

PROMISE ACADEMY

Alternative Charter School

Opening July 2023

Serving 11 through 17 Year-Old Students (6th-12th Grades) from Across Idaho while Receiving Services at the IYR Residential Center for Healing and Resilience
28371 El Paso Road, Caldwell, Idaho 83607



- ♥ 64 beds serving over 100 kids per year
- ♥ Year-round school
- ♥ Individual and group therapy options
- ♥ Dining hall and indoor/outdoor recreation spaces
- ♥ Health center
- ♥ Aftercare for kids and families

Contact Information

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Non-Discrimination Statement

Promise Academy does not does not exclude, deny benefits to, or otherwise discriminate against any person on the grounds of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, marital or family status or on the basis of disability in admission to, participation in, or receipt of the services or benefits of any of its programs and activities or in employment therein, whether carried out by Promise Academy directly or through a contractor or any other entity with whom Promise Academy arranges to carry out its programs and activities.

This statement is in accordance with the provisions of Title VI of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; the Regulations of the U. S. Department of Health and Human Services issued pursuant to the Acts, Title 45 Code of Federal Regulations Part 80, 84, and 91; Title IX of the Education Amendments of 1972; and the Regulations of the U. S. Department of Education, Title 34 Code of Federal Regulations Part 106 and The Individuals with Disabilities Education Act of 2004.

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EXECUTIVE SUMMARY

Idaho has only one Psychiatric Residential Treatment Facility (“PRTF”), a non-hospital facility providing inpatient care to youth under 21 and on Medicaid, serving a limited number of 13–18-year-old girls (no boys). The other 35 PRTFs authorized to treat these Idaho youth are in other states, forcing hundreds of Idaho families to send their children out-of-state for life-saving treatment each year, adding to the child’s trauma and decreasing family engagement during treatment. The Idaho Youth Ranch (“IYR”), in partnership with this proposed charter school - Promise Academy, offers a solution to this challenge: the Residential Center for Healing and Resilience (“Residential Center”) located on IYR’s 258-acre Hands of Promise Campus. IYR is currently constructing the Residential Center, including the Education Center that will house Promise Academy. Promise Academy will serve the fifty to sixty youth, ages 11-17 residing at the Residential Center at any given time. Youth will typically reside at the Residential Center, and enroll in Promise Academy, for 6-9 months. Because students will enroll - and disenroll - on a weekly basis, coinciding with the start and completion of their treatment, Promise Academy will serve 100-120 students over the course of a year. Promise Academy is proposed as an Alternative Charter School with a year-round calendar. Given the highly individualized needs of the students Promise Academy will serve, establishing Promise Academy as a mission-specific charter school, rather than temporarily placing these youth in the traditional education system where the Residential Center is located, best sets these youth up for educational and life success.

Promise Academy’s **educational program** acts as an extension of the Residential Center and is designed to meet the specialized needs of these at-risk students: (1) Mastery Based Individualized Learning Plans: Promise Academy will utilize research-based assessments upon enrollment to customize each student’s individualized learning plan. (2) Blended Learning: Promise Academy will provide a combination of direct small group instruction, guided independent study, and supervised online coursework. (3) Life Skills: Promise Academy students will learn new skills, routines, and habits to prepare them for educational success as they return to their home school. (4) Post-Enrollment Continuity and Support: Students will exit Promise Academy with a Next Steps Learning Plan shared with their home school team. (5) Year-Round: Promise Academy will operate year-round (See Draft Calendar in Appendix F) with a daily schedule closely integrated with the treatment environment.

Promise Academy’s **student outcome expectations** include: Promise Academy will conduct baseline academic assessments for grade level standards proficiency, and performance grade level equivalency. Students will be progress monitored during their time at the academy. Students will either maintain proficiency on state assessments or meet trajectory growth goals set by the state of Idaho.

The Board of Promise Academy will hire a qualified education professional to serve as the School Leader. IYR has committed to employ the School Leader for a one-year 'Planning and Start-Up' period (July 2022-June 2023) prior to Promise Academy opening in July 2023. Promise Academy is **organized and structured** under the Idaho Nonprofit Corporation Act. Promise Academy is incorporated and registered with the Idaho Secretary of State as a nonprofit entity in good standing. Promise Academy is governed by a volunteer Board of Directors pursuant to the Articles of Incorporation and Bylaws filed with the Idaho Secretary of State.

MISSION AND CORE VALUES

Promise Academy will fulfill its educational mission in close partnership with the Idaho Youth Ranch (IYR), Idaho's largest state-wide nonprofit, as detailed throughout this Petition and pursuant to a Memorandum of Understanding between Promise Academy and IYR. Given Promise Academy's close relationship with IYR, following are the mission statements for Promise Academy and Idaho Youth Ranch:

School Mission Statement: United with the Residential Center team we nurture academic growth for our youth on their journey to hope, healing and resilience.

IYR Mission Statement: We unite for Idaho's youth by providing accessible programs and services that nurture hope, healing, and resilience.

Core Values Shared by IYR and Promise Academy

Core Values of IYR and Promise Academy: (1) Relationships are the foundation; (2) Commitment to our mission unites us; (3) Growth is always possible; (4) Compassion is our lens; (5) Transparency makes us stronger; and (6) Joy sustains us.

EDUCATIONAL PROGRAM

Educational Philosophy

Promise Academy is founded on the belief that youth in residential treatment should have access to an exceptional, individualized educational experience designed to meet each student's unique needs and situation. High quality education fosters the development of self-regulatory, relational, and cognitive skills, and is empowering. Because Promise Academy is specifically designed to serve these youth, it will meet their educational needs while also supporting and enhancing their therapeutic goals. Finally, Promise Academy will also actively work to prepare students for continued educational success as they leave the Residential Center and return to their home school and home life.

Promise Academy will operate with four guiding principles:

Principle 1 Promise Academy will engage youth residing at the Residential Center with a specialized education program and experience tailored to meet their individual needs and the youth will participate in academic goal-setting. Promise Academy will reflect the practices of youth-guided and family-driven care that is in place at the Residential Center. A complete array of educational opportunities will be available. Families will be invited and encouraged to spend time in their youth's classroom.

Principle 2 Promise Academy will provide the skills, tools, plans, and supports these vulnerable youth need in order to meet longer term academic (and life) goals once they return to their home schools.

Principle 3 Promise Academy's educational programming will be thoughtfully integrated into each student's therapeutic treatment and schedule. Students must be making therapeutic progress (feel safe, be stable, trust adults/teachers) for learning to occur.

Principle 4 Promise Academy, along with the Residential Center, will be integrated with the Middleton area community through strong partnerships that open many campus features and opportunities to students of the Middleton School District. Likewise, Promise Academy/Residential Center youth will have opportunities to participate in community activities and events. Staff will work to identify community resources, educate them about the youth in the program and the role of the community resource in their treatment, and establish mutually agreeable expectations for youth in the program to access their resources, whether individually or for group activities. Promise Academy's students and the community will benefit from these partnerships and shared experiences.

Student Academic Achievement Standards

Promise Academy staff will create an Individualized Learning Plan (ILP) for each student which will include a plan for earning credits or credit recovery, as appropriate given each student's unique situation and anticipated period of enrollment at the Academy. Baseline assessments will be conducted to determine proficiency at grade level and grade level performance equivalency. Proficiency assessments will include the Shortened Interim Comprehensive Assessment (SICA) and Interim Block Assessments (IBA) provided by the State of Idaho. These assessments will determine a student's baseline level of grade level proficiency, and will also be used to determine growth toward mastery of state standards. The SICA assessment will be given as a baseline and exit, with the IBA's given at 90 day intervals during the students' time at the Academy. Promise Academy will use these performance level assessments to determine a student's current grade level performance and to identify gaps in learning. An assessment tool such as Mobymax will be used in the classroom to monitor progress toward filling in learning gaps. As part of its disenrollment process, as students return home, Promise Academy will communicate each student's ILP, SICA/IBA data, performance level data, credit completion or progress toward credit completion and general class level performance will be communicated with their home school. Promise Academy will also share suggestions for interventions to ensure continued success.

Key Design Elements

The Core Aspects of Promise Academy's Educational Program were developed based on the specific educational needs of students receiving treatment at the Residential Center. Team members from IYR, collaborated with charter schools serving residential facilities from across the country to identify best practices. Based on these efforts over the past two years, the following Core Aspects of Promise Academy's educational program were developed:

(1) Blended Learning: Promise Academy will provide a combination of direct small group instruction, guided independent study and supervised online coursework. Students will participate in cross-curricular and cross grade level instruction as part of the regular instructional program. Peer tutoring and peer mentoring will be embedded in the instructional program of Promise Academy. Educational staff will work with the program staff in the school to implement social emotional learning. Staff will be trained to understand relevant science, such as the sequence of engagement, and the importance of building in self-regulation activities so that academic learning can proceed. Staff will be aware of the individual plans for the youth and implement social-emotional interventions in the plan that will help the youth in their academic pursuits.

(2) Mastery Based Individualized Education: Each student will have the opportunity to learn content at a pace that makes sense to them. Promise Academy will utilize research-based assessments upon enrollment to customize each student's learning plan. By offering individualized, differentiated learning plans to each student, students will have the opportunity to master content they already know, focus on skills and standards they are learning, and to evidence mastery of standards through formative and summative assessments. Grade level core

instruction and intervention instruction will be provided as necessary according to the assessment data. Each student will have access to caring, engaging instructors and staff members who understand trauma informed education. The academic program will work closely with the therapeutic program to ensure that students are fully supported and receive a seamless learning experience. Physical education, art, music, drama, shop, outdoor experiential learning, and other electives will be integrated into the curriculum. Some of these classes will integrate therapy with instruction, for example drama, music and art therapies. Content experts and specialized instructors, psychoeducational therapists, and facilitators will be contracted as needed to provide such academic enrichment opportunities. Special school events will be planned in conjunction with youth achievement in these elective pursuits, for example theater performances, student concerts, etc.

(3) Life Skills to Carry Forward: Promise Academy will help students build the mindsets, skills, and attitudes that enable them to succeed in school and in life. Students will learn to understand themselves, connect with others, and work together. Specific skills for operating within a school environment will be taught, practiced and progress monitored. Standards and expectations for student behavior will be crafted with student input where appropriate. Prevocational training opportunities will be provided as part of the classroom program. These will synthesize classroom learning with work opportunities on campus and in the community. These will simulate a real-world work experience, helping the youth to learn the basic skills needed in any employment situation; punctuality, following supervisor instructions, getting along with co-workers, completing assigned work tasks, asking for help when needed, etc. Community partnerships will be leveraged to create specialized prevocational opportunities.

(4) Post-Enrollment Continuity and Support: Each students' ILP, SICA data, performance level data, credit completion or progress toward credit completion and general class level performance will be communicated with their home school. Suggestions for interventions to ensure continued success will be shared with appropriate staff at the home school as well as parents.

(5) Year-Round Instruction - Daily Schedule to Accommodate Treatment

Promise Academy's calendar and schedule will complement and support the residential treatment program. Promise Academy will operate on a year-round basis with a calendar that corresponds to the scheduling requirements of the therapeutic programming of the residential facility. The children in the residential treatment center will greatly benefit from organization and structure in their day-to-day routine. Traditional public-school calendars are a one size fit most approach. That approach works well in traditional school settings but is disruptive and counterproductive in the unique context of a residential treatment center for emotionally disturbed children. Promise Academy's academic program will be flexible and support the need for students to be scheduled for therapy sessions during the traditional 'school day'. This approach provides the continuity, consistency and predictability needed in the lives of the children in residence, it is critical to have a school seamlessly integrated into the treatment programming.

Curriculum, Tools and Instructional Methods

Academic learning at Promise Academy will be aligned to the Idaho State Standards and will provide highly rigorous, learner-centered, differentiated learning. Promise Academy class size will average fewer than 12 students and courses will correspond with students' individual learning plans (ILP). Under the guidance of the academic/career counselor, students will understand why they are taking particular courses and how the courses are connected to their goals. All highly qualified faculty will be well informed of students' plans in order to support instruction and differentiation. Grade level curriculum in core subjects will be utilized. Promise Academy, led by the School Leader, is undertaking a comprehensive search to determine the best state approved curriculum provider for this application. Promise Academy will select and purchase the curriculum well in advance of serving students in FY24. The chosen curriculum will provide intervention lessons and English Language Learner lessons as support for each unit. Promise Academy will provide access to devices such as chrome books to fully engage with the curriculum. Promise Academy will utilize administrative software to limit the sites students can visit online.

The Academy will utilize a Learning Management System and is currently considering Canvas (or a comparable LMS), to centralize the instructional sites that students visit and provide an electronic platform for turning in assignments. Instructors will house significant portions of instructional materials on this platform. Instruction will be engaging with significant opportunities for hands-on learning. The guiding questions for each lesson will be: How will the students see the lesson? How will they hear the lesson? What will they do with the knowledge they learn? There are many ways to answer these questions, but in answering these questions Promise Academy will ensure that students are staying engaged with the material. The instructional model at Promise Academy will focus on the following elements: Individualized instruction, differentiated assignments and assessments, different expectations for different students even with the same assignment, aligned objectives with different ways of achieving those objectives, and emphasis on personal growth from different starting points.

Strategies for Serving All Students

Promise Academy will be established to serve the education needs of the youth residing at the Residential Center. Promise Academy will be uniquely equipped to serve special populations due to its small student population size, and the resources and staff experience Promise Academy will access through its close partnership with the IYR Residential Center, as well as through hiring a highly qualified, experienced education team at Promise Academy. Promise Academy's year-round calendar expands access to services for all students. Promise Academy recognizes each student's learning path is individual and will serve students with diverse cognitive, physical and social and emotional needs. This will include:

- English Learners (EL).
 - Promise Academy will apply the federal definition of English Language Learner (ELLs) as defined by Title III and IX of the ESEA. The school will use a home-

language survey upon student's enrollment. Students for whom English is a second language will be assessed using the ELL placement test.

- Special Education students with intellectual, social-emotional, and physical disabilities.
 - The Board of Directors will annually adopt the Idaho Special Education Manual with all subsequent revisions. Special education policies and procedures will be developed and implemented in accordance with the mandates of the Individuals with Disabilities Education Act (IDEA), other federal laws, and Idaho state laws. The Idaho Special Education manual will also be used for identifying, evaluating, programming, developing Individual Education Plans (IEP), planning services, discipline, budgeting, and providing transportation for special needs students as necessary. Promise Academy's budget and staffing plan include hiring a highly qualified special education teacher who meets Idaho state requirements. Promise Academy is currently constructing physical facilities that are accessible to all and permit access to students with disabilities. All special education personnel will be selected, hired, trained, and in the classroom by the first day of the school year.

- Gifted and Talented Learners
 - Promise Academy will collect as much academic and behavior data as possible from the home districts of our students. When crafting each ILP, Promise Academy will consider the individual needs of students concerning scheduling and accommodations.

- Students on 504 plans
 - Each student will receive equal access to educational opportunities. All students will learn in the least restrictive environment in the general education classes. Teachers will modify, differentiate, and accommodate for individual students' learning needs, meeting requirements of all 504 plans.

Professional Development Plan

Promise Academy's success depends on a highly trained staff that has expertise in several areas beyond their classroom/subject area training. Instructors and staff will be trained annually on trauma informed educational strategies as well as de-escalation strategies. Instructional staff will receive annual training on engaging instructional strategies as well as effective classroom management strategies. Instructional staff will take all state required literacy, Math, and students with dyslexia trainings. We will explore shared opportunities for professional development with the Middleton District. All instructional staff will create Individual Professional Learning Plans. The IPLP will outline how the teacher/staff member hopes to advance their practice with professional growth goals and a plan for meeting those goals. These goals will connect to the observation and evaluation cycle utilized based on the Danielson Framework as required by the Idaho SDE.

Given Promise Academy's small size - a maximum of 64 students - at capacity, Promise Academy will have a staff of 6. Accordingly, the Academy, and more specifically the School Leader, will develop and implement a highly focused and individualized professional development plan for each educator aligned with the priorities identified above. Further, the School Leader will develop a daily schedule and yearly calendar that includes ample time for planned professional development. By providing high-quality professional development and time for the Professional Learning Community (PLC), teachers will be better able to help all Promise Academy students reach their potential. Promise Academy's PLC time will be used to foster a positive school culture and community of leaders working to improve educational aspirations and achievement for its students.

In addition, Promise Academy staff will participate in training provided by the Residential Center. These trainings will focus on understanding and working with youth with Serious Emotional Disturbances including trauma-informed educational strategies as well as de-escalation strategies, mirroring the strategies used in the Residential Center setting. All staff will be trained in an evidence-based behavior management model and use the approach in individual educationally focused counseling as well as in classroom management. When this model is used in both the Residential Center and Promise Academy, the common language will lend consistency and predictability to the work occurring through more formal therapy services as well as at school, in day-to-day life in the living environment. The skills then carry over at home and in the community.

FINANCIAL AND FACILITIES PLAN

Fiscal Philosophy and Spending Priorities

Promise Academy's philosophy on financial management is to maximize the expenditure of available resources on services and supports that benefit students, while maintaining spending flexibility needed to manage any unanticipated financial events. Promise Academy knows that proper financial stewardship is an essential element of a successful school. Proper financial stewardship begins with prudent and balanced multi-year financial plans, as presented in this Petition. Proper financial stewardship at Promise Academy also includes skilled financial management and oversight, as detailed below.

Sound Understanding of Public Charter School Finances

Through its partnership with IYR and via support from Bluum's Charter School Finance Team, as discussed below, Promise Academy is in the fortunate position of having the support of a deep, experienced finance team - something that would otherwise not be available to a charter school of this scale. Please see Appendix A of this Petition for the Academy's detailed 5-year budget, including cash flows and sources of other funds. Note that, in an abundance of caution, while the

Residential Treatment Center and the Academy have capacity for 64 students, the budget projections are based on an enrollment of 55 students.

It is a significant advantage to the Academy that Bluum has awarded Promise Academy an In-Kind Support Grant that includes substantial back-office support including payroll processing and assistance with annual budget preparation. Bluum is an education-focused Idaho non-profit with a statewide focus on launching and supporting innovative school leaders and school models. You can learn more about Bluum at www.bluum.org. Bluum's Finance Team, led by Bluum CFO Marc Carignan, has a long record of successfully performing back-office financial support services for several Idaho charter schools at no cost to the schools. The Bluum In-Kind Support Grant Agreement is included in the petition in Appendix F.

Promise Academy's partner, IYR, is one of Idaho's largest nonprofit entities and has served youth across Idaho since 1953. IYR will be providing additional accounting and finances support to the Academy. IYR has a strong, experienced finance team that oversees an annual budget exceeding \$31,000,000, including 400+ employees. Included with this Petition is a commitment letter from IYR stating that the IYR finance team agrees to provide fiscal management services to Promise Academy. This commitment will be formalized in the Memorandum of Understanding (MOU) IYR and Promise Academy will enter following Petition approval. The resume of IYR's Chief Financial Officer is included in Appendix C of this Petition. In contrast with the larger IYR entity's scale, Promise Academy is anticipated to have an annual budget of approximately \$650,000 and 6 employees. The IYR team is more than prepared to assist with the management of a budget of Promise Academy's scale and complexity.

In addition to the depth of the IYR finance team, Promise Academy's School Leader will be an experienced public-school administrator who has managed school budgets annually for several years. The School Leader will bring this expertise to Promise Academy and will build on their existing knowledge base by attending trainings and webinars related to Idaho school budgeting and finance.

Promise Academy's Financial Plan submitted together with this Petition was prepared by Bluum and IYR's finance team. The Bluum finance team finds it well reasoned and well supported. The Financial Plan is designed to satisfy, among other financial best practices, the following metrics:

- Ensures timely and accurate reporting of all financial activity as required by federal and state agencies;
- Ensures timely and accurate reporting of all financial activity as required by nonprofit grantmaking organizations;
- Empowers Promise Academy's school leader and board in their financial and operational decision-making.
- Achieve 30 Days Cash on Hand (DCOH) by completion of Year 2.

Transportation Plan

The students served by Promise Academy will live at the Residential Center on the IYR's Hands of Promise Campus. Promise Academy is also located on the Hands of Promise Campus. Because Promise Academy is in the unique position of having the students it serves reside on the same campus as Promise Academy, regular home-to-school transportation services are not required. This situation benefits Promise Academy's financial capacity and, ultimately, the students served by Promise Academy. Specifically, charter schools are reimbursed approximately only 65% of their home-to-school transportation costs, resulting in a significant, annual financial cost for each bus route. The Academy will not incur this annual expense given the unique situation of being located where the students are living. For context, a year-round charter school operating two bus routes would incur approximately \$50,000 in annual out-of-pocket expense. Because the Academy will not incur this annual expense, these funds will be directed toward educational programming.

While Promise Academy will not need to offer daily home-to-school bussing given the school's location on IYR's Hands of Promise Campus, per IYR's commitment letter provided with this Petition, IYR will make available to Promise Academy buses and vans that will transport Promise Academy students for field trips, community events and for other transportation needs of the students. IYR vehicles will be equipped to transport students with special needs. Promise Academy will ensure that any/all applicable transportation needs identified in a student's IEP are met in accordance with the requirements of state and federal law using the best method of transportation. The MOU between IYR and Promise Academy, to be executed following Petition approval and prior to Promise Academy operating, will detail this transportation partnership and support from IYR.

Food Services Plan

IYR will provide all students attending Promise Academy with breakfast and lunch. IYR is currently constructing the Residential Center, including a kitchen and dining hall with capacity to serve daily meals well in excess of the number of students Promise Academy will serve. The Facility Plan section below provides more information, including a diagram, regarding the kitchen and dining facilities IYR is currently constructing and that will serve Promise Academy students.

Similar to other items identified in this Petition, the Academy and IYR will enter an MOU that defines these roles and responsibilities following Petition approval and well in advance of Promise Academy opening its doors to students in July 2023. Also similar to other items in the Petition, the Support Letter provided by IYR includes their commitment to partner with Promise Academy to ensure all students receive meals while attending the school.

Financial Management and Monitoring Plan

The Promise Academy Board of Directors will be responsible for the financial governance and oversight of Promise Academy. The Board's financial oversight duties will be primarily fulfilled by the Board Treasurer Kimberly Thomas, the current Chief Financial Officer of the Idaho Youth Ranch. Her resume is included in Appendix C.

The Board of Directors' role in financial management will include, but not be limited to the following:

Establishment of annual operating and capital budgets;

Long-term financial planning and preparations;

Monthly review of budget-to-actual financial performance providing for adequate oversight of financial performance and the opportunity to adjust expenditures as necessary to ensure operation within budget and monthly bank reconciliation sheet

Monthly review of cash flow projections.

Establishment of internal financial policies consistent with the requirements of state law and Generally Accepted Accounting Principles to provide for adequate financial controls.

Conducting an annual audit of the financial statements through the use of a qualified audit firm.

Approval of all expenditures more than \$10,000.00 coupled with a monthly review of Promise Academy's general register to verify compliance with expenditure-related policies established by the Board of Directors.

Engagement on an as needed basis as determined by the Board of Directors of accounting and/or bookkeeping professionals to meet the needs of Promise Academy in monitoring financial performance and ensuring financial viability and success.

Processes and Procedures to ensure no commingling of funds between IYR and Promise Academy. Promise Academy will maintain all financial records in accordance with Generally Accepted Accounting Principles (GAAP) and will follow all requirements set forth by the Idaho State Department of Education.

The School Leader's Role

The School Leader, with input and assistance from the finance team at Bluum, will develop, and recommend to the Board, an annual budget in accordance with the requirements and timelines set forth by the State Department of Education (SDE). The School Leader be responsible for conducting school operations in compliance with the Board-approved annual budget. The School Leader, with support from IYR's and Bluum's financial teams will track the expenses and keep a ledger using a software program that will be identified during the startup planning year (FY23). The ledger will keep current expenses compared to budgeted expenses A monthly report to the board will be generated. Blank checks will be stored at the financial manager's office in a locked cabinet. Payment of expenses will be made by check. The checks will be printed by the financial manager and sent to the administrator for review and signature. Authorized signatories will be the administrator, the board chair, and the board treasurer.

Purchasing. Subject to the approval of the Board of Directors and the policies and procedures established by the board, the School Leader will develop the procedures for procuring goods and services for Promise Academy. All purchasing procedures will comply with Idaho laws and administrative rules, including competitive bidding.

As noted above, as Promise Academy opens, the Board and the School Leader will have access to both the IYR and Bluum finance teams to provide support with respect to performance of these financial oversight duties.

Facilities Plan - Hands of Promise Campus Overview

Promise Academy has a defined and fully supported facilities plan. IYR is currently constructing a state-of-the art facility that includes Promise Academy, two residential halls with a 64-youth capacity, a wellness center, a welcome center, and a dining and recreation hall. The construction project will be completed ahead of Promise Academy's opening. This construction project adds to the Equine Therapy center and IYR office buildings already located on the campus.

Below is a diagram and narrative summary of the facilities currently under construction, including the Education Center. In designing all facilities on the Hands of Promise Campus, IYR and its partners considered IYR's extensive experience providing treatment to at-risk youth and the team conducted extensive research, including site visits and interviews with similar residential facilities throughout the United States. The underlying design principles IYR developed through these efforts include:

- Safety of residents and staff
- Non-institutional (home-like) look & feel
- Cost effective buildings
- Durable materials
- Connection to outdoors

- Leverage site views
- Keep kids moving
- Preserve programmatic spaces
- Safety & security measures don't impose on design principles
- Connection/interaction with community
- Maximize opportunity for future programs



Two Residential Lodges, each able to accommodate 32 youth in two wings of 16 youth each; each resident will have their own room and the lodges will have areas for group activities and socializing, entertainment, study, communication with home, and simple meal preparation and dining.

Welcome Center for greeting families, intake, orientation, and administrative functions.

Education and Wellness Center for both in-person and on-line education activities, delivery of individual and group therapy, and offices for administrative and support services. The Education Center will house Promise Academy.

Recreation Center for fitness, athletic competition, and group activities.

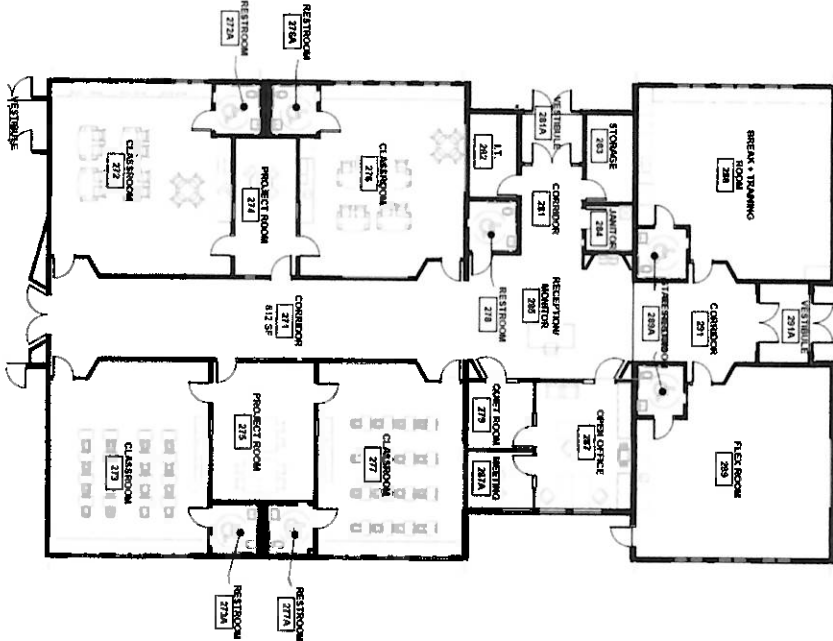
Kitchen and Dining Hall for cafeteria-style mid-day meals and family-style evening meals, for both large and small groups.

Promise Academy Integration into Hands of Promise Campus

By design, Promise Academy is connected to the wellness center, allowing for easy and efficient student access to both therapeutic and educational services. Per IYR's website, "The magnificent 258-acre site near Middleton provides an incredible array of natural habitat and wildlife to help us

create an exceptional environment for healing, including forest, streams, ponds, agricultural land, and open space. Animal husbandry, conservation projects, FFA, 4-H, organic gardening, outdoor challenge courses, camping, and trails for hiking and horseback riding are all part of the plan for the site." Following is an image of the Education Center floor plan.

The Education Center is specifically designed to serve this special population of students and the number of students (maximum 64) that the Residential Center has the capacity to serve. Per the image, the Education Center includes six large classroom spaces, two smaller breakout rooms between classrooms, unisex restrooms in each classroom, and an entry area that includes space for storage, janitorial supplies, and an administrative office. In addition to the facilities specifically designated as the Education Center, students attending Promise Academy will utilize all the facilities and resources on the Hands of Promise Campus while enrolled in Promise Academy, including but not limited to the extensive outdoor spaces and resources, the Recreation Center, and the Dining Hall.



BOARD CAPACITY AND GOVERNANCE STRUCTURE

Strong governance is the foundation for a strong organization and a strong school. Promise Academy has established an exceptional founding Board of Directors who collectively possess a depth and breadth of skills and experiences that will enable Promise Academy to successfully serve this unique student population.

Promise Academy is incorporated as a nonprofit corporation in the State of Idaho and has adopted bylaws that have been reviewed by counsel and determined to be legally compliant and to address

all necessary content. The Board of Directors understands and values the difference between governance and management. Accordingly, the Board will perform the proper functions of governance and will:

- Maintain Promise Academy's vision and mission;
- Establish academic, operational, and financial goals;
- Adopt policies;
- Ensure the financial viability of Promise Academy;
- Hire, evaluate, and determine the compensation of Promise Academy School Leader; and,
- Comply with all applicable laws, including but not limited to laws on public information and open meetings.

The Bluum In-Kind Support Grant mentioned earlier also includes support for Strategic Planning and Governance during FY23 and FY24 to ensure sound financial planning and performance. These support efforts will be led by Bluum's Director of School Strategy and Operations, Keith Donahue. Mr. Donahue is an experienced charter school board member and served as Executive Director of both Sage International School of Boise (980 K-12 students) and Forge International School in Middleton (380 students) for several years. Mr. Donahue has been a valued strategic partner in the drafting of this Petition.

Promise Academy's School Leader will be responsible for implementing operating practices to support Promise Academy's vision and mission, achieve the organization's goals, implement board policies, maintain the financial viability of Promise Academy, hire and manage all other staff, and comply with all applicable laws. The Board will monitor and evaluate how well management is implementing and achieving board policies, goals, and objectives.

Describe Governance Structure

Promise Academy bylaws provide for a Board of Directors comprising no less than 3 and no more than 10 members. The founding Directors are Scott Curtis, Richard Alis and Kimberly Thomas. Each founding Director's qualifications are described in the Board Member Qualifications section that follows. Board members serve staggered, three-year terms, with a limit of two terms. Initial board members are those named in the incorporating documents. Thereafter, board members will be selected by the Board pursuant to a policy developed by the Board. The Board will meet at least 4 times a year, including 1 annual meeting and three or more regular meetings, but may choose to meet more frequently. Board officers are a Chair, Vice-Chair, Secretary, and Treasurer. The Chair presides at all meetings of the Board of Directors and is an ex officio member of all committees. The Chair oversees implementation of board and organizational policies and ensures that appropriate administrative practices are established and maintained. The Vice Chair discharges the duties of the Chair in the Chair's absence and shares other responsibilities as appropriate.

The Secretary provides direction for the keeping of legal documents including minutes of all meetings of the Board. The Treasurer provides direction for the financial management of the organization and helps the Board to meet its financial oversight responsibilities.

Promise Academy's Board of Directors will establish and maintain the following committees:

- **Governance.** Key responsibilities include ensuring all trustees understand their roles and responsibilities, board member recruitment and selection, annually evaluating the full board, individual trustees, and Promise Academy leader.
- **Finance.** Key responsibilities include conducting proper oversight of the financial health of the organization and ensuring compliance with all applicable laws.
- **Academic Excellence.** Key responsibilities include ensuring that the full board and the School Leader have a shared vision of academic excellence and a clear plan to achieve it, and conduct oversight of that plan.

Promise Academy's bylaws allow for the Board to add or modify its committee structure through board policy.

Identify Founding Board and their Qualifications

Promise Academy's Board reflects diverse experiences and skills needed to support the success of Promise Academy. In building the composition of the Board, Promise Academy has considered and will continue to look for Directors with skills and experience in six areas: education, social service, finance, law, real estate, post-secondary preparedness, and residential treatment for youth. In addition, Promise Academy is working to build a board that reflects the diversity of race, ethnicity, and genders of the community served by Promise Academy. Appendix C contains the names and qualifications of each current Director.

Transition Plan - Founding to Operating Board

Promise Academy's Board has been established from the beginning to provide a solid foundation, continuity, and stability for Promise Academy now and for years to come. There will not be a "founding board" that transitions to a "governing board." There is a single, continuous board. Board members will be provided additional training, detailing how to effectively transition from a founding board to a governing board as the Academy prepares to open its doors to students in July 2023. As the school's leadership team is hired and the school becomes operational, the Board is fully prepared to transition into a governing board's oversight role, with the School Leader having responsibility executing the board's strategic and budget plans and managing day-to-day operations. In addition to this training, the Board Policies adopted by Promise Academy will include Governance Policies that outline the Board responsibilities and School Leader responsibilities and clearly define the critical relationship between the Board and School Leader.

None of the founding members of the Board intends to resign in order to apply for a paid position at Promise Academy. Consequently, there is no risk to the Board or Promise Academy of founder's syndrome derailing the governance of Promise Academy.

Promise Academy's Articles of Incorporation and Bylaws are included in this document as Appendix B.

Board Recruitment and Training

Recruitment Approach.

Promise Academy has identified a set of board member qualities, skills, and experience that will enable the school to thrive for years to come, and has been using those attributes to identify, recruit, and select board members. Board members will have diverse backgrounds.

Training Approach.

Promise Academy has relationships with two organizations to provide for ongoing training of board members: Bluum and the Idaho School Boards Association. The expertise of these organizations is complementary: Bluum has Idaho school-specific expertise in the areas of governance and finance for new (launching) charter schools; ISBA has expertise in Idaho school law, policies, and requirements. Promise Academy's Board of Directors will use Bluum's Charter School Governance Guide (<https://www.bluum.org/charter-governance-guide/>) and the Idaho School Board Association's "School Board Professional Services," including its Professional Development Modules and its many resources in its New Board Member Packet: Code of Ethics, Basics of Governance, 8 Characteristics of an Effective Board Member, and more. Both Bluum and ISBA offer board trainings throughout the year, including ISBA's annual 2-day Conference; Promise Academy board members will be encouraged to participate in these training opportunities.

Promise Academy will provide all board members with a 'New Board Member Packet' that will serve as the foundation for on-boarding new board members. New board members will also meet with appropriate school staff to learn the history, educational program, finances, and legal obligations of Promise Academy. The Board will conduct ongoing self-assessments (surveys) that will include opportunities for Promise Academy leader, School staff, and School community to provide feedback to the Board on the strengths and weaknesses of Promise Academy and the Board.

STUDENT DEMAND AND PRIMARY ATTENDANCE AREA

Primary Attendance Area

Promise Academy will serve youth from across Idaho while these at-risk youth receive treatment at, and reside at, the Residential Center. Promise Academy's primary attendance zone encompasses the property of the Hands of Promise campus.

Community Need, Demand, and Market Interest

Promise Academy is established to serve youth from all over the Gem State while these youth reside at the Idaho Youth Ranch Residential Center for Healing and Resilience, typically for a 6–12-month period before returning home. The Residential Center will serve youth who have been determined to have a serious emotional disturbance (SED) which is typically caused by a history of childhood trauma and diagnosed as requiring therapeutic residential treatment. The determination that a youth has a SED has usually led to a situation where a youth is unable to function well in their school and community.

The Idaho Youth Ranch has worked closely with the Idaho Department of Health and Welfare and the State of Idaho Medicaid office to identify the need for the Residential Center to be opened in Idaho. In any given month 6-8 youth are approved for placement in a PRTF in addition to the approximately 120 youth who are, at any given time, already living in a PRTF outside of Idaho. The Idaho Department of Health and Welfare says they could easily fill the Residential Center - and thus the school - and keep it filled indefinitely based on the number of youth in out-of-state treatment facilities and those on the waiting list. The ability to place these youth in a facility and school in their own home state will result in better outcomes for both their mental health treatment and their educational progress. Parent involvement (made more practical and meaningful by proximity) is a top predictor of success in both areas.

Community Partnerships and Local Support

Given the vulnerable, underserved student population the Academy will enroll, the Academy has strong support partners in the community and statewide. Philanthropic leaders across Idaho have contributed over \$27M to establish the Residential Center, which includes the Education Center that will house the Academy. The Middleton School District and the Academy will have a relationship which mutually benefits both the student population and the school staffs. The entities will enter an MOU once the petition has been approved that describes the collaboration in more detail. The Academy has also had conversations with The Peregrine Fund, the Boise Astronomical Society, and the Idaho Stem Action Center regarding providing educational opportunities for students. IYR's current collaborations with the Boy Scouts of America, the Y, Ride for Joy, the Caldwell Night Rodeo and other organizations will also extend to the Academy.

Informing Underserved Students and Families About the Academy

Promise Academy is structured as an alternative school with a focus and mission to serve at-risk students. Promise Academy will, in fact, serve the most vulnerable students in the state of Idaho; those students who have been identified as having a Serious Emotional Disturbance. All students at Promise Academy will be diagnosed as requiring therapeutic residential treatment. Traditionally at-risk students, and particularly students with Serious Emotional Disturbance, are an underserved population. The intent of the charter is to focus primarily on underserved youth. Promise Academy will be guided by IDAPA code defining at-risk youth.

During the enrollment phase, every student attending Promise Academy will have a one on one intake meeting with school leaders. This meeting will focus on the individual needs of each student and determine their at-risk factors as determined by the Idaho State.

Enrollment Capacity

Promise Academy's enrollment capacity is determined by the maximum capacity at the residential facility on campus. Maximum capacity of the facility, and therefore the Academy, is 64 students ages 11 through 17. Promise Academy is presenting a single capacity figure of 64 students, rather than a grade-by-grade breakdown of students given the population Promise Academy will serve. These students, aged 11 through 17, will arrive at varied levels from an academic perspective that does not necessarily correlate with a student's age.

Enrollment Table

REGULAR SCHOOL YEAR ADA COMPUTATION: One Full Time Equivalent is based on twenty-five (25) hours per week

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Total Number of Students Enrolled	0	45	55	55	55
Expected ADA	95%	95%	95%	95%	95%
Number of Weeks in the Normal School Year	40	40	40	40	40
Classroom Hours in a Normal 5 Day Week	27.5	27.5	27.5	27.5	27.5

SUMMER SCHOOL ADA COMPUTATION: The First Year of Summer School will not be funded until the following fiscal year so 2020-2021 Budget is for Summer of 2020 Summer School

	Summer '23	Summer '24	Summer '25	Summer '26
Total Number of Students Enrolled	25	55	55	55
Expected ADA	95%	95%	95%	95%
Number of Weeks for Summer School	2	5	5	5
Classroom Hours in a Normal 5 Day Week	22	22	22	22

Virtual and Blended Programs (if applicable)

Not applicable

ACADEMY LEADERSHIP AND MANAGEMENT

Promise Academy Leadership Structure

The academy will be led by an experienced school administrator with significant experience serving an at-risk student population. IYR will employ the School Leader for the current fiscal year (FY23) and will fully fund and support this position during Promise Academy's pre-opening year to ensure a successful launch of Promise Academy. This financial investment by IYR is represented in the provided budget materials. A broad search for a School Leader has been conducted and viable candidates identified. As soon as the recruitment/hiring process has been completed, the Academy will notify the charter authorizer.

School Leader Qualifications

- Bachelor's degree; Master's level degree or above preferred
- Demonstrated effective teaching experience, preferably with alternative education or underserved students
- Successful school leadership experience preferred at the middle school and/or high school level
- Experience as an IEP process leader, including (but not limited to) supervision of program implementation, knowledge of research based instructional practices, the provision of FAPE, and the foundations of IDEA. A deep, personal commitment to supporting the mental and behavioral health of your students and an understanding of the inter-relatedness of the residential treatment program and educational program for every student
- Commitment to data-driven results
- Deep belief that all children, no matter their personal backgrounds or previous educational experience, can learn and become productive citizens
- A strong commitment to the mission and values of Idaho Youth Ranch, which will be mirrored in the charter school
- Exceptional critical thinking skills, including the ability to find solutions to what others consider insoluble problems
- Passion to thrive in a new environment with challenging opportunities and a willingness to embrace out-of-the-box thinking to make a lasting impact
- Proven ability to establish and maintain a healthy organizational culture, preferably in the context of standing up and leading a new program or organization
- Proven ability to build strong relationships across functional areas and organization levels, and commitment to quality of care and client and staff safety

School Leader Evaluation

The Promise Academy Board of Directors will conduct an annual evaluation of the School Leader in compliance with all state requirements and Promise Academy policies.

Educational Service Providers - NA

Promise Academy will not contract with an Educational Service Provider.

SUPPORTING DOCUMENTS (APPENDICES)

Appendix A – Budgets, Cashflow, additional funds

	Zero Year <u>2022-2023</u>	Year 1 <u>2023-2024</u>	Year 2 <u>2024-2025</u>	Year 3 <u>2025-2026</u>	Year 4 <u>2026-2027</u>
REVENUE:					
Salary Based Apportionment	\$ -	\$ 275,090	\$ 386,653	\$ 395,249	\$ 404,044
Entitlement	\$ -	\$ 112,416	\$ 159,208	\$ 163,985	\$ 168,904
Transportation & Food Service	\$ -	\$ -	\$ -	\$ -	\$ -
State Special Distributions	\$ -	\$ 54,146	\$ 83,796	\$ 84,528	\$ 84,528
Federal Funds	\$ -	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000
Other Local Revenue	\$ 217,000	\$ 150,000	\$ 50,000	\$ 25,000	\$ -
TOTAL REVENUE	\$ 217,000	\$ 619,652	\$ 707,658	\$ 696,761	\$ 685,476
EXPENDITURES					
Salaries	\$ 90,000	\$ 397,198	\$ 408,416	\$ 419,909	\$ 431,687
Benefits	\$ 54,765	\$ 120,616	\$ 124,845	\$ 129,226	\$ 133,765
Educational Programs	\$ 35,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Technology	\$ 37,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
Board of Directors	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
Facilities	\$ -	\$ 10,000	\$ 33,000	\$ 33,000	\$ 33,000
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -
Nutrition	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
TOTAL EXPENDITURES	\$ 216,765	\$ 600,314	\$ 638,761	\$ 654,635	\$ 670,952
OPERATING INCOME (LOSS)	\$ 235	\$ 19,338	\$ 68,897	\$ 42,127	\$ 14,524

Staff	
1	School Leader
1	Counselor - Sped
4	Teachers

REGULAR SCHOOL YEAR ADA COMPUTATION: One Full Time Equivalent is based on twenty-five (25) hours per week

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Total Number of Students Enrolled	0	45	55	55	55
Expected ADA	95%	95%	95%	95%	95%
Number of Weeks in the Normal School Year	40	40	40	40	40
Classroom Hours in a Normal 5 Day Week	27.5	27.5	27.5	27.5	27.5

SUMMER SCHOOL ADA COMPUTATION: The First Year of Summer School will not be funded until the following fiscal year so 2020-2021 Budget is for Summer of 2020 Summer School

	Summer '23	Summer '24	Summer '25	Summer '26
Total Number of Students Enrolled	25	55	55	55
Expected ADA	95%	95%	95%	95%
Number of Weeks for Summer School	2	5	5	5
Classroom Hours in a Normal 5 Day Week	22	22	22	22

TRANSPORTATION AND FOOD SERVICE REIMBURSEMENTS

Description	Year 1	Year 2	Year 3	Year 4	
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Transportation Reimbursement (calc at 65% of cost)					
Food Service Support / Revenue (calc as 80% of cost)					

STATE SPECIAL DISTRIBUTIONS

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Charter School Facilities (\$420 per student)	\$ -	\$ -	\$ 23,100	\$ 23,100	\$ 23,100
Content & Curriculum					
Career Technical Education (CTE)					
Gifted / Talented					
Leadership Premiums (\$1,016.52 per staff)		\$ 5,083	\$ 5,083	\$ 5,083	\$ 5,083
IT Staffing (\$625 per SU or \$4500)		\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Math and Science	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Development (\$8,000+\$440 per FTE)		\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200
Safe & Drug Free Schools (\$2,000 + \$12 prior yr ADA)		\$ 2,000	\$ 2,513	\$ 2,627	\$ 2,627
Technology (\$343)	\$ -	\$ 14,663	\$ 17,922	\$ 17,922	\$ 17,922
College and Career Advisors (\$180 per 8-12 or \$9,000)		\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Mastery Education Pilot	\$ -	\$ -	\$ -	\$ -	\$ -
Limited English Proficient (LEP)	\$ -	\$ -			
Remediation	\$ -	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700
Continuous Improvement Plan		\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Lottery (\$65 per prior year ADA)	\$ -	\$ -	\$ 2,779	\$ 3,396	\$ 3,396

FEDERAL FUNDS

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Title I Funds		\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Title IIA Funds	\$ -				
Title IV Funds	\$ -				
Title VI-B IDEA		\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Medicaid		\$ -	\$ -	\$ -	\$ -
CSP Grant					

OTHER FUNDING

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
JKAF Grant					
Other Local Funding. IYR Commitment	\$ 217,000	\$ 150,000	\$ 50,000	\$ 25,000	

CERTIFIED TEACHER ASSUMPTIONS

	Anticipated Salary Increases									
	2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary
RP1		\$ 46,250		\$ 47,638		\$ 49,067		\$ 50,539		\$ 52,055
RP2		\$ 47,500		\$ 48,925		\$ 50,393		\$ 51,905		\$ 53,462
RP3		\$ 48,750		\$ 50,213		\$ 51,719		\$ 53,271		\$ 54,869
P1		\$ 53,125	2.00	\$ 54,719	2.00	\$ 56,361	2.00	\$ 58,052	2.00	\$ 59,794
P2		\$ 55,469		\$ 57,133		\$ 58,847		\$ 60,612		\$ 62,430
P3		\$ 57,813		\$ 59,547		\$ 61,333		\$ 63,173		\$ 65,068
P4		\$ 60,156		\$ 61,961		\$ 63,820		\$ 65,735		\$ 67,707
P5		\$ 62,500		\$ 64,375		\$ 66,306		\$ 68,295		\$ 70,344
AP1		\$ 64,000	2.00	\$ 65,920	2.00	\$ 67,898	2.00	\$ 69,935	2.00	\$ 72,033
Total FTE	0.00		4.00		4.00		4.00		4.00	

# of Teachers w/ BA + 24					
# of Teachers w/ MA					
# of Occupational Specialists					

Total Certified	0.00	\$ -	4.00	\$ 241,278	4.00	\$ 249,518	4.00	\$ 255,974	4.00	\$ 263,654
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PUPIL SERVICES ASSUMPTIONS

	Anticipated Salary Increases									
	2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary
RP1		\$ 46,250		\$ 47,638		\$ 49,067		\$ 50,539		\$ 52,055
RP2		\$ 47,500		\$ 48,925		\$ 50,393		\$ 51,905		\$ 53,462
RP3		\$ 48,750		\$ 50,213		\$ 51,719		\$ 53,271		\$ 54,869
P1		\$ 53,125		\$ 54,719		\$ 56,361		\$ 58,052		\$ 59,794
P2		\$ 55,469		\$ 57,133		\$ 58,847		\$ 60,612		\$ 62,430
P3		\$ 57,813		\$ 59,547		\$ 61,333		\$ 63,173		\$ 65,068
P4		\$ 60,156		\$ 61,961		\$ 63,820		\$ 65,735		\$ 67,707
P5		\$ 62,500		\$ 64,375		\$ 66,306		\$ 68,295		\$ 70,344
AP1	0.00	\$ 64,000	1.00	\$ 65,920	1.00	\$ 67,898	1.00	\$ 69,935	1.00	\$ 72,033
Total FTE	0.00		1.00		1.00		1.00		1.00	

# of Pupil Serv w/ BA + 24					
# of Pupil Serv w/ MA					

Total Pupil Services	0.00	\$ -	1.00	\$ 65,920	1.00	\$ 67,898	1.00	\$ 69,935	1.00	\$ 72,033
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ADMINISTRATIVE ASSUMPTIONS

	2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary
Charter Administrator	1.00	\$ 90,000	1.00	\$ 90,000	1.00	\$ 92,000	1.00	\$ 94,000	1.00	\$ 96,000
Principal										
Administrator #3										
Administrator #4										
Administrator #5										
Total Administrative	1.00	\$ 90,000	1.00	\$ 90,000	1.00	\$ 92,000	1.00	\$ 94,000	1.00	\$ 96,000

NON CERTIFIED "CLASSIFIED" ASSUMPTIONS - Enter Total Salary per Group

	2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary
Paraprofessionals - General			0.00							
Paraprofessionals - Sped			0.00		0.00		0.00		0.00	
SRO										
Business Manager										
Bus Drivers										
Admin / Front Office Staff										
Nutrition										
Janitorial										
Total Classified	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -

Salary Data from "Inputs-Staffing"

	2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary
Certified Salaries	0.00	\$ -	4.00	\$ 241,278.00	4.00	\$ 248,518.00	4.00	\$ 255,974.00	4.00	\$ 263,654.00
Pupil Serv Salaries	0.00	\$ -	1.00	\$ 65,920.00	1.00	\$ 67,898.00	1.00	\$ 69,935.00	1.00	\$ 72,033.00
Administrative Salaries	1.00	\$ 90,000.00	1.00	\$ 90,000.00	1.00	\$ 92,000.00	1.00	\$ 94,000.00	1.00	\$ 96,000.00
Classified Salaries	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -
Totals	1.00	\$ 90,000.00	6.00	\$ 397,198.00	6.00	\$ 408,416.00	6.00	\$ 419,909.00	6.00	\$ 431,687.00

Benefits

How Many FTE from Above Qualify for Insurance?

% Inc 5.00% % Inc 5.00% % Inc 5.00% % Inc 5.00%

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Insurance Cost Per Employee Per Month	\$ 500.00	\$ 525.00	\$ 551.25	\$ 578.81	\$ 607.75
Total Insurance Cost Per Year	\$ 36,000	\$ 37,800	\$ 39,690	\$ 41,675	\$ 43,758

The below chart assumes all salaries are PERSI eligible:

Type	2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
	Rate	Salary	Rate	Salary	Rate	Salary	Rate	Salary	Rate	Salary
PERSI	11.94%	\$ 10,746	11.94%	\$ 47,425	11.94%	\$ 48,765	11.94%	\$ 50,137	#####	\$ 51,543
FICA / Medicare	7.65%	\$ 6,885	7.65%	\$ 30,386	7.65%	\$ 31,244	7.65%	\$ 32,123	7.65%	\$ 33,024
PERSI Sick Leave	1.26%	\$ 1,134	1.26%	\$ 5,005	1.26%	\$ 5,146	1.26%	\$ 5,291	1.26%	\$ 5,439

Overall Educational Program & Special Program Costs

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Professional Development		\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
SPED Contract Services		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
CTE Start-Up & Curriculum					
Teacher Awards / Leadership Funds		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
SRO Contract					

Elementary and Secondary Program Costs

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Elementary Supplies					
Elementary Curriculum / Textbooks					
Elementary Contract Services					
Secondary Supplies (furnishings)	\$ 25,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Secondary Curriculum / Textbooks	\$ 15,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Secondary Contract Services					

Technology

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Contracted Services					
Student Information System					
Technology Supplies	\$ 7,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Computers for Staff / Students	\$ 32,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

Non-Facilities Equipment

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
CTE Equipment					
Other Equipment					

Board of Directors

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Board Training		\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Legal		\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Audit		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
District Operating Agreement Fee					
Authorizer Fee		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
CMO Fee					

Facilities

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Construction / Remodeling					
Facility Lease Payment	\$ -	\$ -	\$ 23,000	\$ 23,000	\$ 23,000
Grounds Maintenance		\$ -			
Other General Maintenance		\$ -			
Utilities - Gas		\$ -			
Utilities - Electric		\$ -			
Utilities - Water, Sewer, Trash		\$ -			
Utilities - Phones & Internet		\$ -			
Liability and Property Insurance		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Transportation

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Bus Payments					
Fuel / Supplies					
Insurance					

Nutrition

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Food Costs		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Supplies					

Other Expenses

Description	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Advertising					
Testing and Assessment		\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Travel		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Postage		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Accounting / SDE Reporting / HR Software		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Miscellaneous		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000

Appendix B – Articles of Incorporation and Bylaws



0004794144



STATE OF IDAHO
Office of the secretary of state, Lawrence Denney
ARTICLES OF INCORPORATION (NONPROFIT)
 Idaho Secretary of State
 PO Box 83720
 Boise, ID 83720-0080
 (208) 334-2301
 Filing Fee: \$30 00

For Office Use Only
-FILED-
 File # 0004794144
 Date Filed 6/24/2022 2:36:05 PM

B0720-6624 06/24/2022 2:37 PM Received by ID Secretary of State Lawrence Denney

Articles of Incorporation (Nonprofit)	
Select one: Standard, Expedited or Same Day Service (see descriptions below)	Standard (filing fee \$30)
Article 1: Corporation Name	
Entity name	Promise Academy, Inc.
Article 2: Effective Date	
The corporation shall be effective	when filed with the Secretary of State.
Article 3: Purpose	
The purpose for which the corporation is organized is:	Educational
Article 4: Voting Members.	
The corporation	does not have voting members.
Article 5: Asset Distribution on Dissolution	
Upon dissolution the assets shall be distributed:	other asset distribution:
Upon dissolution, and once appropriate assets have been used first to satisfy payroll obligations, then to pay creditors, the school will donate or redistribute the remaining assets to the entity which authorized the charter school in accordance with the requirements of Idaho Code 33-5212(2). Any assets bought with federal funds will be returned to the Idaho Public Charter School Commission and will not be used to pay creditors.	
Article 6: IRS Designation	
Is this nonprofit a 501(c)3?	No
Article 7: The mailing address of the corporation shall be	
Mailing Address	SCOTT CURTIS 5465 W IRVING ST BOISE, ID 83706-1213
Article 8: Registered Agent Name and Address	
Registered Agent	Registered Agent Scott Curtis Physical Address: SCOTT CURTIS 5465 WEST IRVING STREET BOISE, ID 83706 Mailing Address: SCOTT CURTIS 5465 W IRVING ST BOISE, ID 83706-1213
<input checked="" type="checkbox"/> I affirm that the registered agent appointed has consented to serve as registered agent for this entity.	
Article 9: Incorporator Name(s) and Address(es)	
Name	Incorporator Address
Susan Visser	5465 WEST IRVING STREET BOISE, ID 83706
Article 10: Director Name(s) and Address(es)	



Name	Title	Director Address
Scott Curtis	Director	5465 WEST IRVING STREET BOISE, ID 83706
Richard C Alis	Director	5465 WEST IRVING STREET BOISE, ID 83706
Kimberly S Thomas	Director	5465 WEST IRVING STREET BOISE, ID 83706

The Articles of Incorporation must be signed by at least one Incorporator

Susan Visser

06/24/2022

Susan Visser

Date

B0720-6625 06/24/2022 2:37 PM Received by ID Secretary of State Lawrence Denney

Bylaws of Promise Academy, Inc.

ARTICLE 1. NAME AND OFFICES

1.1 Name

Promise Academy, Inc. (hereinafter "the corporation") organized and existing under Title 30, of the Idaho Code.

1.2 Principal Office

The principal office of the corporation shall be located in Ada County, Idaho. The corporation may have such other offices, either within or without the State of Idaho, as the Board of Directors may designate or as the business of the corporation may require from time to time.

1.3 Registered Office

The registered office of the corporation required by the Idaho Business Corporation Act to be maintained in the State of Idaho may be, but need not be, identical with the principal office in the State of Idaho, and the address of the registered office may be changed from time to time by the Board of Directors.

1.4 Purpose

The corporation is organized and shall be operated exclusively for the specific purposes set forth in the corporation's Articles of Incorporation, namely educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.

ARTICLE 2. BOARD OF DIRECTORS

2.1 General Powers

The business and affairs of the corporation shall be managed by its Board of Directors. Except as otherwise provided by law, the articles of incorporation, or the bylaws, the board of directors (the "**Board of Directors**" or "**Board**") shall exercise, or delegate or otherwise authorize the exercise of, all corporate powers and shall direct the management of the corporation's affairs. The Board shall retain authority over and exercise of the corporate powers that the Board delegates or authorizes under this Section. The directors serving hereunder shall have the power, authority and responsibilities of and shall perform the functions provided for directors under the Act, including, but not limited to, the power to do the following:

(A) To appoint and control and, at its pleasure, remove any agents and employees and to allow such compensation for their services, as the Board shall deem proper. This shall include the power to appoint investment advisors, trust companies, banks or other fiduciaries to invest and safeguard the assets of the corporation;

(B) To prescribe, consistent with these bylaws, the duties of any Officer;

(C) To determine and govern all matters affecting finances, areas of focus, and the function of the corporation; and

(D) To conduct such acts as may be required to carry out the charitable purposes of the corporation.

2.2 Number, Tenure and Qualification

The number of directors of the corporation shall consist of not less than 3 nor more than 10 persons.

During the initial year of operation, the Board shall be comprised of the Directors listed in the Articles of Incorporation and any other Directors elected by the then-current Board or appointed in accordance with these bylaws.

Directors serve for terms of three (3) years. Directors may serve for any number of consecutive terms, subject to any policy on director term limits that the Board may from time to time establish. Despite the expiration of a director's term, the director shall continue to serve until the director's successor is elected, or until the Board determines to decrease the then-current number of directors. By resolution, the Board may divide the total number of directors into groups and otherwise arrange for terms to be staggered such that not all of the directors' terms expire in the same year.

Directors must be individuals 18 years of age or older. Directors need not be residents or citizens of the State of Idaho or of the United States of America. The Board may establish written policies that include additional criteria for qualifications of directors.

2.3 Appointment of Directors

During the initial year of operations, the Board shall consist of those Directors appointed pursuant to the terms of these Bylaws. After the initial year of operations Directors will continue to be appointed by a majority vote of Directors at the Corporation's annual meeting.

2.4 Vacancies

Any vacancy occurring in the Board of Directors may be filled by the affirmative vote of a majority of the remaining directors, even if less than a quorum. A Director appointed to fill a vacancy shall be appointed for the un-expired term of his/her predecessor in office. Any directorship to be filled by reason of an increase in the number of directors may be filled by appointment by the Board of Directors for a term of office continuing only until the next annual meeting.

2.5 Compensation

By resolution of the Board of Directors, each director may be paid his/her expenses, if any, of attendance at each meeting of the Board of Directors. There shall be no salary, fixed sum, or other compensation paid to any director other than expenses of attending meetings or other authorized functions.

2.6 Resignation

A director may resign at any time by delivering written notice to the Board of Directors. The resignation is effective as of the date thereof unless the notice specifies a later effective date. If a resignation specifies a later effective date and the corporation accepts the later effective date, the Board may fill the pending vacancy before the effective date if the Board provides that the successor does not take office until the effective date. Once delivered, a notice of resignation is irrevocable unless revocation is permitted by the Board.

2.7 Removal

A director may be removed, at any time, with or without cause, by a vote of a two-thirds majority of the directors then in office at a meeting called for that purpose.

2.8 Committees

The Board of Directors may create one or more committees and the Board Chair shall appoint members of the Board of Directors to chair them. Members of the committees other than the chairperson need not be directors. Each committee may have two or more members, as appointed by the Board Chair. The provisions of this Article which govern meetings, action without meetings, and quorum and voting requirements of the Board of Directors shall apply to committees and their members as well.

ARTICLE 3. BOARD MEETINGS

3.1 Annual Meeting

The annual meeting of the Board of Directors shall be held at the time and date established by the Board of Directors. In the absence of a designation from the Board of Directors, the annual meeting shall be held on the 2nd Tuesday in June, or on such other date as the Board shall decide. The failure to hold the meeting at the time stated shall not affect the validity of any corporate action.

3.2 Regular Meetings

The Board of Directors may establish, by action at a meeting or unanimous written consent, the time and place for holding subsequent regular meetings of the Board of Directors. The Board of Directors shall hold no less than three (3) Regular meetings from July of each year through June of the following year.

3.3 Special Meetings

Special meetings of the Board of Directors may be called by or at the request of the Chair or at least three (3) directors. The person or persons authorized to call special meetings of the Board of Directors shall fix any place, either within or without Ada County in the State of Idaho, as the place for holding any special meeting of the Board of Directors called by them.

3.4 Public Meetings

Except as otherwise permitted by Idaho code, all meetings shall be open to the public. Pursuant to Title 33, Chapter 52 of the Idaho Code, all other provisions of Title 74, Chapter 2 of the Idaho Code shall be applicable to meetings called by the Directors of the Corporation.

3.5 Notice and Agendas

Agenda notices for regular meetings will be posted at least 5 days in advance, in order to comply with Idaho Open Meeting laws. Agenda items may be added subsequent to notice provided a good faith effort was made to include all known agenda items in the published notice at the time of its publication. Amendments to the agenda will follow the requirements of Idaho's Open Meeting laws. Notice of any special meeting will comply with Idaho Open Meeting laws.

3.9 Participation

Members of the Board of Directors or any Committee may participate in a meeting of the Board or Committee by means of conference telephone, online video chat, or similar communications equipment by which all persons participating in the meeting can hear each other at the same time as allowed through the Idaho Open Meetings laws. Such participation shall constitute presence in person at the meeting. As the public must be able to attend phone meetings, at least one Board member or an Administrator must be present at the posted meeting location. All board meetings shall comply with the Idaho Open Meeting laws.

3.10 Quorum

A majority of the number of directors then in office shall constitute a quorum for the transaction of business at any meeting of the board of directors, but if less than such majority is present at a meeting, a majority of the Directors present may adjourn the meeting without further notice.

3.11 Manner of Taking Action

The act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. All actions shall comply with Idaho Open Meeting laws.

3.12 Meeting Minutes

Written minutes shall be maintained at all meetings of the Board of Directors. Neither a full transcript nor a recording of the meeting is required. Minutes shall be available to the public within a reasonable time after the meeting, including: (a) Names of the Directors present; (b) Motions, resolutions, orders, or ordinances proposed and their disposition; (c) Results of all votes. Minutes of any executive sessions held by the Directors of the Corporation under Title 74, Chapter 2 of the Idaho Code may be limited to material, the disclosure of which is not inconsistent with the provisions of section 74-206, Idaho Code, but must contain sufficient detail to convey the general tenor of the meeting.

3.13 Executive Sessions

Executive sessions, closed to any persons for deliberation on specified matters, may be held by the Board of Directors for those reasons outlined and specified in Title 74-206, Chapter 2 of the Idaho Code. Unless otherwise allowed by law, no Director may disclose the content of an executive session to an outside source.

ARTICLE 4. OFFICERS

4.1 Designation

The officers of the corporation shall be a Chair, Vice Chair, Secretary, and Treasurer, and may include such other officers as the Board may from time to time designate. The same individual may be elected to more than one (1) office.

4.2 Election and Term of Office

The officers of the corporation shall be selected from the members of the Board of Directors and shall be elected annually by the Board of Directors at the annual meeting of the Corporation. The initial Board of Directors shall select initial officers who shall serve until the first annual meeting. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as conveniently may be. Each officer shall hold office 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.

4.3 Removal

Any officer or agent may be removed by the Board of Directors whenever, in its judgment, the best interests of the corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Election or appointment of an officer or agent shall not of itself create contract rights.

4.4 Vacancies

A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the un-expired portion of the term.

4.5 Chair

At its annual meeting, the Board of Directors shall elect from among its members a Board Chair who shall, when present, preside at all meetings of the Board of Directors and ensure the Board of Directors follows appropriate parliamentary procedures. The Chair shall be the principal executive officer of the corporation and, subject to the control of the Board of Directors, shall be responsible to establish the agenda for all meetings of the stakeholders of the Corporation and all meetings of the Board of Directors and ensure that all participants in such meetings have access to the materials necessary to their participation. The Chair shall serve as the chief liaison between the Board of Directors and the school administration and as the primary signing agent for all official Board documents. The Chair shall also be responsible to

ensure compliance by the Board of Directors with the performance certificate, the board manual, if any, and these corporate Bylaws.

4.6 Vice Chair

In the absence of the Chair or in the event of his/her death, inability or refusal to act, the Vice Chair shall perform the duties of the Chair, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Chair.

4.7 Secretary

The Secretary shall prepare or shall ensure that: (a) minutes of the proceedings of the directors and of the Board of Directors are recorded in one (1) or more books or files provided for that purpose; (b) all notices are duly given in accordance with the provisions of these Bylaws or as required by law; and shall: (c) be custodian of the corporate records, excepting the financial records; (d) keep a register of the post office address of each Board director which shall be furnished to the secretary by such board director; and (e) in general perform or cause to be performed all duties incident to the office of secretary.

4.8 Treasurer

The Treasurer shall: (a) serve as the chief liaison with the business manager for the school; and (b) in general perform all of duties incident to the office of treasurer.

4.9 Salaries

The officers shall serve without compensation other than reimbursement for expenses.

ARTICLE 5. CONTRACTS, LOANS, CHECKS, and DEPOSITS

5.1 Contracts

The Board of Directors may authorize any officer or officers, agent or agents, 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.

5.2 Loans

No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by a majority vote of the Board of Directors. Such authority may be general or confined to specific instances.

5.3 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 and in such manner as shall from time to time be determined by a majority vote of the Board of Directors.

5.4 Deposits

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

ARTICLE 6. FISCAL YEAR

The fiscal year of the Corporation shall begin on July 1 and shall end on June 30.

ARTICLE 7. NO PRIVATE INUREMENT

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its 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 the Articles of Incorporation. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provisions, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, as amended; or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, as amended.

ARTICLE 8. CORPORATE SEAL

The corporation shall not have a corporate seal.

ARTICLE 9. WAIVER OF NOTICE

Whenever any notice is required to be given to any member of the Board of Directors of the corporation under the provisions of these Bylaws or under the provisions of the Act, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE 10. AMENDMENTS

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a majority vote of the Board of Directors at any annual, regular or special meeting.

ARTICLE 11. INDEMNIFICATION

The corporation shall, to the maximum extent permitted by law, indemnify each of its directors, officers, employees, and agents against expenses, judgments, fines, settlements and other amounts actually and reasonably incurred in connection with any proceeding arising by reason of the fact that any such person is or was a director, officer, employee, or agent of the corporation and shall advance to such individual expenses incurred in defending any such proceeding to the maximum extent permitted by law.

ARTICLE 12. NONDISCRIMINATION

The corporation shall not discriminate in providing services, hiring employees, or otherwise, upon the basis of gender, gender identity, race, creed, marital status, sexual orientation, religion, color, age, national origin, veteran status, or disability.

ARTICLE 13. DISSOLUTION

Upon dissolution, and once appropriate assets have been used first to satisfy payroll obligations, then to pay creditors, the school will donate or redistribute the remaining assets to the entity which authorized the charter school in accordance with the requirements of Idaho Code 33-5212(2). Any assets bought with federal funds will be returned to the Idaho Public Charter School Commission and will not be used to pay creditors.

ARTICLE 14. SEVERABILITY

The invalidity of any provision of these bylaws shall not affect the other provisions.

* * * * *

Appendix C – Board of Directors

- Scott Curtis - President
- Kimberly Thomas – Treasurer
- Richard Alis – Vice President / Secretary

(resumes follow)

Scott J. Curtis, M.S.W.

2805 W. Hill Rd.
Boise, ID 83703
Scurtis94@hotmail.com

STRATEGIC LEADERSHIP. Values-Based Leader with a demonstrated passion for work with the marginalized, particularly youth, who has a demonstrated record of community and organizational impact through embracing and championing strategic planning, consistent operational execution, developing effective partnerships, engaging a broad cross-section of the community in the mission, and cultivating financial support. Thrives in a mission-based setting with a compelling history, passionately serves as spokesperson to the community in person and in writing, focuses on culture at all levels, and manages complex and long-term development projects.

PROFESSIONAL EXPERIENCE

IDAHO YOUTH RANCH Boise, ID

Idaho Youth Ranch is a non-profit 501(c)(3) agency that offers emergency shelter, residential care, youth and family therapy, job readiness training, adoption services, and more for kids and their families. Idaho Youth Ranch operates a network of thrift stores that help fund their youth programs and services.

CEO and President (January 2019-Current)

- Oversees a 7-person executive leadership team, guiding all aspects of the \$30MM+ organization with 450 staff and operations in 29 locations statewide
- Works directly with the Board of Directors to oversee strategic and mission-oriented goals
- Leads strategic planning for the organization
- Recruited a capital campaign cabinet and launched a campaign to build the Residential Center for Healing and Resilience, successfully raising over \$28MM in 18 months

TREASURE VALLY FAMILY YMCA, Boise, ID

Idaho's largest provider of health and wellness programming for all ages, licensed childcare, and youth services. Operates in multiple locations in and around the Treasure Valley, employs 1200+ staff, serves over 65,000 active members while balancing a 23MM budget, and provides regional leadership for the YMCA movement.

VICE PRESIDENT and CHIEF ADVANCEMENT OFFICER (5/16-Current)

- Oversees all aspects of strategic planning, growth, financial development, marketing and communications
- Works extensively and coordinates meetings and communications with Board of Directors, Endowment Trustees, and the Strategy & Community Planning Committee
- Manages community relations: presents regularly to community groups, businesses, funders, educational entities; maintains good communication with local press; participates in community events
- Collaborates with other members of Executive Leadership Team for coordinated prioritization of association efforts
- Completed 18.5 MM Capital Campaign for South Meridian YMCA
- Developed operating agreements with key partners (St. Luke's, West Ada School District, City of Meridian, and Meridian Library District), negotiated all land transfers, and established a condominium district
- Served as Owner's Rep for South Meridian construction, completing and opening the state of the art facility and five-way partnership debt-free (May 2018) and \$1.5M ahead of budget. Memberships and revenue exceeding pro forma
- Launched 10 MM Capital Campaign (July 2018) for aquatics center, utilizing leadership cabinet of community volunteers
- Identified, proposed, and received new funding for facility upgrades through Caldwell Urban Renewal & City of Boise
- Led strategic planning for the organization, using personal experience from four previous plans (1997, 2002, 2007, and 2013) to use a more effective process and create a product that was operationalized, producing measurable results in 18-months

SENIOR VICE PRESIDENT (5/13-5/16)

- Supervised CFO, CHRO, and Senior Leaders of Fund Development, Marketing and Communications, and Facility Maintenance departments, building communication & alignment
- Worked with the CEO and Donor by Design to roll out a Comprehensive Fundraising Campaign, educating the board and other key stakeholders, implementing appropriate stewardship for each potential donor, and participating donor solicitation meetings
- Led effort growing endowment from \$2.8 MM to more than \$7.7 MM in pledged contributions over 2-year period
- Spearheaded expansion projects in South Meridian, Kuna, and Mountain Home by liaising with community leaders
- Formed broad-based Construction Task Force for the South Meridian YMCA and utilized this group for architect selection, contractor selection, building design, and overall review of the project
- Re-established Association Strategic Growth Committee, expanding the breadth while doubling committee size

Scott J. Curtis

- Monitored Association financials and developed comprehensive understanding of income statements, balance sheet, bond covenants, and cash flow
- Worked with counterpart SVP and volunteers to create comprehensive restructure (2014); developed and delivered the internal communications plan
- Coordinated all internal and external communications surrounding the retirement of long-serving CEO
- Taught key staff trainings (New Employee Orientation, Child Abuse Prevention, and Listen First) as well as YUSA courses
- Oversaw Child Development (23 locations) and Youth Branches (Camp, youth sports, etc.) prior to reorganization in 2014
- Implemented monthly Metro Coffee Talk program, creating improved relationships, communication, and engagement of association services staff

EXECUTIVE DIRECTOR, Caldwell Family YMCA (6/05-5/13)

- Opened Caldwell Y Branch as Executive Director, building & training a unified leadership team of 14, establishing a tangible culture of inclusion, warmth, and unsurpassed customer service with 180 + staff
- Grew the Caldwell Y membership base to 17,000 in 4 years
- Developed and managed annual budget of 4.1MM (including over 1.4MM) in financial assistance. Consistently improved operating net over 8 years
- Surpassed aggressive Annual Campaign Goals in Caldwell for 8 consecutive years, leading the association in timeliness and per capita giving, despite being our lowest income area
- Assisted in selection and recruitment of Association Board Members, developed original Caldwell Y Advisory Committee, and managed volunteer succession planning
- Authored significant grants for programming, creating staff positions, and funding the Annual Campaign. Grant Funders include: United Way, Whittenberger Foundation, 21st Century, J.A. & Kathryn Albertson Family Foundation, Caldwell Community Foundation, and Whitney Foundation
- Developed and maintained strong personal relationships with key community leaders, major employers, city council members, school districts, public and non-profit service agencies, and area service clubs
- Partnered to create and/or expand YMCA programs in Canyon County, including free busing for all students as well as Make a Splash drowning prevention, preschool, after school, and day camp programs
- Supported the expansion of partner programs (Health & Welfare Foster parent training & family reunification, Idaho Youth Games, Big Brothers/Big Sisters, Mentoring Network) by access to Y resources
- Led association-wide Child Abuse Prevention efforts

BOISE SCHOOL DISTRICT Boise, ID

Idaho's second-largest school district with a broad array of resources for alternative students.

SCHOOL SOCIAL WORKER, Work & Learn and Mountain Cove Alternative High School

- Created Social Work program at Work & Learn (alternative school), partnering & liaising with BSD, **Idaho Youth Ranch**, Dept. of Juvenile Corrections, hospitals, and others
- Strategically created the Student Assistance Team at Mountain Cove High School, forming a core group of caring adults from multiple disciplines to meet weekly, take student referrals, and address student needs
- Provided counseling and referral services to students, families, and staff
- Planned, advertised, and implemented over 25 support groups (anger management, drug and alcohol recovery, general support, etc); received extensive training in group facilitation

WARM SPRINGS COUNSELING CENTER and TRAINING INSTITUTE Boise, ID

A not-for-profit provider of mental, emotional, and behavioral health services to children and family members.

CLINICAL THERAPIST INTERN (8/01-5/02)

- Performed comprehensive biopsychosocial assessments of children, adults, couples, and families
- Created treatment plans and provided direct mental health services to children, adults, and couples
- Co-facilitated an adolescent group (Parent Project) and a men's group

CHILDREN'S MENTAL HEALTH, DEPT. of HEALTH and WELFARE, REGION III Caldwell, ID

Public agency charged with meeting the mental health needs of eligible children; offices in Payette, Caldwell, and Nampa

Scott J. Curtis

INTERN (01/01-05/01)

- Interviewed children and families, completed assessments, developed service plans, and coordinated contracting of services

BISHOP KELLY HIGH SCHOOL Boise, ID

TEACHER of MATHEMATICS and THEOLOGY

- Developed curricula, taught, and assessed progress of approximately 150 students of all levels per year
- Initiated and coordinated Mexico Summer Service Trip for 25 students each summer
- Coached football, basketball, and Science Olympiad

CENTER for the HOMELESS South Bend, IN (6/98-8/98)

INTERNSHIP in BUSINESS OFFICE

- Created PowerPoint presentation describing the Center's Continuum of Care for national audiences
- Assisted in case management, new guest registration, and "Starting Over, Stepping Higher" classes
- Managed crew of Center residents in landscaping business

HOLY CROSS ASSOCIATES Pocuro, CHILE (8/94-2/97)

VOLUNTEER SERVICE COMMITMENT

- Lived in solidarity with the people of a poor, rural community in Chile
- Worked with municipal and community leaders to garner support for youth ecological summer camps, senior groups, and women's support groups
- Directed summer camp for 150 children: recruited and trained area teens as counselors, enrolled participants, and ran environmental education program
- Organized community meetings, projects, and events with the elderly, including weekly social groups
- Facilitated support group for girls and assisted in coordination of empowerment groups for women

EDUCATION

MASTER of SOCIAL WORK, 2002 Boise State University

- Graduate Assistant in School of Social Work
- Both internships focused on services for adolescents, children, and families

BACHELOR of SCIENCE in MATHEMATICS, 1994 University of Notre Dame

- Phi Beta Kappa; Magna Cum Laude
- Notre Dame "Wall of Fame" Award for Extraordinary Student Leadership
- **Secondary Education Certification** received concurrently, **Saint Mary's College**, Notre Dame, IN

COMMUNITY ACTIVITIES

GENERAL	Treasure Valley Education Partnership (TVEP) Core Team	2013-2017
	Catholic Charities of Idaho, Board of Directors	2014- Present
	Youth Soccer Coach (2010-2013); Y Ball Coach	2013- 2019
	Caldwell Chamber of Commerce	2005-2013
	Past President, Notre Dame Club of Idaho	
	Board of Directors, Treasure Valley YMCA	1997-2005

LANGUAGES Fluency in written and Spoken Spanish

TECHNOLOGY Word, Access, PowerPoint, SGA, Excel, SPSS (statistical analysis software), Raiser's Edge

Kimberly S. Thomas
3188 S White Fir Place
Boise ID 83716 jerrodandkimthomas66@gmail.com
208-863-1775

Background

My experience includes over 28 years of progressive experience in financial/cost accounting and management in private, public, and government. My background has included many aspects of accounting: budget development and management, benchmarking analysis, financial statement preparation, general ledger maintenance, internal controls, nonprofit tax reporting, internal auditing, auditing of client accounts, as well as staff supervision. My management experience includes setting strategic vision for an organization, hiring, establishing both short- and long-term goals, supervision and management of progress.

Work History

Idaho Youth Ranch, Inc., Boise, ID

Chief Financial Officer (September 2017-current)

Controller (June 2016- September 2017)

Provides the leadership, management and vision necessary for leading all accounting, financial management, and information technology functions, ensuring that we fulfill our mission and have the proper people, systems, operational controls, administration, and reporting procedures to ensure appropriate oversight and financial health.

Boise State University, Boise, ID

Associate Executive Director Systems & Process Improvement (November 2015-June 2016)

Executive Director for Campus Services (July 2007-November 2015)

Upon accepting this role, the Division had undergone reorganization and these departments were consolidated in an effort to improve service and financial planning. I was able to consolidate departments, with participation and buy in of the team, and develop new and consistent business models throughout our unit. The result was long term financial stability of each of the units, and increased customer and employee satisfaction.

The Executive Director is responsible for overseeing the administration of the overall operation of the University Bookstore, Student Union, Children's Center, University Dining, including branch operations and remote support facilities. The Campus Services unit also provides the information technology support for the Division of Student Affairs and accounting support services for these units. The accounting support includes budgeting work, cost accounting, accounts payable/receivable functions, monthly consolidation, financial statement production, and financial statement review and analysis.

This position additionally oversees the contract administration of the University's Beverage and Food Service contracts. This process involves leading diverse stakeholders through contract negotiation and management. It requires facilitation skills and consensus building.

The Executive Director supervises the Directors/Managers of each of these departments and ensures the programs and services implement the strategic plan of the university and meet identified student-learning outcomes. In this capacity I have worked with all levels of the University including executive management and have developed excellent communication and presentation skills.

From 2009 through 2011, this position also managed the Student Health Insurance Program (SHIP). I was asked to begin managing this area upon the resignation of the Executive Director of University Health Services during the middle of a statewide bid process. I was able to assist with finalizing and implementing the new contract and associated process improvement and change management. I managed the SHIP area for 2 years until a new Executive Director was hired and the area stabilized.

Bookstore Director (August 1997-June 2007)

I was able to lead this team through an extensive change in operating procedures, business practices, and buying practices. We implemented an integrated point of sale, inventory control, and accounting system that required significant training and change management processes for a staff that had previously operated without using data trends. This included working with central administration to coordinate the integration of the bookstore system and processes with the Controller's financial accounting and reporting requirements.

Responsibilities included short and long term goal planning, financial oversight, operations, and buying and merchandising oversight of the University Bookstore. Prior to accepting the role as Director, I was the Business Manager. In that role my responsibilities included financial statement preparation, budgeting, accounts payable, and accounts receivable. In my ten years at the Bookstore, I was able to establish a team who has accomplished sales growth from \$6 million annually to exceeding \$13 million annually, from \$300,000 loss to profits exceeding national averages in the industry, and from very poor customer satisfaction results to those that also exceed national averages. The Bookstore expanded from a one store operation to four retail outlets in the Student Union Building, and four off campus Bronco Shop locations.

American Ecology Corporation Boise, ID

Corporate Accountant (April 1996- July 1997)

Reported jointly to the Corporate Treasurer and Director of Audit.

Responsibilities varied in finance, accounting, and administration. American Ecology, (AEC) had recently undergone management reorganization. I was involved in transitioning the corporate offices from Houston, TX to Boise, ID and in learning functions, transitioning them, and training new staff as part of that relocation. In this troubled company, my responsibilities in cash management included understanding the debt structure, daily cash forecasting, 30-60 day look ahead scheduling, and bank interface.

I also maintained general accounting responsibilities including SEC and GAAP reporting, general ledger maintenance, spreadsheet applications, graphs, account analysis, accounts payable, accounts receivable, and other special assignments that are based on modeling the financial activities of the company.

Micron Construction Incorporated Boise, ID

Operations Auditor (September 1994- March 1996)

This was a fast track company, ranking in the Top 200 contractors by Engineering News Record. With a growth rate of 400-500% per year gross revenues topped \$1.2 billion, with earnings of more than \$13 million. This volume of work left a wide scope for audit responsibilities. I selected my audit staff and was responsible for both internal and external audits. At the completion of the field work, I organized our work papers and issued the exceptions letter and management reports. I arranged and planned the audit scope with the Chief Financial Officer for the audits we conducted on our subcontractors. I worked with our Big 6, external auditors that audited our corporate financial statements, and systems of internal control.

Before being promoted to Operations Auditor, I was a Senior Accountant and had been involved in helping to grow the company doing many different accounting tasks. These tasks included financial statement preparation, preparing graphs for Board of Directors, tracking job costs, general ledger, accounts payable, accounts receivable, and other special accounting tasks.

Steele, Stoltz, & Associates Boise, ID

Accountant (May 1994-September 1994)

Education/Honors

Boise State University, (1991-1994), BBA in Accounting, Grade Point 3.5/4.0
 Master's of Science, Accounting May 2007
 Certified Public Accountant, Idaho CP-3430

Industry Leadership Roles

2006-2011	Member	Board of Directors	Independent College Bookstore Association
2008-2009	Vice Chair	Board of Directors	Independent College Bookstore Association
2010-2011	President	Board of Directors	Independent College Bookstore Association
2014-2015	CFO	Board of Directors	Independent College Bookstore Association

I was asked to participate on the board during two significant periods of change for the organization. The first (completed in 2009) was the transition from the Western College Bookstore Association (a regional association) to the Independent College Bookstore Association (a national association). This entailed educating the membership for support, formal votes, and developing new articles of incorporation and bylaws. The second was transitioning the corporation from Ashland, OR as the primary office to Chicago, IL. This occurred upon the retirement of the Executive Director and the desire to centrally locate an office and to merge the staff that had previously been working from around the country.

Richard C. Alis
1852 North Princeton Way
Eagle, Idaho 83616
(208) 939-7082

EMPLOYMENT HISTORY

UNITED STATES AIR FORCE , Locations Worldwide USAF Officer, Instructor Pilot, Judge Advocate	1976 to 1996
DAVISON, COPPLE, COPPLE & COPPLE , Boise, Idaho Idaho Civil Practice	1996 to 1997
STATE OF IDAHO, Idaho Industrial Commission , Boise, Idaho Judicial Administrator	1997 to 2001
UNIVERSITY OF PHOENIX , Boise, Idaho Adjunct Faculty Member, Undergraduate Business & MBA Programs	2001 to 2004
IDAHO YOUTH RANCH , Boise, Idaho Human Resources Director, House Counsel, Chief Operating Officer, Executive Vice President, Chief Risk Officer	2002 to Present
GEORGE FOX UNIVERSITY , Boise, Idaho & Portland, Oregon Adjunct Faculty Member, MBA Program	2006 to 2016

PROFESSIONAL SUMMARY

PROJECT MANAGEMENT

- Orchestrated closure and sale of an antiquated youth residential care facility, and the purchase of a 258-acre property on which to relocate a new residential care facility for Idaho youth
- Served as Project Manager and Owner's Representative for design and construction of \$7 million equestrian center that was completed on time and on budget
- Serving as Project manager and Owner's Representative for design and construction of \$30 million, 64-bed residential center for youth with significant mental health challenges
- Developed & implemented aggressive adjudication case management system for the Idaho Industrial Commission (state organization overseeing Workers' Compensation and Unemployment Benefits cases) that reduced the number of pending workers' compensation cases from 109 to 7 and average time for cases to be decided from 338 days to 66 days; reduced pending unemployment insurance appeals from 224 to 46 and average time for cases to be decided from 143 days to 35 days in less than two years

HUMAN RESOURCES AND PERSONNEL MANAGEMENT

- Managed all human resources functions for Idaho Youth Ranch, a non-profit social services agency with over 30 treatment programs and retail facilities and over 400 employees from 2002 through 2020
- Served as primary legal advisor to leadership at three large military bases on all disciplinary, employment, and human resource issues involving military members & civilian employees for over seven years
- Managed Adjudication & Benefits Divisions of Idaho Industrial Commission for over two years, recruiting, hiring, training, supervising, evaluating, and determining compensation for staff of over 30 attorneys, mediators, consultants, and support personnel

NEGOTIATION

- Drafted and negotiated terms of commercial contracts and cooperative agreements for Idaho Youth Ranch, including a landmark cooperative agreement between nonprofit entities
- Drafted charter for ground-breaking advisory panel on workers' compensation issues
- As the Commander's Liaison to the Shoshone-Paiute Tribes of Duck Valley Indian Reservation, rebuilt severely damaged relationship between the USAF and the Tribes
- Drafted and negotiated all legal terms and conditions for a \$750 million contract restructure on a critical classified weapon system program, settling over \$1 billion in contractor claims

- Developed first of its kind teaming agreement for \$7 billion research program on new orbital flight technology by combining developmental efforts of five formerly competing contractors
- Won major treaty concessions for the USAF from the government of the Republic of Korea when a Korean labor dispute suspended trash disposal at military bases throughout South Korea

EDUCATION AND TRAINING

- Created & delivered dozens of training presentations to Idaho Youth Ranch employees on myriad topics, vastly improving effectiveness of supervisors and skills and morale of staff
- Taught college level legal, human resources, and management courses for over 14 years to University of Phoenix MBA and BS Business Management and George Fox University MBA degree candidates
- Designed and implemented comprehensive training programs for Benefits Administration and Adjudication Divisions of the Idaho Industrial Commission
- Trained employers, sureties, attorneys, claimants, and health care providers on legal and administrative requirements of Idaho workers' compensation system
- Designed and implemented innovative training program for all office personnel covering every aspect of military legal practice - program was adopted Air Force-wide
- Trained 15 junior attorneys in basic litigation skills and guided their prosecution of military criminal cases
- Trained government contract officers, administrators, and attorneys on procurement law issues
- Trained military law enforcement personnel on legal issues involving search and seizure, advisement of rights, and suspect's right to counsel
- Trained and evaluated Air Force student pilots in ground and jet flight training

COMMERCIAL AND CIVIL LAW

- Served as house counsel for Idaho Youth Ranch since 2002 and member of the Idaho State Bar Association since 1996
- Managed administrative law function of Idaho Industrial Commission, including legal hearings on workers' compensation and unemployment compensation issues
- Advised & prepared written opinions for USAF leaders on legal issues arising from every aspect of military operations, including contracting actions, compliance with environmental provisions, claims for and against the government, and cooperative agreements with other agencies and foreign governments
- Served as primary legal advisor to military base leadership on all disciplinary and employment actions and human resource issues involving military members and civilian USAF employees
- Organized and chaired USAF Juvenile Disciplinary Board, a multi-agency administrative body providing proactive responses to misconduct by children of military members occurring on military installations
- Extensive experience in all aspects of formation, execution, and dispute resolution of contracts for supplies, services, construction, and research and development

EDUCATION

University of Texas School of Law, Austin, Texas
 Juris Doctorate, with Honors, 1981 to 1984
 Major: Law

United States Air Force Academy, Colorado Springs, Colorado
 Bachelor of Science, Distinguished Graduate, 1972 to 1976
 Major: Political Science

Appendix D – School Administration

Given Promise Academy's small size, Promise Academy's administrative structure will consist of single staff member – the School Leader/Principal who will meet applicable certification requirements for a charter school administrator in Idaho. The School Leader will report directly to the Promise Academy Board of Directors. Promise Academy's anticipated staff of 4 certificated teachers and 1 certificated pupil services (counselor) will report to the School Leader.

Appendix E – Education Services Provider, if applicable

Not Applicable

Appendix F - New charter school petitions may include any additional supporting documents incorporated into the PDF as Appendix F:

Please see the following -

- IYR Support Letter - referenced through out
- Bluum Support Letter
- Bluum In-Kind Support Grant Agreement
- Draft School Calendar



June 27, 2022

Board of Directors

Leroy D. Custer
Chair

Shella Hennessey
Chair-Elect

Harry Amend

Camille Andersen

Liz Beem

Jim Bratnobar

Angie Harrison

Jim Johnston MD

Travis Leach

**Brinnon Garrett
Mandel**

Rick Rietmann

Leanne Rousseau MD

Brian J. Scott

Ivy Smith

Laura Smith

Chris Taylor

Deanna Turner

Julie VanOrden

Ron Ashley
Director Emeritus

Scott Curtis, LMSW

Superintendent Marc Gee
Middleton Board of Education
5 South Viking Drive
Middleton, ID 83644

RE: Idaho Youth Ranch Letter of Support for Promise Academy Charter School

Dear Superintendent Gee and Middleton School Board Members:

The Idaho Youth Ranch is pleased to provide this letter of support for Promise Academy. The creation of Promise Academy as a charter school, and its effectiveness in providing education services to the students who will live at the Residential Center for Healing and Resilience (the Residential Center), are critical to successful outcomes for those youth.

The location of Promise Academy on the Hands of Promise Campus and its close ties to the Residential Center provide essential opportunities for Promise Academy and Idaho Youth Ranch to work closely in the following described areas. Each of these topics will be specifically formalized in an MOU between Idaho Youth Ranch and the Academy that will be completed once the charter is authorized.

Foodservice: It is the intention of both Idaho Youth Ranch and the Academy to work together to provide school meals and snacks for students at no net cost to the Academy. Both parties will work together to explore the best option for funding meal expenses, including private or foundation grants and the National School Lunch Program.

Transportation: As discussed in the Charter Petition, all students of Promise Academy will be residents on the campus of the Residential Center, so no regular home-to-school transportation is necessary. The Idaho Youth Ranch will provide transportation for Academy students for school activities and other transportation needs. In addition, both parties will collaborate to seek outside funding to support this need.

Rent of School Premises: The Idaho Youth Ranch will provide space for Promise Academy operations in the education wing of the Education and Wellness Center. Rent terms will be formalized in the MOU referenced above; for the first two years of operation the rent will be set at the amount provided by the State Department of Education for that purpose.

Superintendent Gee and Middleton School Board

Page 2

June 27, 2022

Support Services: Idaho Youth Ranch will work together with Promise Academy to identify appropriate funding sources for traditional support services such as human resources, information technology, and accounting.

Paraprofessional Staff: Direct care staff of the Residential Center will be assigned to Promise Academy as classroom aides as part of their employment duties at the Residential Center.

Staff Training: All staff from Promise Academy will have access to trainings provided by the Residential Center that are relevant to the education program, including but not limited to Trauma Informed Care topics and behavior management modalities.

Support for Locating Funding Opportunities: The Idaho Youth Ranch Development Department will actively seek business, individual, foundation, and other grantor funding for Promise Academy.

The Residential Center in partnership with Promise Academy is designed to fill a significant void in Idaho's mental healthcare system for young people. Working together to make cutting-edge therapeutic and educational practices available to the most vulnerable Idaho youth will put them on the path of hope and healing and a brighter future.

Superintendent Gee and Middleton School Board Members, the Idaho Youth Ranch is honored and greatly appreciative that the District is considering authorizing the Charter Petition for Promise Academy. We believe that our three organizations can develop a strong collaboration that benefits the District, your staff and students, and the students of Promise Academy and by extension the Middleton community at large. We will be able to leverage our impact in ways that we have only begun to imagine.

Please do not hesitate to contact me if you have any questions or require further information. I look forward to our collaboration.

Sincerely,



Rick Alis
House Counsel
Chief Risk Officer



June 27, 2022

Superintendent Marc Gee
Middleton Board of Education
5 South Viking Avenue
Middleton, ID 83644

Re: Bluum Support Letter for Promise Academy Charter School

Dear Superintendent Gee and Middleton School Board Members:

I am writing to confirm Bluum's commitment to provide pro bono ongoing support to Promise Academy Public Charter School and the Idaho Youth Ranch (IYR) as stated in the Promise Academy Charter Petition provided to the Middleton School District. Specifically, as stated in the Petition, throughout FY23 (pre-opening year) and FY24 (Year 1 with students) Bluum has committed to providing Promise Academy with up to 40 hours of financial oversight support and training and up to 40 hours of strategic planning and governance support. Bluum provides these supports at no cost to Promise Academy or IYR.

Bluum will formalize these pro bono commitments through annual No-Fee Grant Agreements with Promise Academy. Bluum will provide the FY23 No-Fee Grant Agreement to Promise Academy for their review and signature the week of June 27. This time next year and contingent on the successful launch of the Promise Academy, Bluum will provide the school with an FY24 No-Fee Grant Agreement formalizing Bluum's FY24 support commitment.

Promise Academy, as well as the Residential Treatment Facility and larger Hands of Promise Campus IYR is establishing, will greatly enhance Idaho's ability to treat and educate the state's most vulnerable youth and will grow to become a valued community resource in the Middleton community. Bluum is pleased to be a partner in these important efforts.

Superintendent Gee and board members, please know that the Bluum team is also available to provide guidance and support to the Middleton School District throughout the process of considering the Promise Academy Charter Petition and/or fulfilling the role of charter school authorizer in a highly-effective manner. I welcome you to reach out anytime if Bluum can be of assistance or support moving forward.

Sincerely,



Terry Ryan
CEO



Bluum In-Kind Support Grant Agreement

Project Title: Bluum In-Kind Support Services

Grantee: Promise Academy (hereinafter 'Grantee')
28371 El Paso Rd, Caldwell, ID 83607

Contact Person(s): Scott Curtis

Agreement Period: 7/1/2021- 6/30/2022

Total Award: \$20,700 in-kind services

Specifications of the Grant Award:

1. **Project Description:** To support its partner schools, Bluum is committed to providing high-quality support(s) to select partner schools that elect to take advantage of these Bluum services. The support services Bluum offers include but are not limited to: (1) Back-Office; (2) Special Education; (3) Academic; (4) Branding and Communications; and/or (5) C-Level and Governance. Hereinafter 'Support Services.'
2. **Project Objectives.** Make high quality Support Services available to Bluum partner schools free of charge.
 - Ensure timely and accurate reporting of all financial activity as required by federal and state agencies.
 - Ensure timely and accurate reporting of all financial activity as required by nonprofit grantmaking organizations.
 - Empower school leadership and board members in their financial and operational decision-making.
 - Ensure schools establish, staff, and implement their special education systems in compliance with requirements of state and federal special education laws and policies, including timely and accurate completion of student evaluations and student IEPs.
 - Ensure schools have exceptional, innovative education models and services in place that are structured to meet or exceed any/all academic outcomes in grant objectives, authorizer performance certificates, or other applicable state or federal performance metrics.
 - Ensure schools have highly effective marketing tools and systems in place.

- Empower school leadership and board members in their long-term and short-term facilities planning, financing, and development.
 - Support school leaders and boards with governance-related oversight and decision making.
3. **Support Services Provided and Estimated Value.** Appendix A identifies the category(ies) of Support Services Bluum is providing the Grantee and the estimated value of the in-kind Support Services Bluum will provide under the Agreement.
 4. **Participation Requirements - General.** Bluum will provide oversight and evaluation for this grant. To enable Bluum to provide the Support Services, the Grantee shall: (a) provide information to Bluum as requested, including but not limited to as provided in Appendix A; (b) participate in associated Bluum training and research; and (c) provide Bluum access to its records, data, and other information needed by Bluum to perform the Services, as identified in Appendix A. Grantee agrees to share all academic performance data with Bluum, including but not limited to IRI, ISAT, MAP, SAT. Bluum will maintain all Grantee school records, data and information in a confidential manner and will comply with all rules of confidentiality as required by State and Federal law and school policy, including but not limited to FERPA, HIPPA, et al.
 5. **Retention of Key Personnel.** Bluum recognizes that the participation of Scott Curtis is critical to the success of the Grantee. If the key personnel noted above ceases to be directly involved in this project, Grantee must immediately notify Bluum CFO Marc Carignan. Upon such notification, Bluum will hold the in-kind grant support, subject to notification of replacement of the personnel. At such time Bluum will make a written determination as to the feasibility of continuing the grant agreement.
 6. **Fiscal Accountability.** This in-kind support has been awarded by Bluum based on the estimated service cost of \$20,700 listed above, and as detailed in Appendix A. All grant support must be utilized for charitable or educational purposes.

6.1 Expenditure Prohibitions. Grantee shall not use any of the support received from Bluum:

- a. To carry on propaganda, or otherwise to attempt, to influence legislation (within the meaning of Internal Revenue Code ("IRC") Section 4945(d)(1);
- b. To influence the outcome of any specific public election, or to carry on, directly or indirectly, any voter registration drive (within the meaning of IRC Section 4945(d)(2);
- c. To make any grant to an individual or other organization that does not comply with the requirements of IRC Section 4945(d)(3) or (4); or
- d. To undertake any activity for a non-charitable purpose, as defined in IRC Section 170(c)(2)(B);
- e. To provide material support or resources to any individual or entity that Grantee knows, or has reason to know, is an individual or entity that advocates, plans, sponsors, engages in, or has engaged in terrorist activity;
- f. To pay administrative indirect costs that are not directly related to the Fellowship as defined in this Agreement.

7. **Further Assurances.** Grantee shall take all such actions reasonably requested by Bluum, and shall comply with the provisions of any future regulations promulgated under IRC Sections 4942 to 4945 that are applicable to the grant, to ensure that the grant (a) will constitute a "qualifying distribution" by Bluum within the meaning of IRC Section 4942(g), (b) will not constitute a "taxable expenditure" by the Foundation within the meaning of IRC Section 4945, and (c) will not violate the USA PATRIOT Act, Executive Order 13224, or any other applicable law, regulation, or order.
8. **Indemnification.** Grantee acknowledges that Bluum is providing the Support Services for no compensation for the sole benefit of Grantee, and that Bluum has no control over the operations, acts or omissions of Grantee. As such, Grantee shall indemnify, defend and hold Bluum, its directors, affiliates, subsidiaries, employees and representatives harmless from and against any claims, liabilities, losses, damages, fines, penalties, and expenses (including but not limited to reasonable legal fees and costs) (collectively, "Losses") incurred by Bluum arising out of this grant, the Support Services, Grantee's operations, or any violation by Grantee of the grant requirements outlined herein, except to the extent such Losses are caused solely by the willful misconduct of Bluum. Bluum agrees to indemnify, defend and hold the grantee school, its affiliates, subsidiaries, assignees, and licensees harmless from and against any Losses resulting from any injury to person or property caused by willful misconduct on the part of Bluum at the Grantee's school premises. Except for the foregoing indemnification obligation, Grantee hereby releases Bluum from any and all claims and Losses arising out of this grant and the Support Services.
9. **Insurance.** Bluum and Grantee shall each procure and maintain appropriate industry-standard insurance, including insurance to cover the indemnification obligations set forth herein, including at a minimum the insurance set forth below. Bluum and Grantee shall cause the other to be listed as an additional insured on any applicable liability insurance policy. All such policies of insurance shall include coverage for contractual liability and a standard waiver of subrogation provision.

Workers Compensation	Statutory
Employer's Liability <ul style="list-style-type: none"> • Each Accident • Disease, policy limit • Disease, each employee 	\$100,000 \$500,000 \$100,000
General Liability <ul style="list-style-type: none"> • Each occurrence (Bodily injury & property damage) • General Aggregate 	\$1,000,000 \$2,000,000
Automobile Liability (Combined single limit - Bodily injury & property damage) <ul style="list-style-type: none"> • Each Accident 	\$1,000,000
Professional Liability Insurance <ul style="list-style-type: none"> • Each claim made • Annual aggregate 	\$1,000,000 \$1,000,000 \$1,000,000

Errors & Omissions	\$1,000,000
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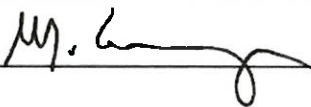
10. Reporting Requirements. Grantee shall submit the following reports to Bluum:

- **OPINE (CPA Audit) Report** due within 30 days of receipt/issuance. Grantee shall submit a copy of the opine on its financial operations from their annual fiscal audit to Bluum. This should be sent to Bluum following the Grantee's annual financial audit. The report should be attested by the responsible financial officer or a Certified Public Accountant.

11. Termination of In-Kind Support Services Grant. Bluum reserves the right to rescind any granted Support Services at any time. Except in the circumstance where Bluum loses its funding for the Services, Bluum will endeavor to provide Grantee with sixty (60) days notice prior to termination.

12. Definitions. All references to "IRC" are to the Internal Revenue Code of 1986, as amended, and shall be deemed to include the corresponding provisions of any future federal tax laws and regulations that are applicable to the grant. References to the USA PATRIOT Act are to Public Law No. 107-56.

The signatures of Scott Curtis indicate acceptance by Grantee of the terms and conditions of this grant and confirm Grantee's commitment to the project objectives and expected results outlined above. The signatures of Scott Curtis also confirms that Grantee is (a) a tax-exempt organization under IRC Section 501(c)(3) that is not a private foundation by virtue of being described in IRC Section 509(a)(1) or (2) or (b) a governmental unit described in IRC Section 170(c)(1).

Name	Signature	Date
Terry Ryan, CEO Bluum		6-29-22
Marc Carignan, CFO Bluum		6/29/22
Scot Curtis, Board Chair, Grantee		

Appendix A

Estimated Value of Support

A-1 Back Office Support:	\$14,000
A-2 Special Education Support:	\$2,200
A-3 Academic Support:	\$2,000
A-4 Branding / Comms Support:	NA
A-5 C-Level / Governance Support:	\$2,500
Total Est. Value:	\$20,700

Appendix A

Appendix A-1 Back Office Support Services

702 W Idaho Street, Suite 600
Boise, ID 83702

Back Office Services

Human Resources

	Monthly Fee	Annual Fee
Maintain employee files throughout the year, including education credentials, fingerprinting, perform background checks through the SDE, benefits documentation, contracts, demographic data, work assignments, timesheets, tax elections, 401k direct deposit design, and contract.	\$	400

	# of EE's	Annual Fee	Subtotal
Per New Certified Employee	2	\$ 200	\$ 400
Per Existing Certified Employee	-	\$ 75	\$ -
Per new classified employee	-	\$ 50	\$ -
Per existing classified employee	-	\$ -	\$ -
	2		\$ 400

Initiate and manage benefit renewals through insurance broker, all data updates, and reconciling benefits invoices are considered part of accounting services fees below

Payroll

Monthly payroll processing, including:	\$	-	\$ -
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- Tax payment and quarterly/annual reporting including W-2, W-3, 1099, 1096, Idaho income tax
- Quarterly ID unemployment reporting
- PERSI reporting and payment
- Sick-time tracking
- Monthly payroll transactions report ready to post to school website (we can post if provided credentials)

# of EE's	Check Box	Monthly Fee
0 - 25		\$ 750
25 - 50		\$ 950
50 - 100		\$ 1,250
100 +		\$ 1,500

Revenues, Expense Items, Federal Title I, II, B, IV, and Federal IDEA

Revenue processing tasks consisting of:	\$	400	\$ 4,600
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- Process cash and check transactions, prepare deposits (to be deposited by school staff)
- Record transactions to correct G/L codes
- Provide donation acknowledgments for monetary donations
- Report sales tax for taxable sales
- Review and reconcile electronic payments from state department of education
- Prepare all adjusted journal entries when applicable
- Federal programs- recognition of revenue and accompanying receivable when expenditure is recorded
- Federal programs - complete monthly posting of funds draw-down using Idaho SDE's CSFGA web site

# of EE's	Check Box	Monthly Fee
0 - 25	X	\$ 400
25 - 50		\$ 1,200
50 - 100		\$ 2,000
100 +		\$ 3,000

Expenditure processing tasks consisting of:

- Electronic storage of all backup to expenditures
- Place orders, issue purchase orders when required
- Process checks semi-monthly
- Track capital expenditures for auditor / SDE
- Loans / Bonds - accurate posting of P&L, monitoring against amortization schedule
- Loans / Bonds - Compute covenant compliance quarterly, include in board reports

Federal Funds - draw downs to be processed:

- Complete compliance review of each expenditure, feedback for questionable expenditures
- Post expenditures to correct G/L
- Electronically maintain all expenditure backup and approvals

High-dollar procurement:

- For expenditures exceeding \$25,000, issue, receive, and catalog bids, provide for Business Manager/Administration review

Per project, hourly fee, \$50/hr rate

Accounting

Monthly Financial Statements	\$	-	\$ -
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Standard 2 M Reports ("Budget Report")

Detail report by G/L code

Initiate and manage benefit renewals through insurance broker, all data updates, and reconciling benefits invoices

Monthly A/P transaction report posted to school website

Financial Audit Support - Prepare all CPA firm-requested items and follow-ups	\$	-	\$ -
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Monthly bank reconciliations	\$	-	\$ -
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Assist with annual budget preparation	\$	-	\$ 4,800
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Compliance Reporting

Prepare all requested financial reports (see table, next tab / attachment A) and submit to Finance Manager for review and submission, or submit directly with Finance Manager approval

\$	-	\$ -
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Grand Total - Annual Cost, based on 12 month contract

\$ 14,800

Appendix A-1

Appendix A

Back Office Support Services

Compliance Reporting Schedule:

Due Date	Dept.	Item
15-Jul	SDE	School District Budgets*
30-Jul	SDE	School Building Demographics Building Additions, Reconfigurations, Deletions*
30-Jul	PCSC	Dashboard (update of school contact info & copy of Support Unit Computation spreadsheet)*
30-Jul	Lender	Quarterly Financial Statements
30-Jul	PCSC	SDE Budget Worksheets*
17-Oct	SDE	District and Charter School Salary Schedules
17-Oct	SDE	ISEE Staff Data Reporting*
17-Oct	SDE	Application and Budgets for IDEA Part B and Preschool Special Education Funds*
17-Oct	PCSC	Independent Audit Report*
28-Oct	SDE	Annual Statement of Financial Condition*
31-Oct	SDE	IFARMS Annual Financial Report*
31-Oct	SDE	Leadership Premiums*
31-Oct	Lender	Quarterly Financial Statements
10-Nov	SDE	Independent Audit Report
10-Nov	Lender	Independent Audit Report
18-Nov	SDE	ISEE Staff Data Reporting*
9-Dec	SDE	ISEE Staff Data Corrections*
19-Dec	SDE	School Facility Maintenance Report*
15-Jan	SDE	Title I-A, Application for Reallocated Funds*
31-Jan	PCSC	2nd Quarter Reporting (Balance Sheet & Budget/Income Statement), Revised Budget if Applicable
31-Jan	Lender	Quarterly Financial Statements
28 Feb	SDE	Indirect Cost Worksheet*
18-Mar	SDE	Certification of Low-Income Student Count for Charter LEAs*
30-Apr	SDE	Notify County Clerks of Budget Hearing
30-Apr	Lender	Quarterly Financial Statements
30-Jun	SDE	Updated Square Footage Numbers for following year*
23-Jun	SDE	Continuous Improvement Plans and Training Reimbursement Request*
26-Jun	SDE	Court-Ordered Tuition Equivalency Report*
30-Jun	SDE	Consolidated Federal and State Grant Application*

SDE – Idaho State Department of Education

PCSC – Idaho Public Charter School Commission

Lender - any lending institution requiring reports

** Based on required formats*

Appendix A

Appendix A-2 Special Education Support Services

Estimated hours of Bluum Support: 44 hours

Hourly Rate: \$50

Total Estimated Support: \$2,200

In consideration of the Special Education Support Services provided by Bluum, Grantee agrees to comply with the following (Check all that apply):

Check All That Apply	School Commitment
	**Items in BOLD may be provided as individual documents from each school or by providing Bluum login access to the Secure Server for Monitoring, Compliance Tracking Tool and SPED Data Application, and State Testing Results Portals
	Provide Bluum with results of yearly GSFR reviews
	Provide Bluum with LEA Determinations and monitoring level
	Provide Bluum notice of all state complaints filed and resolution of the said complaint
	Provide Bluum access to state testing results portal (ISAT, IRI and IDAA) for students with disabilities
	Provide Bluum with updated sped percentages (December and May)
	Provide Bluum special education staffing count (paras, sped teachers etc.) yearly
	Yearly systems quality review
	Join Bluum-Supported Idaho Ed Plan Aggregate Site (when available)

Bluum agrees to provide the following Special Education services to Grantee:

Check All That Apply	Bluum Support Service	Est. Hours
	Special Education Systems Quality Review	
	Compliant Practices (Development and Support)	
	Special Education Program Resources	
	New School Launch Supports	32
	Customized Professional Development	12

Appendix A

Appendix A-3 Academic Support Services

Estimated hours of Bluum Support: 40

Hourly Rate: \$50

MAP Assessment:

Total Estimated Support: \$2,000

In consideration of the Academic Support Services provided by Bluum, Grantee agrees to comply with the following:

Check All That Apply	School Commitment
x	Provide at least 24-hour notice when rescheduling a previously scheduled appointment
x	Providing coach / consultant with regular feedback to ensure their services they provide are high impact

Bluum agrees to provide the following Academic Support Services to Grantee:

Check All That Apply	Bluum Support Service	Est. Hours
	School or network leader executive coaching (weekly, bi-weekly, monthly, quarterly)	
	Site visits for instructional action planning	
	Participation in Bluum led or presented professional development (# of participants x hours)	40
	Advisory consulting for board functions (goal setting, leader evaluation, succession planning, and leader selection)	
	Analyze / Synthesize School Map data	

MAP Testing Support

In consideration of the NWEA MAP Testing support provided by Bluum, Grantee agrees to comply with the following:

Conduct, at a minimum, Spring to Spring NWEA MAP Assessment for each grade level K-8 served by the school.
By August 1 of the Grant Year, Provide Bluum with the number of students in grades K-8 (as applicable) who will complete the MAP Assessment (submit to ACotton@bluum.org)
A school choosing to conduct additional K-8 NWEA MAP testing (ie Fall testing) may submit a written request to Bluum no later than August 1 of the Grant Year asking Bluum to cover the cost of the additional testing (submit to ACotton@bluum.org)
Provide Bluum with access to NWEA MAP results (access to portal)

Bluum agrees to provide the following NWEA MAP Testing support to Grantee:

Fund the cost of the school's Spring NWEA MAP testing	XXX Students @ \$11 =
Respond within 15 days to a request to fund additional NWEA MAP testing for K-8 students	
Provide the school with an analysis of the school's NWEA MAP results	

Appendix A

Appendix A-4 Branding and Communications Support Services

Estimated hours of Bluum Support: NA

Hourly Rate: \$50

Total Estimated Support: _____

In consideration of the Communications Support Services provided by Bluum, Grantee agrees to comply with the following:

Check All That Apply	School Commitment
	Include "How did you hear about our school?" field on lottery and enrollment forms
	Provide Bluum access to the responses collected to the above field (April and Sept)
	Provide Bluum access to all available marketing analytics

Bluum agrees to provide the following Communications Support Services to Grantee:

Check All That Apply	Bluum Support Service	Est. Hours
	Brand Development	
	Digital Presence Coaching and Assistance	
	Strategic Communications Planning	
	PR Coaching and Assistance	

Appendix A

Appendix A-5 C-Level and Governance Support Services

Estimated hours of Bluum Support: 50 hours

Hourly Rate: \$50

Total Estimated Support: \$2,500

In consideration of the Operations and Governance Support Services provided by Bluum, Grantee agrees to comply with the following:

Check All That Apply	School Commitment
x	Provide Bluum access to all financial and facilities data and records, as requested
	Identity a Point of Contact(s) on school team for a facilities project (or POCs)

Bluum agrees to provide the following Operations and Governance Support Services to Grantee:

Check All That Apply	Bluum Support Service	Est. Hours
	Board Training	
X	Strategic Planning	25
	Staffing and Hiring (Job Descriptions, Search, Interviewing)	
	Network/Replication School Launch Support	
X	Single Site School Launch Support	25
	School Board Policy Support (Review, Interpret, Update)	
	Participate on School Facility Financing or Refinancing Team	

Draft Calendar

July 2022							August 2022							September 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2	1	2	3	4	5	6				1	2	3		
3	4	5	6	7	8	9	7	8	9	10	11	12	13	4	5	6	7	8	9	10
10	11	12	13	14	15	16	14	15	16	17	18	19	20	11	12	13	14	15	16	17
17	18	19	20	21	22	23	21	22	23	24	25	26	27	18	19	20	21	22	23	24
24	25	26	27	28	29	30	28	29	30	31				25	26	27	28	29	30	
31																				

October 2022							November 2022							December 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1			1	2	3	4	5					1	2	3
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31
30	31																			

January 2023							February 2023							March 2023								
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa		
1	2	3	4	5	6	7					1	2	3	4					1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11	5	6	7	8	9	10	11		
15	16	17	18	19	20	21	12	13	14	15	16	17	18	12	13	14	15	16	17	18		
22	23	24	25	26	27	28	19	20	21	22	23	24	25	19	20	21	22	23	24	25		
29	30	31					26	27	28					26	27	28	29	30	31			

April 2023							May 2023							June 2023						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1	1	2	3	4	5	6					1	2	3	
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	
30																				

USA Holidays and Observances					
04 Jul, 22	Independence Day	05 Sep, 22	Labor Day	10 Oct, 22	Columbus Day
31 Oct, 22	Halloween	11 Nov, 22	Veterans Day	24 Nov, 22	Thanksgiving Day
25 Dec, 22	Christmas	01 Jan, 23	New Year's Day	02 Jan, 23	New Year's Day Holiday
16 Jan, 23	M L King Day	14 Feb, 23	Valentine's Day	20 Feb, 23	Presidents' Day
07 Apr, 23	Good Friday	09 Apr, 23	Easter Sunday	14 May, 23	Mother's Day
29 May, 23	Memorial Day	02 Jun, 23	National Donut Day	18 Jun, 23	Father's Day