



Charter School Review Committee

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January 4, 2010

TO: Common Council President Willie Hines
Steering and Rules Committee members

FROM: Howard Fuller, chair
Charter School Review Committee

RE: Recommendation for approval of charter school status of King's Academy

At its most recent meeting, the Charter School Review Committee determined that King's Academy's charter school application met all of its fiscal, operational, and educational standards. Following is a summary of their application.

Mission

The mission of King's Academy is to educate all children by promoting academic excellence with a curriculum that will motivate, educate and elevate them to become productive citizens.

Person seeking to establish the charter school

Joseph Moore, the Chairman of the Board of Directors of King's Academy School, is seeking to establish a Charter School, located at 7798 North 60th Street, Milwaukee, WI 53223.

Organization Summary

The charter school planning group is made up primarily of members of the board, administration, and teaching staff at King's Academy Christian School, currently operating at the proposed location and participating in the Milwaukee Parental Choice Program. According to their attorney, King's Academy will "change its status from that of a corporation organized and operated for religious, educational and charitable purposes to that of a corporation organized and operated solely for educational and charitable purposes as a nonsectarian charter school." This change satisfies both state and federal law about charter schools being nonsectarian in nature.

King's Academy Christian School serves 175 students in grades K4-8. The projected enrollment for the charter school, King's Academy School, in 2010-2011 school year is 193 students with the goal of reaching facility capacity of 200 students in 2011-2012

academic year. The school's business plan is attached and includes a market analysis, budget, and budget assumptions for the upcoming three years.

Educational Program

King's Academy's curriculum is designed to serve students in grades K4-8. The instructional program reflects the characteristics of the school's community and focuses on enhancing the intellectual, physical, emotional and social development of the students. Through the teaching and learning program, all students are engaged in rigorous and challenging instruction and are expected to perform at the highest level of their academic ability.

The curriculum addresses each student based on their individual academic needs and offers them multiple opportunities for success. The instructional program will give students the tools necessary to become productive citizens and lifelong learners. The teachers are trained in a variety of teaching methods such as differentiated instruction, team teaching, whole group instruction, small group instruction, direct instruction, individualized instruction, cooperative learning and whole language.

The curriculum includes reading, writing, languages arts, math, social studies, science, foreign language, physical education/health, art and music. King's Academy also integrates technological, library and character building skills in all areas of the curriculum.

Additional information about their educational program is attached.

Recommendation

The Charter School Review Committee recommends that the Common Council of the City of Milwaukee approve King's Academy to operate as a charter school authorized by the Common Council of the City of Milwaukee.

The Department of Public Instruction requires "notice" regarding the establishment of a charter school sponsored by the city by February 1. We request that the Common Council approve notification to the WI DPI of the City's intention to establish a City Charter School through a contract with Kings Academy, 7798 North 60th Street, Milwaukee, WI 53223.

The CSRC will bring the contract before the Common Council following final negotiations.

Business Plan

Kings Academy Business Plan 2010 – 2013 School Years

Executive Summary:

Formerly known as King's Academy Christian School, King's Academy was founded in 1999 by Rev. John W. McVicker, Sr. as a private, tuition based school affiliated with Christ the King Baptist Church. As King's Academy restructures as a charter school, it will remain located in the same community and will retain its original value of community service and high moral standards for its students. The school will continue to be housed in its state of the arts facility on the northwest side of Milwaukee.

King's Academy is located at 7798 North 60th Street in Milwaukee, Wisconsin. The school is housed in the 60,000 square foot Quality of Life Center (QLC) owned and operated by the Christ The King Development Corporation. The QLC has a full size gymnasium, library multi-media center, multi-purpose room, fitness center, art and science labs as well as a game room. The state of the art computer lab has 22 computers including one with the capability to train and instruct the entire class. The 24 classrooms are utilized by not only King's Academy, but also by the Samaritan Project Inc., a non-profit after school tutorial program. The Village Clinic which is a community based health and wellness center and the King's Cuisine Community Café is also housed in this facility.

Over the next three years, the staff of King's Academy will remain committed to educating all students to the highest level of academic achievement regardless of family background, socioeconomic level or gender. The school believes that all children can learn and demonstrate mastery over traditional subject matter such as English, Mathematics, Science and Social Studies. Staff will provide a rigorous academic program in a caring and nurturing environment. The staff at King's Academy will motivate, educate and elevate all students by promoting academic excellence and by enhancing their ability to function in society. As we move forward, we will increase professional development options for all staff. The professional development needs will be identified during each year through school improvement planning, monthly staff meetings, individual conferences, monitoring conferences, walkthroughs, surveys and data analysis.

King's Academy's will continue to provide an integrated literacy program across the curriculum that is designed to serve students in grades K-8. The instructional program reflects the characteristics of the school's community and focuses on enhancing the intellectual, physical, emotional and social development of the students. This program is aligned with the Wisconsin Department of Public Instruction standards for curriculum as well as the state assessments.

Working collaboratively, we will increase parental involvement and promote partnerships while expanding the social, emotional and academic growth of our students. The staff believes that parents are an important part of their children's lives and must contribute to their academic success.

Kings Academy will continue to prepare our students to be responsible citizens, critical thinkers and life-long learners.

Mission:

The mission of King's Academy is to educate all children by promoting academic excellence with a curriculum that will motivate, educate and elevate them to become productive citizens.

Organization Summary:

King's Academy currently serves 175 students in grades K4-8. The projected enrollment for the 2010-2011 school year is 193 students ultimately reaching its maximum capacity of 200 students by the 2011-2012 academic year. The staff currently consist of one Principal, one part-time Assistant Principal, three Office Staff, one Food Service Manager, ten Classroom Teachers, one Reading Intervention Teacher, one Art Teacher, one Gym Teacher, one Music Teacher, four part-time Teacher Assistants and one Librarian. Additionally, we have an ongoing partnership with Aurora Health Care, Inc. who provides one onsite nurse.

Our goal as a charter school is to add additional personnel as outline in the table below.

2010-2011 - Year One Additions	Special Education Resource Teacher (Part-time) Professional Development New Curriculum Transportation
2011-2012 -Year Two Additions	Curriculum Generalist Special Education Resource Teacher (Full-time) Spanish Teacher Teacher Assistant
2012-2013 - Year Three Additions	No Additions

As we move forward, we will increase professional development options for all staff. The professional development needs will be identified during each year through school improvement planning, monthly staff meetings, individual conferences, monitoring conferences, walkthroughs, surveys and data analysis.

King's Academy will continue to be governed by 12 board members from a variety of educational backgrounds and professional community service organizations. The board plays an integral role by providing their knowledge and expertise regarding the educational issues and operational procedures of the school.

The Parent Teacher Organization will continue to collaborate with the school and board in providing input and feedback that will promote a strong relationship between home and school.

Market Analysis Summary:

King's Academy will continue to accept and serve all students regardless of race, ethnicity, socioeconomic status, sex, religion, national origin, pregnancy, sexual orientation, physical, emotional or learning disability and all other At-Risk students. Admission requirements are described in the Parent/Student Handbook.

To ensure a racial and ethnic balance our marketing strategies will continue to include all City of Milwaukee residences. Our marketing strategies will focus on advertisement such as newspapers, radio, flyers, networking, using the internet, and an informative website to support our efforts.

To achieve excellence in education, the parents will motivate, students will participate, teachers will educate, as we all work together to elevate.

KING'S ACADEMY SCHOOL					
3 YEAR PROJECTED BUDGET					
2010-2013					
	09-10	2010-11	2011-12	2012-13	
	Operating	Projected	Projected	Projected	
	Budget	Budget	Budget	Budget	
Student Count	184	193	200	200	
Per Pupil Revenue	6442	7775	7775	7775	
Revenue					
Per Pupil Revenue	\$ 1,110,601	\$ 1,500,575	\$ 1,555,000	\$ 1,555,000	1
Private Pay	19,500	-	-	-	
Scholarships from Ctk	15,000	-	-	-	
Lunch	2,992	2,992	2,992	2,992	
Lunch - Free & Reduced	71,560	71,560	71,560	71,560	
Transportation Revenue - MPS	36,935	-	-	-	
After School Program	-	-	-	-	
Donations	10,000	20,000	20,000	20,000	2
Field Trip Revenue	3,000	3,000	3,000	3,000	
Miscellaneous Donations	5,000	5,000	5,000	5,000	
Total Revenue	\$ 1,274,588	\$ 1,603,127	\$ 1,657,552	\$ 1,657,552	
Expenses					
Salaries	\$ 620,680	\$ 718,614	\$ 805,172	\$ 829,328	3
Benefits	175,871	202,252	232,590	267,478	4
Rent	133,872	140,566	147,594	154,974	5
Classroom Materials	28,000	45,000	30,000	30,000	6
Property Insurance	13,050	14,355	15,791	17,370	7
Lunch Program (Food/Milk)	34,831	38,314	42,145	46,360	8
Office Supplies	10,000	13,000	13,000	13,000	
Technology Upgrades	9,000	9,000	9,000	9,000	
Audit Fees	11,700	13,700	13,700	13,700	
Telephone	1,983	1,983	2,181	2,399	
Advertising	1,000	1,000	3,000	3,000	
Transportation Expense	128,507	141,358	155,494	171,043	9
Dues & Subscriptions	500	500	1,000	1,000	
Professional Development	500	30,000	30,000	30,000	10
Consultant Fees	23,000	23,000	40,000	40,000	11
Postage	2,500	2,500	2,500	2,500	
Interest Expense	3,000	3,000	2,000	1,000	
Miscellaneous	8,050	8,050	8,050	8,050	
Total Expenses	\$ 1,206,044	\$ 1,406,192	\$ 1,553,218	\$ 1,640,202	
Net Income before Debt Service	\$ 68,544	\$ 196,935	\$ 104,334	\$ 17,350	
Debt Service Estimate	30,000	60,000	50,000	-	
Net Income after Debt Service	\$ 38,544	\$ 136,935	\$ 54,334	\$ 17,350	
Depreciation Expense Estimate	\$ 17,000	\$ 15,000	\$ 13,000	\$ 11,000	

King's Academy School

3 Year Budget Projections

2010-2013

Budget Assumptions

The assumptions outlined below are based in part on historical (actual) data and an estimated inflationary increase.

1. Per pupil revenue for the 2009-10 operating budget is for 164 full-time equivalent students and 14 part-time equivalent students (K4 at 60% of per pupil allocation). There is a 5% projected increase for the 3 years projected ending with the 2012-2013 academic year.
2. Unrestricted donations from Christ the King Baptist Church and its church members to be used for general operations.
3. Increased salaries by an average of 5% in year one (higher wage increase due to the freeze in salaries for the 2009-10 academic year). Salary expense for year one also incorporates the reinstatement of wages for personnel that incurred a reduction in pay in the 2009-10 academic year. Increased salaries by 3% in years two and three. Salaries also increased in year two by additional staffing as outlined in business plan.
4. Increased benefits by an average of 15%.
5. Increased rent by an average of 5%.
6. Includes purchase of new curriculum for the 2010-2011 school year.
7. Increased property insurance by 10%.
8. Increased lunch expense by 10%.
9. Increased transportation expense by 10%.
10. Increased funding for professional development for staff.
11. Increased consulting fees for special education services.

Additional Educational Program Information

SECTION II: EDUCATIONAL PROGRAM

Description of Educational Program

King's Academy, formerly known as King's Academy Christian School, was founded in 1999 by Rev. John W. McVicker, Sr. as a private, tuition based school affiliated with Christ the King Baptist Church. Although, King's Academy will be restructured as a charter school, it is located in the same community and has retained its original value of community service and high moral standards for its students. The school is housed in a state of the arts facility on the northwest side of Milwaukee.

Our purpose is to prepare our students to be responsible citizens, critical thinkers and life-long learners by providing an integrated literacy program across the curriculum. This program is aligned with the Wisconsin Department of Public Instruction standards for curriculum as well as the state assessments.

The staff of King's Academy is committed to educating all students to the highest level of academic achievement regardless of family background, socioeconomic level or gender. The school believes that all children can learn and demonstrate mastery over traditional subject matter such as English, Mathematics, Science and Social Studies. Staff will provide a rigorous academic program in a caring and nurturing environment. The staff at King's Academy will motivate, educate and elevate all students by promoting academic excellence and by enhancing their ability to function in society. The staff will receive ongoing professional development. The professional development needs will be identified during the year through school improvement planning, monthly staff meetings, individual conferences, monitoring conferences, walkthroughs, surveys and data analysis.

Working collaboratively, we will increase parental involvement and promote partnerships while expanding the social, emotional and academic growth of our students. The staff believes that parents are an important part of their children's lives and must contribute to their academic success.

King's Academy's curriculum is designed to serve students in grades K4-8. The instructional program reflects the characteristics of the school's community and focuses on enhancing the intellectual, physical, emotional and social development of the students. Through the teaching and learning program, all students are engaged in rigorous and challenging instruction and are expected to perform at the highest level of their academic ability. The curriculum addresses each student based on their individual academic needs and offers them multiple opportunities for success. The curriculum challenges the teacher to teach to the many different learning styles of the individual learner in the classroom. All students will experience teaching styles they can connect with, whether tactile/kinesthetic, auditory, or visual. Students are encouraged to think and process new information, question new facts and apply new theory. This may be accomplished in several settings including small group, whole group and independent groups. The instructional program will give students the tools necessary to become productive citizens

and lifelong learners. The teachers are trained and use a variety of teaching methods such as differentiated instruction, team teaching, whole group instruction, small group instruction, direct instruction, individualized instruction, cooperative learning and whole language.

READING:

The school will use Houghton Mifflin Harcourt as the core reading series which is a comprehensive integrated curriculum that provides a solid research based literacy program. We utilize a variety of reading materials as a supplement to accommodate different student needs and levels. These needs are identified through a data analysis process and students are grouped according to ability levels. The program includes developing reading skills which includes vocabulary and comprehension. The program also extends students understanding of themes through fiction and non-fiction materials. Teachers supplement this curriculum with the inclusion of novels and other resources that are age appropriate. The supplementary materials are designed to be an interdisciplinary and integrated learning experience. The staff will receive ongoing professional development to address the needs of the students and provide intervention strategies to promote student achievement.

MATH:

The school will use Houghton Mifflin Harcourt as the core math curriculum which focuses on building concepts which strengthen mathematical skills and understanding through objects, drawing conceptual language and real world situations. Utilizing supplementary materials, students will continue to develop their mathematical skills through charts and graph reading, geometry and measurement. The upper grade level students will receive challenging and comprehensive instruction in Algebra. The staff will receive ongoing professional development to address the needs of the students and provide intervention strategies to promote student achievement.

SCIENCE:

In K4-2nd grades the school will use Houghton Mifflin Harcourt as the core science curriculum which is theme-based, aligned with the reading series. In grades 3rd – 8th the curriculum is a skill-based program designed to help students understand essential scientific concepts and the scientific method. It provides hands on activities and experiments which enables students to increase their knowledge and understanding of the scientific process. The staff will receive ongoing professional development to address the needs of the students and provide intervention strategies to promote student achievement.

SOCIAL STUDIES:

The school will use Houghton Mifflin Harcourt as the core social studies curriculum. The curriculum focuses on building skills to help students demonstrate and understand the history of the world, political freedom, patriotism, character building and principles of human nature. Students will also develop an understanding of Wisconsin history and the history of the United States with emphasis on people and events that shapes the character of America. The goal is to

develop an awareness of the community, other cultures and how they relate to one another so that students will learn how to become productive citizens. The curriculum will expose students to the community and the world and how they are interdependent, as they influence people's lives. The staff will receive ongoing professional development to address the needs of the students and provide intervention strategies to promote student achievement.

FINE ARTS:

The Fine Arts curriculum, through literature and various cultural expressions, will teach students to develop an appreciation for art/music. The goal is for students to develop a love for art and music which will allow them to express themselves in a positive creative manner.

PHYSICAL EDUCATION/HEALTH:

The Physical Education/Health curriculum will teach good health habits, physical fitness and good physical hygiene. The goal is to help students become healthy and physically fit in mind, body and spirit.

FOREIGN LANGUAGE:

The Foreign Language curriculum will teach students how to speak and write in a second language. The goal is to prepare them to communicate effectively in a global society.

TECHNOLOGY:

Technology will be integrated in all curricula areas to prepare students for the 21st century. Kings Academy provides students with a state of the art computer lab that will enhance their Reading skills using the Accelerated Reading Program and develop skills in word processing and research. Students will be taught to navigate through various search engines.

LIBRARY/MULTIMEDIA CENTER:

The library/multimedia center will empower students to be both critical thinkers and creative producers of messages using image, language, and sound. It will be utilized to not only support the curriculum, but equip the students to think critically about, and express themselves through the media that defines them. The center houses diverse curriculum, various multimedia material such as magazines, audio visuals, fiction, non-fiction, reference and professional materials. There are numerous Caldecott and Newbery award winning books that serve children in various grade levels. Library skills are integrated in the instructional program.

ASSESSMENT PLAN

King's Academy uses a variety of data to assess students' academic performance. At the beginning of the school year students are assessed to identify grade level skills which will ensure that instruction will meet the needs of individual students. Formative assessments are used on a regular basis by teachers to ensure student mastery of the material. These assessments include unit tests, quizzes, homework, analysis of student work samples, observation, projects, Jerry Johns Reading Verification, and Iowa Tests of Basic Skills. The school recognizes that the current assessment does not include the requirement of The City of Milwaukee Charter Review Committee, but is prepared to implement any additional assessment required. The components of the formal assessment plan are as follows.

Jerry Johns Verification Reading is a comprehensive reading assessment that is administered by the classroom teacher. This assessment will measure students' qualitative ability to recognize words, read paragraphs, follow directions, retell stories and to judge student knowledge of literacy concepts. This test is administered three times during the school year to verify students reading level.

King's Academy's Benchmark Assessment System is a comprehensive, literacy standard based reporting tool designed specifically to measure, manage and maximize student achievement at the local school level. It allows the school to support a local formative assessment system, taking multiple measures of student performance based on standards throughout the school year. Teachers use the results to identify student's weaknesses, both at the individual and the whole class level. This assessment allows the teachers to view a snapshot of the areas in which their students are secure in skills and those areas where further instruction is needed. To assess student progress tests are provided at the end of each chapter which allows teachers to design instruction that meets the needs of the student. King's Academy's Benchmark Assessment System and Checklist Tool will be developed and implemented by 2010.

Iowa Test of Basic Skills (ITBS) The Spring of 2004, was the first year that students in grades 3, 4, 5 were administered the ITBS. Presently, all students in grades K5-8th are required to participate in the ITBS annually. Three of the fundamental purposes for using this test are:

1. To identify students' areas of relative strength and weakness in subject areas
2. To monitor year to year growth in the basic skills.
3. To describe each student's developmental level within a test area.

Wisconsin Knowledge and Concepts Examination (WKCE-CRT): We will begin to use the WKCE assessment in the fall of 2010. This annual assessment measures achievement in reading, language application, mathematics, science, and social studies using multiple choice and short answer questions. Students will also, provide a rough draft writing sample. It will be used for advancing students from fourth to fifth grade and from eighth to ninth grade.

This information will help to determine student's progress and specific areas of instructional focus. The above assessment results on King's Academy's academic performance will be reported to the Charter School Review Committee.

Other Accountability Measures

Teacher Student Parent Satisfaction Survey (TSPSS): The school measures parent satisfaction on an annual basis. These results are analyzed by the school's leadership team to identify areas of improvement and to develop strategies to address these areas. A staff and students satisfaction survey will be developed and implemented by the 2010 school year to also identify areas of improvement and satisfaction.

Participation in Parent/Teacher Conferences: King's Academy reports on student's progress four times per year. Parents/guardians are encouraged to discuss student's progress at any time during the year, but two specific periods are designated for Parent/Teacher Conferences. The goal of the school is that all parents participated in these discussions. For parental involvement data for the last four years see **Attachment P**. Each classroom teacher is required to have a sign-in sheet for parents. These sheets are tabulated and kept on file in the office.

Parent Involvement Activities: Kings Academy provides several opportunities for parents to become actively involved in their child's education throughout the school year.

- Family Night
- Spaghetti Dinner
- PTO Activities
- Prom Night
- Holiday Events
- Field Trips
- K4 Parent Outreach Activities

The Academy expects at least 70% of the parents to participate in 70% of the activities for the year. At each event parents are required to sign in and attendance is tabulated and kept on file in the office. We believe that parent plus staff working together equals success.