminders and Dismissal**—Meeting, for even a brief moment, allows the students to both start and end as one cohesive unit which is important for group dynamic and school culture.

\*\*Staff would be on the clock until 4 and will attend meetings aimed at professional and school development. Good teachers use time effectively. Therefore when meetings are not scheduled

during the after school block of time they will be expected to work on and creatively edit their lesson plans, as well as help students, by appointment and in correlation with their IEP.

### **TUESDAY/THURSDAY**

Students will participate in their internship all day. Advisors typically visit the sites and see them in action. It is still a good idea to have everyone meet (Pick Me Up) and end for the day (documentation of time, reminders) to create consistency in the school culture.

### School Yearly Calendar

The school calendar has not been set yet. However, the following dates will be observed:

Tuesday September 2, 2008	School Begins
Thursday November 27, 2008	No School—Thanksgiving
Friday November 28, 2008	No School—Thanksgiving
Wednesday December 24, 2008	No School—Christmas Break
Monday January 5, 2008	School Resumes
Monday January 19, 2007	No School—Martin Luther King Jr. Day

*Orientations, conferences and meetings will be placed into this matrix before completion.*

### School Staff

CERT School Staff has not yet been hired, but names and basic information will be added here.



**PARENT/GUARDIAN ACKNOWLEDGEMENT SIGN-OFF SHEET FORM**

*Please fill out this form and hand it in along with your student's application materials.*

Name of Student: \_\_\_\_\_

Name of Parent (s) or Guardian (s): \_\_\_\_\_

CERT High School expects parents and guardians to commit to attending four (one per quarter) individualized education plan meetings aimed at discussing your student's progress and strengths, as well four (one per quarter) public exhibitions showing your student's work. CERT understands parents are busy, but also recommends attending the monthly family activities.

I, \_\_\_\_\_, as a parent/guardian who is committed to the educational  
(Parent/Guardian)  
development of \_\_\_\_\_, will take part in my student's education by  
(student name)

attending their four yearly (once per quarter) education plan meetings, as well as their four (once per quarter) public exhibitions of their work. I acknowledge that I have read, understand and will/help my student abide by this handbook's policies and procedures.

\_\_\_\_\_  
(Parent/Guardian Signature)

\_\_\_\_\_  
(Date)

Listed below are ways in which you could offer your abilities, interest and time to CERT and its students. Check any that apply.

- Member of the Disciplinary Committee
- Event Planner
- Parent Teacher Organization
- Internship Mentor
- Tutor
- Outing/Event Chaperone

- Facility Maintenance
- Conduct adult education (job skills, etc)
- Coach an athletic team
- Community Organizer
- Other: \_\_\_\_\_

**STUDENT ACKNOWLEDGEMENT SIGN-OFF FORM**

*Please fill out this form and turn it in along with your application materials.*

Student Name (Please Print): \_\_\_\_\_

I have submitted proof of my 8<sup>th</sup> grade graduation.

I have submitted proof of my City of Milwaukee residency.

I have attended at least one new student orientation meeting.

I have written a one page paper or letter stating why I want to attend CERT and why I think it is a good fit for me.

I have attended or set up a meeting with a CERT Educational Advisor to assess my fit within the school.

I agree to follow all of the guidelines, rules, policies, and procedures of CERT.

I have read the entire Parent/Student Handbook and understand it. If, I had any questions I have asked an Educational Advisor for clarification.

I have signed the technology usage form.

I am clear of what is expected of me while I am on school property, attending school events, at my internship or while representing CERT to the community.

\_\_\_\_\_ (Student Signature)

\_\_\_\_\_ (Date)

**EMERGENCY CONTACT FORM**

Student Name \_\_\_\_\_  
(Last) (First) (MI)

Address \_\_\_\_\_  
(Street) (City) (State) (Zip)

Emergency Contact Name \_\_\_\_\_  
(Last) (First)

Relationship to Student \_\_\_\_\_

Work Phone: ( \_\_\_ ) \_\_\_\_\_ Home Phone: ( \_\_\_ ) \_\_\_\_\_

Emergency Contact Name (2<sup>nd</sup>) \_\_\_\_\_  
(Last) (First)

Relationship to Student \_\_\_\_\_

Work Phone: ( \_\_\_ ) \_\_\_\_\_ Home Phone: ( \_\_\_ ) \_\_\_\_\_

Preferred Local Hospital \_\_\_\_\_

Insurance Company \_\_\_\_\_

Insurance Policy Information \_\_\_\_\_

*Comments (Please include any medical or personal information that an emergency care provider would need to know. You may also list further contact information.)*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## TECHNOLOGY USAGE FORM

I understand CERT High School's Technology Usage policy including computer use and access to the Internet. The rules include, but are not limited to:

- Do not use websites with profanity, obscene comments, sexually explicit material, expressions of bigotry, racism, or hate.
- Do not use instant messaging systems
- Do not send any messages that contain any personal information (name, address, phone numbers, charge card numbers, social security numbers, etc)
- Do not use the computer to harm others or their work
- Do not damage the computer or CERT's network
- Do not install software, shareware or freeware
- Do not share your password with anyone
- Do not waste disk or drive space
- Do not waste toner/printer paper or use them for personal use
- Do not save non-related school material to your hard drive or network drive.
- Always let your Educational Advisor know if you, by accident, encounter inappropriate materials.
- Always log off your computer when you are not using it

I understand that that violation of these policies may result in disciplinary action taken against me, including but not limited to:

- Suspension from school computers and the Internet
- Suspension or expulsion from school

I understand CERT High School's Technology Usage policy including tools of the curriculum focus (example: air quality monitor). This means:

- I will take activities with technological tools seriously
- I will not vandalize or on purpose break any technological tools

Parents/Guardians, remember that you are legally responsible for your student's actions. Please stress to your child the importance of following the technology usage policies.

I understand that the use of technology is not private and that CERT can monitor my use by accessing logs and my prior history. I consent to the interception of or access to all communications I send, receive, or store while using CERT technology. As a user of technology resources I understand the policy listed above and in the student handbook. I realize that failure to follow this policy can result in consequences.

\_\_\_\_\_  
Date                      Student Last Name (print)                      First Name                      MI

I agree to let my child use the technology resources:    \_\_\_\_\_ YES                      \_\_\_\_\_ NO

\_\_\_\_\_  
Parent/Guardian Signature                      Student Signature                      Educational Advisor Signature

**ATTACHMENT T**

**IDEA POLICIES**

# CERT IDEA Policies and Procedures Manual

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## BACKGROUND

CERT is committed to serving students in the City of Milwaukee, including those with disabilities. CERT is required as a public school to comply with federal and state (Wisconsin Act 28) special education laws and regulations.

For charter schools, the federal laws and regulations that have most relevance for implementing special education are the Individuals with Disabilities Education Act (IDEA), the Elementary and Secondary Education Act (ESEA) re-authorized as the No Child Left Behind Act (NCLB), Section 504 of the Rehabilitation Act of 1973 (504), the Americans with Disabilities Act (ADA), and the Family Education Right and Privacy Act (FERPA).

Section 54 specifically prohibits discrimination solely on the basis of disability to public and private programs and activities that receive federal financial assistance. These civil rights laws apply to youth who attend charter schools as well as conventional public schools. The 2004 amendments to, and reauthorization of, IDEA continued to affirm that students who attend charter schools are covered under the law. The law makes specific references to charter school—children with disabilities who attend public charter schools and their parents retain all rights under IDEA. Charter schools are included in the definition of an LEA when they are established as LEAs by state law. A charter school that is its own LEA is responsible for ensuring that the requirements of IDEA are met unless state law assigns that responsibility to some other entity. Charter schools that are LEAs cannot be required to join with other LEAs to establish joint eligibility for funds. Charter schools that are their own LEAs are specifically included in eligibility to access the resources of an LEA risk pool for high need children with disabilities. To this end, CERT has initiated discussions with the Milwaukee-area collaborative of charter schools to become a participant and to access collective resources to effectively serve students with special needs.

The Milwaukee Community Service Corps (MCSC) has a history serving the needs of students with physical, emotional and cognitive disabilities. MCSC's all-deaf crew is an example. CERT recognizes the individuality of each student and will develop a personal education plan to help students achieve their academic, creative and vocational goals.

### **LEGAL IDENTITY**

The exact nature of a charter school's identity relative to special education is critical because the Local Educational Agency (LEA) has many more programmatic and financial responsibilities. The State of Wisconsin entrusts LEAs to educate its children, i.e. states typically assign the responsibility to LEAs to provide a free and appropriate public education. LEA status also determines how funds for special education will flow to the charter school.

The LEA status of a charter school determines its relative position within the public education system. The state charter school law or other state policy that is legally binding assigns the LEA status. An LEA is typically defined as an entity that has responsibility for the education of all children who reside within a designated geographical area of the state. Charter schools do not completely fulfill the definition because they are schools of choice and have responsibility only for students who are enrolled in the school. However, IDEA specifically includes charter schools in the definition of a LEA. As a LEA, CERT has full responsibility for providing special education services.

### **FUNDING AND REPORTING REQUIREMENTS**

Special education services will be funded from the per-student dollar allocation, categorical reimbursement and IDEA flow-through funds. Charter schools that operate as a LEA are specifically included in the eligibility to access the resources of a LEA risk pool for high need children with disabilities.

CERT will be responsible for reporting Local Performance Indicators as required by the Wisconsin Department of Public Instruction, and for completing a budget application to secure IDEA funding resources. CERT will focus particularly on the Indicators that apply to high school students with disabilities.

### **SPACE AND FACILITIES**

CERT's facility will comply with the Americans with Disabilities Act (ADA) and will be characterized by modifications that reflect universal design principles to allow full access and visitability for all people. Based on student enrollment levels, CERT intends to construct a new facility that is fully ADA-compliant. In the event enrollment levels are lower than anticipated, CERT will implement building improvements over a 3-5 year period as necessary to ensure the facility is visitable and accessible to individuals with a disability.



## HUMAN RESOURCES

At CERT, students with disabilities will receive special education and related services to address needs based on their IEPs, respectively. CERT is committed to giving students with special needs the opportunity to achieve to the best of their ability by providing supports, instructional strategies and assistive technologies that will foster learning by a variety of learners. The CERT general education teaching staff will be joined by a licensed special education teacher (0.5 FTE) to collaboratively deliver special education services. A Special Education Service Coordinator (0.1 FTE) will also be available on staff to collaborate with the school administrator and teaching staff to support all students with disabilities. CESA I will provide services required by students as noted in their IEPs, e.g. occupational and physical therapy, school nursing or health services, consulting services, etc. CERT will contract with a licensed school psychologist and a licensed diagnostic special education support teacher who will design a process for the referral and identification of students with disabilities. The school psychologist and diagnostic teacher will also perform necessary diagnostic services for initial and recurrent student evaluations. CERT intends to contract with this team two days every month. During those days, the team will be located on site. In addition to caseload services, the team will provide professional development on IDEA, consultation to staff on special education service delivery, and address special education an Section 504 issues related to CERT students.

## IDENTIFYING STUDENTS WITH SPECIAL NEEDS

Prior to student enrollment, CERT staff will contact school counselors, special education teachers and student services faculty to identify at-risk students and students with special education needs who may be interested in attending CERT. When a student is enrolled in CERT and a disability is suspected by a parent or guardian, teacher, administrator or other school staff member, the following steps will be taken:

1. Parent, teacher, or administrator will notify special education teacher and/or special education coordinator of student and suspected disability;
2. Special education coordinator, in consultation with the school psychologist and diagnostic teacher, will initiate diagnostic testing (parent/guardian must approve testing);
3. Initial IEP meeting is held;
4. IEP team discusses testing results and determines if student qualifies for a disability designation;
5. If student qualifies for a disability designation, the IEP team will determine appropriate services and write the initial IEP.

When a student does not qualify for IEP status, as deemed by a disability, but continues to have special needs, structures will be implemented to provide appropriate support. Each student will have an individualized education plan that addresses student academic strengths and challenges, individual student goals and benchmarks, and instructional strategies and techniques that are evaluated to be most helpful relative to the student learning style. CERT special education staff will collaborate with classroom teachers for implementation of respective instructional techniques, modifications and accommodations to differentiate instruction.

A variety of assistive technologies will also be available for all students to access the curriculum. Electronic and web-based reading programs, dictation programs, books on tape, outline programs and graphic organizers, and a variety of portable reading devices will be available for student use. These technologies allow all students to access grade-level curriculum in a way that best serves respective learning needs.

## **STRUCTURES AND STRATEGIES TO SERVE STUDENTS WITH SPECIAL NEEDS**

Since inception, the Milwaukee Community Service Corps has been serving young adults with special needs. Nearly 80% of MCSC's students have a disability. MCSC differentiates its curriculum, modifies its instruction and uses alternative assessment approaches to accommodate the learning goals of its students in a fully inclusive environment. Alternative assessments include mastery-level/competency-based grading and project evaluation, e.g. students demonstrate set-up and take-down procedures to satisfy the Lead-Safe Worker Certification; students don and doff Level A and Level B chemical protective clothing to demonstrate proficiency under 29 CFR 1910.120. Instructional strategies incorporate best teaching practices, e.g. previewing units, graphic organizers, self-questioning, partner reading, reciprocal reading, visual imagery, connections to student contexts, etc. Curriculum content and lesson plans are designed to respond to multiple intelligences through the use of concrete materials and manipulatives, picture communication cards, songs/music, games and sponge activities, and story webs. Examples of accommodations include reading assessments orally to students, adapted formats of assessments, and reduced numbers of items on assessments.

The Big Picture model also allows for better opportunities for students with special needs. It allows the advisor to work with the student on a consistent basis and to formulate projects around the knowledge and learning objectives that will successfully transition the student to post-secondary employment or education. The student is assessed authentically with portfolios, exhibitions and oral presentations. MCSC espouses the philosophy that every student has the ability to learn and serve a vital role in the community.

For students with disabilities, CERT will be an excellent school for students to develop while receiving the support and mandated services they require. The IEP team determines the appropriate services with the goal of placement in the least restrictive environment possible. The amount of time each student participates within the general curriculum and away from the general curriculum is determined by the IEP team based on each student's individual needs. Appropriate services for students with disabilities must be based on student-specific service needs in areas that include academics, emotional/behavioral and communication. To meet adequately serve the student-specific needs, CERT will provide a variety of models for students to access services. Students with special needs are provided with specialized instruction in the areas of need indicated by the IEP team. Students will access services on a continuum from small group instruction, to inclusion with resource support, to full inclusion with teacher consultation. During content area classes, students will be able to receive instruction within the general classroom setting or in a separate resource setting based on the student's individual needs. When determined necessary by the IEP team, students with greater instructional needs can also access additional academic and strategy instruction services during labs, independent study time, or after school. While CERT seeks to include students in the general curriculum to the greatest extent possible, specific placement within the continuum of service delivery will be determined by each student's individual needs and IEP.

Additionally, a variety of assistive technologies will be available to facilitate inclusiveness for students with disabilities within the general curriculum setting. Students will have access to computers books on tape, computerized reading programs, and dictation programs to assist students to reach their highest potential.

### **IEP COMPLIANCE FOR STUDENTS WITH SPECIAL NEEDS**

Every student's IEP will be updated annually, and more frequently if a member of the IEP team requests a review or revision of the existing IEP benchmarks and milestones. Members of the IEP team include the student, parent or guardian, special education teacher, general education teacher, LEA, related service providers, and any other individuals invited by the parent/guardian or the school, e.g. advocates. The IEP team determines the type and amount of services needed for the student, and students are given a service level designation based on the number of hours of service necessary per week. Additionally, every three years the IEP team is required by law to conduct a re-evaluation of the student's qualification for a specific disability designation.

If a student with a disability is challenged by behavioral issues, the special education teacher will initiate a Functional Behavioral Analysis (FBA) that will provide the IEP team with insight into the causes and triggers for the behavioral issues manifesting within the student. The IEP team will meet and discuss strategies and structures that may be implemented to support positive replacement behaviors. The information is compiled into a Behavioral Intervention Plan (BIP) that articulates the instructional strategies and individuals responsible for implementing the strategies to attain replacement behaviors. The BIP also indicates a plan of action in the event of a crisis for the student. The FBA and BIP are means for staff to support the student to be able to participate to the greatest extent possible within the inclusive, general education environment.

The special education teacher will be responsible for conducting the annual IEP meeting for each student, ensuring participation by all IEP team members, and ensuring the IEP goals are being implemented so the student receives the level of services specified in the IEP. The special education coordinator is responsible to ensure the IEP is compliant with legal requirements, and to ensure the special education teacher is providing appropriate services and supports for each student.

### **CURRICULUM AND ASSESSMENT**

A student with disabilities who attends CERT will be provided with instructional strategies, modifications and accommodations that permit the student to progress appropriately in the standards-based general education curriculum alongside non-disabled peers, and to progress at a rate sufficient to achieve IEP benchmarks and milestones. Charter schools are subject to the same Title I accountability requirements as other public schools and are required to participate in the Wisconsin Department of Public Instruction's assessment system for public schools. The participation of students with disabilities in these assessments is enforced through IDEA, and requires the following:

- i. Students with disabilities must be included in state and district-wide assessment programs with appropriate accommodations if necessary;
- ii. Alternate assessments must be provided for those students who cannot participate in state and district-wide assessment programs, even with accommodations;
- iii. The IEP for each student with a disability will specify how the student will participate in state assessments.

### **NON-ACADEMIC ACCOMMODATIONS FOR STUDENTS WITH SPECIAL NEEDS**

CERT is establishing a “community contract” where students and staff agree to relate to each other, the school, and the greater community with respect, trust, honesty, fairness and kindness. A community contract committee, consisting of five students and five staff members will conduct a hearing when a major violation of the community contract occurs. This procedure of peer-mediation and diplomacy will follow the nationally recognized Youthbuild model, and provide each committee member with the opportunity to provide input into the discipline process. It will also serve as a venue for the student offender to discuss the incident in a juried environment.

In the wake of the Milwaukee Community Service Corps’ policies and procedures for inclusiveness and respect, CERT will establish an inclusive culture that allows for differences in learning styles, academic ability levels, and individual behavioral needs. MCSC and CERT espouse the philosophy to support each student based on individual student needs. To support students with special needs, each teacher will be cognizant of respective student learning styles, and needs for support. Staff will be informed and aware of the respective behavioral strategies and accommodations required to support students and minimize specific behavioral disruptors. Additionally, each student will participate in an advisory group and spend individualized time with a designated advisor. The relationships will provide students with the supports and structure to feel safe and included in the school community.

### **SERVICE PROVISION**

CERT will designate a LEA representative who will review the service provisions in each respective IEP of all incoming students identified with a disability under IDEA. The LEA representative will attend all IEP meetings to ensure the recommended services for students with disabilities can be delivered at CERT.

CERT teaching staff, in conjunction with the special education teacher, will deliver special education services. CESA I will provide related services that are required by the IEP, including occupational and physical therapy, school nursing and health services, consulting services and other related services required by the respective student’s IEP.

### **PROFESSIONAL DEVELOPMENT**

The designated LEA will attend monthly meetings of the Regional Service Network (RSN), a CESA I network of local directors of special education. The RSN disseminates information about special education best practices, legal requirements, and professional development opportunities. Participation by the CERT LEA representative will ensure the representative has access to current information. The CERT special education teacher will attend CEA I professional development training and other classes, conferences and forums considered necessary to ensure the CERT staff are adequately meeting the needs of students with disabilities. CERT will seek input from its consultants on additional professional development activities related to IDEA, consultation on the delivery of special education services, and other information related to the implementation, compliance and oversight of special education and Section 504 service provision.

**ENGLISH LANGUAGE LEARNERS**

A plan has been developed and will be perfected to assist students whose primary language is not English.