

December 3, 2019

To: Mayor, Vice Mayor & City Commissioners

From: Greg Harrison, City Manager *for Gth*

Re: Resolution to Approve Submittal of a Pompano Beach Municipal Charter School Application

As you may all recall, at the June 25, 2019 City Commission meeting, the City Commission directed me to look into the creation of a Municipal Charter School for the City of Pompano Beach (the "City"). Over the past several months, I have engaged a number of experts in the public charter school field in an effort to research this subject in some depth to present the City Commission with factual information and considerations governing the creation of a municipal charter school. What follows is a general discussion on charter schools, as well as discussion about the charter school application development process.

## What are Charter Schools?

Charter schools are independent public schools that are statutorily regulated and that operate under a performance contract, or a "charter", which frees them from many regulations created for traditional public schools, while holding them accountable for academic and financial results. The charter contract between the charter school governing board (i.e. the City Commission) and the sponsor (i.e. the Broward County Public School District) details the school's mission, program, goals, students served, methods of assessment and ways to measure success. Guiding principles for charter schools include the encouragement of innovative learning methods, the measurement of learning outcomes and the development of innovative measurement tools governing student learning and academic achievement.

## Why Create a "Municipal" Charter School?

Although charter schools may be created by an individual, group, business or other legal entity, a municipal charter school is often created to enhance the educational system within that municipality's boundaries and enable parental choice. The Pompano Beach Municipal Charter School ("PBMCS") will be able to directly influence these factors because the City Commission serving as the school's governing board would have the autonomy to establish their own mission and goals, determine the grade levels served, design their own academic program, design their own methods of assessment and ways to measure academic success, hire their own teachers and control their own finances. In addition, a high-performing ("A" rated) charter school can yield positive long-term economic impacts to the City and its residents.

Mayor, Vice Mayor & Commission  
RE: Municipal Charter School Application  
December 3, 2019  
Page 2

The focus/theme of the proposed Pompano Beach Municipal Charter School (the “PBMCS”) will be informed by research and successful practices to establish a high performing municipal charter school that offers students and families an additional tuition free public school option to inspire students to love learning and help them discover new abilities, which will provide them with the skills they need for life and achievement at all levels. The overarching objectives of the PBMCS include:

1. Enabling parental choice by providing a prime quality and high performing school to meet the unique needs of Pompano Beach Residents;
2. Providing an alternative to costly private schools for Pompano Beach residents, saving substantial money by not paying for expensive tuition (private school tuition within the City ranges from \$21,000-\$35,000/year depending on grade level);
3. Expand the capacity of the public-school system to mitigate the educational impact created by the development of new residential units (the City has approximately 10,000 new residential units available for development, and an additional 3,000 units assigned to a project that is either seeking site plan approval or approved for construction); and
4. Equipping the City to attract companies offering significant salaries to its workers who have school age children and want an extraordinary and unique educational opportunity for their children.

The PBMCS will utilize an extremely rigorous curriculum that will grow excellence within our youth. We will start with intense achievement at lower grades and continue at an appropriate pace to a K-8 program. Throughout attending PBMCS students would be striving to secure an “A” rating at all levels on the State of Florida School Ranking System.

It should be noted that even though there are 3 charter schools within Pompano Beach, these schools are not currently high-performing schools with grades ranging from C-D. A “Municipal” charter school will allow the City Commission, serving as the charter school’s governing board, to create a charter with measurable outcomes and in essence influence all decisions governing charter school operations creating a foundation of oversight and control and therefore ensuring maximum success of charter school operations.

### **Who will be Eligible to Attend the PBMCS?**

To keep the process fair and equitable, entrance to the PBMCS will be regulated by a lottery system with Pompano Beach residents being given priority, followed by other Broward County residents. It is recommended that Broward County residents be allowed to take part in the lottery process in an effort to ensure that the charter school meets its enrollment objectives as state revenue funds are allocated to the school based on number of students actually enrolled.

## **PBMCS Grade levels**

The PBMCS approach will be to “grow” excellence on a solid foundation. This will be accomplished by adhering to the following schedule whereby the student enrollment breakdown by year will be as follows:

Year 1 Start with Grades K, 1, 2 and 6 up to 380 students  
Year 2 Add Grades 3 and 7 up to 580 students  
Year 3 Add Grades 4 and 8 up to 800 students  
Year 4 Add Grade 5 up to 910 students

Since it can be challenging to take an older child from an existing school and immerse them in a new culture, which includes a rigorous educational curriculum and different teaching, learning and assessment techniques, PBMCS will begin with a specifically designed program to develop deep subject knowledge, conceptual understanding, and higher order thinking skills grade by grade. Students will build on their previous learning content and skills that reinforces what they have learned and how they learned it, while at the same time taking them forward to higher levels of achievement.

## **Choosing the Right PBMCS Facility**

The City is in the process of exploring possible locations for the PBMCS. Paramount to the decision for a possible location will be ensuring that the facility and its location ensures the safety and welfare of students, faculty and parents of the PBMCS. The PBMCS must comply with a myriad of Florida statutory and administrative requirements, as well as comply with Fire Department and other regulatory requirements.

## **How will the PBMCS Be Funded?**

### *Florida Education Finance Program*

Charter schools are funded through the Florida Education Finance Program (FEFP) in the same way as all other public schools in the school district. The charter school receives operating funds from the FEFP based on the number of full-time (FTE) students enrolled.

Charter school funding includes gross state and local funds, discretionary lottery funds, and funds from the school district's current operating discretionary millage levy; divided by the total funded weighted full-time equivalent (FTE) students in the school district; multiplied by the weighted FTE students in the charter school. Charter schools are also entitled to their proportionate share of categorical program funds, for eligible students and programs (i.e. Title 1, etc.).

### Grants

Charter schools may also access federal funds through a competitive grant process that awards funds to charter schools for the following purposes:

- Planning and Implementation - the Florida Department of Education administers the Charter Schools Program (CSP) Planning and Implementation grant through a request for proposals (RFP) process each year. The general purpose of this grant is to provide financial assistance for the planning, program design, and initial implementation of charter schools and expand the number of high-quality charter schools in Florida.
- Dissemination - This competitive grant aids successful charter schools in the dissemination of best practices and other information about charter schools. Charter schools in operation for at least three years who have not previously received a dissemination grant may be eligible to apply. Additional eligibility criteria may be established by the Department and may vary with each application cycle.

It is the City's objective to apply for the CSP grants, as well as any other grants that may be available at the local, state or federal level to assist in the start-up and ongoing operations of the PBMCS. Although grant amounts may vary depending on funding availability, most recent start-up awards have been for \$575,000 for new operators. The City intention is to apply for all available grants and then aggressively pursue "other funding" mechanism (as discussed below) in order to ensure the long-term self-sustainability of the PBMCS.

### Public Education Capital Outlay Funding

The State of Florida provides for appropriations to fund capital outlay expenditures for charter schools meeting certain criteria. At a minimum, a charter school must be in operation for at least two (2) years in order to potentially qualify for this funding source. Additional criteria are also considered and the PBMCS would explore qualification for this funding source by year 3 of operations.

### Other Funds

Charter schools may also seek to raise surplus funds to supplement funding from other sources. These may include fundraising activities (i.e. displaying banners for businesses, selling items, dress down days, 5k runs etc.). Other sources may include sponsor donations, uniform surtaxes, before/aftercare services and the rental of facilities and school buses after hours, on weekends or during off-school months.

## **Development of the PBMCS Application**

City staff is currently working with a team of experts in the public charter field to develop a comprehensive (incorporates an educational plan, organizational plan, business plan etc.) charter school application for submittal to the Broward County Public School District. The application process is very detailed and must comply with regulatory requirements in terms of content. Part of the application process will entail developing pro-forma for the charter school, encompassing a planning year, as well as a five (5) year projected operational budget. Information for each team member is presented as Attachment 1 to this memorandum for your reference.

In addition, City staff contributing to the preparation and review of the application include myself, Suzette Sibble, Assistant City Manager and Andrew Jean-Pierre, Finance Director.

## **Conclusion**

The first step in contemplating the creation of the PBMCS is the submittal of an application to the Broward County Public School District (the "BCPSD") for consideration. Assuming the City Commission approves this Resolution, the application team would continue with its completion of the various components of the charter application. The timeline for the PBMCS application is as follows:

- December 10, 2020 – City Commission Approval to submit the Application
- February 3, 2020 – Application submitted to BCPSD
- February to May 2020 – BCPSD review and consider of application
- August 2021 - If application approved by May 2020, year one operation to begin school fiscal year 2021-2022

It should be noted that the submittal and approval of the charter application to the BCPSD is not binding on the City Commission, as following the approval of the application by the BCPSD, the City Commission would be asked to consider a number of items governing the start-up and ultimate operation of the PBMCS. The City Commission also has some flexibility when to begin charter school operations following application approval, as F.S. provides for up to a two (2) year deferral period to commence operations. Should you have additional questions pertaining to the charter school application process, please do not hesitate to contact me directly.

Attachment

## **Attachment 1**

### **PBMCS Application Team Members Information**

**Dr. Don Hooper** - Dr. Hooper is president of the Center for Quality Leadership Inc. (CQL). The CQL is committed to assisting school district administrators with the planning required to focus available resources on improving student achievement, administrative leadership and management of school operations. He has over 50 years of experience in public education, serving 33 years as an educator, instructional leader, and district administrator—serving 25 years as superintendent in five school districts ranging in size from 110 students to 60,000 students. He also has experience working with boards of education to formulate school district policy, develop and implement strategic plans, and oversee day-to-day school district administration and operations. Dr. Hooper was named Texas Superintendent of the Year in 1995 and named educator of the Month by Texas School Business Magazine. He was the 1994-95 President of the Texas Association of School Administrators. Additionally, he was the 2001-02 President of the American Association of School Administrators. During his tenure as superintendent of schools he served as an adjunct professor for the Department of School Administration/Supervision in the University of Houston System, The University of North Texas, and The University of Texas at Austin. Currently, Dr. Hooper is the Executive Director of School Research Nexus. Additionally, he is serving on two private school boards and two corporate boards. He served as Interim President of Fort Worth Christian Schools during the 2008-2009 school year and has served on the Board of the Fort Worth Christian Schools from 2009 until 2016. In 2013 he was the Interim Head of School for Cornerstone Christian Academy and remains as a member of that school board.

The Center for Quality Leadership is an education consulting firm that was formed in 1997. The firm has engaged in a broad range of services for educational entities including management and performance reviews, organizational studies, facility and demographic studies, strategic planning services, and program design/delivery services and professional development training. The firm has worked with school districts across the nation including Florida, Illinois, Texas, Michigan, and California with student enrollment of 110 to 200,000. Clients served include not only educational entities, but also private companies, healthcare entities, law firms, municipalities, charter schools, and associations.

**Dr. Earlean C. Smiley** - Prior to her retirement in 2014, Dr. Earlean C. Smiley served as Superintendent for the McCormick County School District for three years. During her tenure, she led the Board and community in the restructuring of key parts of the teaching and learning infrastructure: Leadership, Professional Development, Assessments, Curriculum and Instruction.

Dr. Smiley's professional experience includes serving at every level – teacher, principal, central office administrator and Superintendent. Prior to joining the McCormick County School District, Dr. Smiley was Deputy Superintendent of Broward County Public Schools for 10 years. Leading the Teaching and Learning Division for the sixth largest public school system in the United States, the second largest in the state of Florida, and the largest fully accredited K-12 and adult school district in the nation, Smiley's leadership led major efforts resulting in increased student achievement and significant improvements in teaching, learning and school status. Her central

work focused on enhanced access, equity and rigor to ensure that all high school graduates were prepared for college and careers. Dr. Smiley has a doctorate in Curriculum & Instruction from the University of South Dakota in Vermillion, South Dakota, a master's of science in Administration & Supervision, and a bachelor's degree in Drama, English and Speech from Dillard University (New Orleans, LA). In 2004 she successfully completed the Darden/Curry School Executive Leadership Academy at the University of Virginia.

**Dr. Leontine Butler** – Dr. Butler is an expert in public school reform efforts. She has a passion and commitment to lifelong learning as evidenced by over 35 years of service in public school education. Prior positions held in the field of education include: Teacher, Assistant Principal, Principal, Area Director, Area Superintendent, Executive Director, Assistant Superintendent, and Deputy Superintendent. Formerly, Dr. Butler served as Deputy Superintendent for Curriculum in the sixth largest public-school system in the nation. With nearly 260,000 students and an operational budget of \$439 million dollars, maintaining a focus on student achievement presented a myriad of day-to-day challenges. The Broward Public Schools provide learning opportunities for students from 171 countries, speaking 53 different languages. As an Area Superintendent, Dr. Butler provided instructional leadership for more than 139 schools including community schools, department of juvenile justice sites, and career-technical centers. In 2010 she chaired the Budget Forecast Committee for the district. The goal of the committee was to prioritize and align the budget for the upcoming 2011-2012 fiscal year. As Executive Director and later Assistant Superintendent of the Human Resources Department, Dr. Butler implemented a comprehensive, standards-driven program for quality professional development. The program resulted in improved employee performance both inside and outside of the classroom as well significant increases in student achievement scores.

**Jonathan Bonilla** – Mr. Bonilla currently serves as the Controller for the City of Pembroke Pines and has over 10+ years of extensive financial experience in the public sector, specifically with charter schools. In addition, he currently oversees various school functions for a municipally owned (City of Pembroke Pines) and operated charter school system of over 6,000 students such as Enrollment/Lottery, Fundraising, Community Outreach, Grant management, National School Lunch Program (NSLP), Transportation, and Legislative Affairs.

**In Rem Solutions, Inc.** – Founded in 1994, In Rem Solutions, Inc. is a consulting firm providing educational planning services, inclusive of providing services during the planning and charter application period. Their most notable client is the City of Pembroke Pines Charter School. Their scope of services typically includes the following services:

- Informing client of requirements of charter applications;
- Informing client of charter deadlines;
- Identifying information needed for charter applications;
- Coordinating the collection of data and documents for charter applications;
- Coordinating with the principal and teachers regarding curriculum materials;
- Writing and filing charter applications in coordination with client;
- Writing and filing additional documents required in coordination with charter application;
- Completing budgets as required for application;
- Submitting Charter Application; and
- Preparing Client for School Board Presentation



**City Attorney's Communication #2020-320**  
December 3, 2019

**TO:** Suzette Sibble, Assistant City Manager  
**FROM:** Mark E. Berman, City Attorney  
**RE:** Resolution – Charter School Application

As requested, the above-referenced Resolution has been prepared and is captioned as follows:

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF POMPANO BEACH, FLORIDA, AUTHORIZING THE CITY MANAGER AND STAFF TO SUBMIT A CHARTER SCHOOL APPLICATION TO THE BROWARD COUNTY PUBLIC SCHOOL DISTRICT TO OBTAIN THE REQUIRED APPROVALS FOR A POMPANO BEACH MUNICIPAL CHARTER SCHOOL; PROVIDING AN EFFECTIVE DATE.**

Please feel free to contact me if I may be of further assistance.



MARK E. BERMAN

MEB/jrm:jmz  
l:cor/mgr/acm/2020-320

Attachment



**RESOLUTION NO. 2020-\_\_\_\_\_**

**CITY OF POMPANO BEACH  
Broward County, Florida**

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF POMPANO BEACH, FLORIDA, AUTHORIZING THE CITY MANAGER AND STAFF TO SUBMIT A CHARTER SCHOOL APPLICATION TO THE BROWARD COUNTY PUBLIC SCHOOL DISTRICT TO OBTAIN THE REQUIRED APPROVALS FOR A POMPANO BEACH MUNICIPAL CHARTER SCHOOL; PROVIDING AN EFFECTIVE DATE.**

**WHEREAS,** the City Commission hereby finds that the following objectives of a Pompano Beach Municipal Charter School will be beneficial to the City and its residents by:

1. Enabling parental choice by providing a prime quality and high performing school to meet the unique needs of Pompano Beach residents;
2. Providing an alternative to costly private schools for Pompano Beach residents, saving substantial money by not paying for expensive tuition;
3. Mitigating the educational impact created by planned new residential units; and
4. Equipping the city to attract companies offering significant salaries to its workers who have school age children and want an extraordinary and unique educational opportunity for their children; and

**WHEREAS,** the City Commission supports the proposed plan to exercise a rigorous curriculum starting with limited enrollment and specific lower grades of Kindergarten, first, second and sixth grades initially. Then by adding additional grades and enrollment over the next three years to offer grades kindergarten through eighth grades; now, therefore,

**BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF POMPANO BEACH, FLORIDA:**

**SECTION 1.** Without further approval of the City Commission, the City Manager and staff, are hereby authorized to submit a Charter School application to the Broward County Public School District to obtain the required approvals for a Pompano Beach Municipal Charter School.

**SECTION 2.** This Resolution shall become effective upon passage.

**PASSED AND ADOPTED** this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
**REX HARDIN, MAYOR**

**ATTEST:**

\_\_\_\_\_  
**ASCELETA HAMMOND, CITY CLERK**

MEB/jrm:jmz  
12/3/19  
L:reso/2020-81